

# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

### ONE-PAGE COVER SHEET

TO: Director, Division of Central Purchasing  
Lexington-Fayette Urban County Government  
200 East Main Street, 3rd Floor  
Lexington, Kentucky 40507

ORGANIZATION: Untold Content, LLC  
1311 Vine Street  
Cincinnati, OH 45202

AUTHORIZED REPRESENTATIVE: Kathryn (Katie) Trauth Taylor  
CEO, Untold Content, LLC  
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(859) 866-1916

PROPOSED PROJECT: Proposal for Solicitation #17-2020 Development, Implementation and Management of a Communications Strategy for the Lexington Fayette Continuum of Care

SUMMARY OF PROPOSED PROJECT: As the owner of a HUB-Zone certified and SBA-certified Economically Disadvantaged Woman Owned Small Business (EDWOSB), WOSB, WBENC-certified Women's Business Enterprise (WBE), Untold Content, LLC, I have enclosed a response for Solicitation #17-2020. Untold Content provides proven, evidence-based communications and marketing strategies to government agencies, industry, and research institutions. With specialized expertise in human-based research and communications, our diverse team of MA and PhD-level consultants empower organizations to communicate their insights clearly and compellingly.

The LFUCG aims to create a centralized public education campaign that presents unified messaging, effective evidence, and impactful stories to prevent and end homelessness. Untold Content is a WBE teaming with SDVOSB partner Warrant Technologies, data visualization partner Data+Science, MBE partner Fineline Printing Group to craft communications and content strategies that amplify data stories and human stories in support of OHPI's mission. Our key personnel for this effort hold decades of experience crafting communications strategies for homeless services and operations—including expertise in data analysis, visualization, marketing, communications, public relationships, and research.

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## PROJECT NARRATIVE

### 1. Program Proposal and Design – Scope of Work

#### 1.A. How to define and articulate the OHPI’s role (OHPI), mission and vision as well as the role of the Homelessness Prevention and Intervention Board

As an evidence-based content strategy firm, our team at Untold Content focuses on creating unified messaging for organizational missions and training communicators with various expertise levels to deliver those messages effectively. To define OHPI’s mission and vision, Untold Content will guide stakeholders and board members in two, half-day virtual **strategic communications workshops** and provide expert guidance for the **creation and documentation of OHPI’s mission, vision, and values**. Using a story-driven, audience-centered approach, we will draft OHPI’s mission and vision, revising and finalizing based on feedback from OHPI. See attachment for example workshop agenda. **Deliverable:** Mission & Vision Statement(s).

#### 1.B. How to utilize data to engage target audiences

To inspire all OHPI stakeholders to harness the stories within your data, we will host three half-day virtual **data storytelling workshops**. Dr. Kathryn Trauth Taylor, Content Director, and Dr. Jeff Shaffer, author of *The Big Book On Dashboards*, will join Mr. Bruce Bolin, UI designer, and Mr. Adam Ruege, an expert on data analysis with 17 years of experience in operational planning for homeless programs nationwide to review key strategies of effective data visualization, map audience personas to OHPI data, and ideate data storytelling opportunities for OHPI. **Deliverable:** List of OHPI Data Visualization Opportunities & Concept Sketches.

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### 1.C. Communication strategy should include references to Coordinated Entry and proven solutions to homelessness

To ensure that OHPI's communications strategy builds upon the state-of-the-art in educational and marketing campaigns about homelessness, Untold Content will present strategies and results of 3-6 successful campaigns and facilitate a conversation about strengths, weaknesses, and opportunities to leverage in OHPI's communications strategy. **Deliverable:** Slide deck featuring 3-6 successful campaigns & key takeaways.

### 1.D. Strategy to include and marry already existing marketing materials for Coordinated Entry, the LexEnd Homelessness Fund, flyers, poster, and the OHPI

Untold consistently ensures that our clients' marketing materials are leveraged and adjusted as needed to create a seamless content strategy. We will conduct a brief **content audit**, reviewing existing materials, organizing content and graphic assets, and auditing those materials for alignment with OHPI's unified communications strategy. **Deliverable:** Working Draft of OHPI Editorial Calendar including "Existing Content" tab listing all existing materials and assets.

### 1.E.a. Providing guidance on best messaging strategies for the general public

An overarching objective of OHPI's communications strategy is to create a centralized public education campaign and unified messaging that results in increased public understanding and funding streams for OHPI's mission. We recommend the following approach and deliverables:

**1.E.a.i. Content Strategy Sessions:** We will host two, 1-2 hour virtual content strategy sessions with OHPI stakeholders to identify your organization's marketing and communications objectives, personas canvases, and content mission statement.

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**1.E.a.ii. Persona Canvases:** We will document persona canvases for 4 key audiences: 1) the general public, 2) policy makers and public funders, 3) community providers, and 4) people experiencing homelessness. Communications will aim to reach the goals, needs, priorities, and desires of OHPI’s audiences. See attachment for examples.

**1.E.a.iii. Messaging Grid:** After the content strategy sessions, we will create a one-page resource that articulates OHPI’s overarching messaging and talking points adapted to all 4 key audiences. See attachment for examples.

**1.E.a.iv. Style Guide:** Next we will create a 1-3 page resource that documents the look, tone, and feel of OHPI content. See attachment for examples.

**1.E.a.v. Campaign Ideation/Prioritization Sessions:** We will facilitate two, 1-2 hour virtual ideation and prioritization sessions with the OHPI team to develop campaign and content concepts. We will prioritize the best ideas utilizing Untold’s content decision matrix.

**1.E.a.vi. OHPI Communications Plan:** This comprehensive communications and marketing plan will include objectives, personas, messaging grid, style guide, campaign concepts, timelines, roles and responsibilities.

**1.E.a.vii. Editorial Calendar:** We will create a robust editorial calendar featuring deliverables, descriptions, and deadlines. This will serve as a project plan for content creation.

### **1.E.b. Developing content that can be duplicated on website or other marketing materials defining OHPI and the collective impact initiative**

One of the campaign needed by OHPI is new communication about its updated mission and collective impact initiative. For this “About Us” campaign, Untold will write content for an updated webpage, write and design a one-pager, create the design and talking points for a presentation (approx. 10 pages), and social media messages. Content will be repurposed across these deliverables for efficiency and consistency.

### **1.E.c. Provide guidance on best messaging strategies for policymakers and public funders**

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During Tasks 1.C and 1.E.a, Untold will consult on and document the best messaging strategies for all key audiences, including policymakers and public funders. Community events, town halls and lobbying days with local or state lawmakers will be added to the OHPI editorial calendar and Untold will support marketing to generate participation and amplify outcomes of these events, assuming the creation of 2-4 content deliverables per month from January-September 2021. Deliverables can be one-pagers, articles, brochures, emails, event marketing and signage, information sheets, infographics and more.

### **1.E.d. Work with staff and board to determine data and performance analysis to provide**

To engage key audiences in OHPI's insights, it's critical that we analyze and identify evidence-based stories that emerge from your data. Data-driven stories are more memorable, engaging and effective than mere statistics. To best communicate data on homelessness and the effectiveness of regional prevention and treatment efforts, Untold will provide a Homeless Services Operations Consultant, Data Visualization Consultant, and Graphic Designer to support the **analysis and design of data infographics and visualizations** that can be featured in OHPI's educational and marketing campaigns. Staff and board members will participate in the data storytelling workshops described in Task 1.B. Untold will create 1-4 data visuals or analyses each month from January-September 2021.

### **1.E.e. Generate materials using the data provided to create visuals**

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Untold will create a variety of infographics and data visualizations that can be brought to life with animation or circulated in PNG and PDF formats on the web and in print. See Task 1.B and 1.E.d for details about our method and personnel for data storytelling support.

### **1.E.f. Determine ongoing communications with target audiences including frequency and type**

OHPI has a need to create talking points, pitch decks, elevator speeches, marketing materials, presentations, and social media advertisements. Untold will document content campaign themes, audience personas, circulation channels and flows, posting frequency, and media type in the Communications Strategy document described in Task 1.E.a. We will create an editorial calendar to organize all campaigns and deliverables.

### **1.E.g. Provide guidance on best messaging strategies for people experiencing homelessness and community-based organizations providing services**

During Tasks 1.C and 1.E.a, Untold will consult on and document the best messaging strategies for all key audiences, including people experiencing homelessness and community providers. Access to information and support is critical for these audiences, so we will apply best practices in professional writing, graphic design, and instructional design to ensure people can access, understand, and act on educational content. Untold will support marketing and education, assuming the creation of 2-4 content deliverables per month from January-September 2021.

### **1.E.h. Create marketing materials for Coordinated Entry including flyer, short description with visuals, and presentation for distribution**

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Coordinated Entry is a key strategy for preventing and ending homeless through the coordination of services. Untold will write and design a flyer, description, visuals, and presentation that bring the data and stories of CE efforts to life for key audiences. We will prioritize storytelling where possible. OHPI will provide feedback via content review form and Untold will revise as needed.

### **1.E.i. Create materials with visuals that articulate the Housing Crisis Response System and shifts of integrating Coordinated Entry**

To articulate the HCRS and CE efforts, we will collaborate with OHPI staff to outline, write, and design 2-3 infographics and 3-5 stories that communicate important impacts and outcomes of the Housing Crisis Response System.

### **1.E.j. Generate toolkits for community-based providers to be included in their own marketing materials**

Media kits are powerful tools for amplifying your message because they empower providers to share OHPI stories and data more broadly. Untold Content will create toolkits for each campaign that include press releases, talking points, social media messages and graphics, infographics and/or visuals to share with relevant organizations and providers.

### **1.E.k. Continuous management of materials, external websites/social media, and presentations**

The OHPI Editorial Calendar will be a source-of-truth for the management of all communications campaigns and deliverables. Managing content deliverables is a primary strength of Untold Content. We have created upwards of 300 deliverables in 3 months for our clients. Through weekly virtual meetings and an asynchronous collaborative Editorial Calendar,

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we communicate tasks and due dates for strategic success. We will manage creation and scheduling of up to 5 weekly social media messages across up to 4 social media platforms through our enterprise access to CoSchedule so that OHPI staff do not have to worry about posting messages at the perfect time to each platform every day.

## **2. Experience and Qualifications, Organizational Capacity**

### **2.A. Describe the responding organization’s mission and how that aligns with the program goals**

Untold Content is on a mission to catalyze breakthrough insights, innovation, and impact through the power of storytelling and content creation. As experts in content marketing as well as community-based participatory research, we are uniquely positioned to craft communications strategies that are evidence-based and story-driven. Stories—when told in relatable, engaging, clear ways—have the power to increase empathy and inspire actions to reduce and end homelessness. We are a team of MA- and PhD-level former professors with years of experience leading communications, research and writing efforts for federal agencies, city governments, companies, and nonprofits. Together, we have conducted over 250 interviews and written, edited, and designed over 300 stories, research studies, reports, analyses, social media campaigns, communications and marketing materials. From infographics and animations to billboards and one-pagers, our content has reached hundreds of thousands of viewers.

### **2.B. Provide a general description of the organization’s experience in areas of homelessness and housing, including developing and/or implementing communication plans**



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Untold Content has crafted communications strategies and public educational marketing campaigns for multiple national and city-level public health initiatives, including the VHA Homeless Programs National Office, VHA National Women's Health Office, MyVA Access Initiative, and Rural Veterans Access to Care Initiative. We have created educational content on Affirmative Action training for the U.S. Department of Labor, and written [award-winning research summaries](#) for the Millennium Challenge Corporation. We have developed communications strategies to prevent and end homelessness at the federal, state, and city levels for programs impacting over 300,000 individuals and families annually.

### **2.C. Provide specific examples of relevant programs completed including a description and resulting deliverables/outcomes**

At the federal level, VHA Homeless Programs National Office contracted Untold Content to serve as lead communications strategists, research writers and data visualization artists for Veteran-Centric Operations & Planning (VIPO), the operations management framework that drives homeless programs and collaborations at national, network, and local levels. Drawing attention to the human impacts of this advanced informatics, modeling and simulation framework, Untold Content crafted visuals, research, and wrote marketing materials like this [white paper report on Innovating an End to Veteran Homelessness](#). Healthcare and community networks supporting Veteran health were benefited by this research, as they gained insight into the methods and impacts of new technologies for Coordinated Entry and the reduction of Veteran homelessness across the nation.

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When the VHA was under national scrutiny for long patient wait times and access challenges, Untold Content designed the communications strategy and marketing materials for the MyVA Access initiative—the agency’s overarching response to access challenges. Drawing on the power of story, we conducted over 100 Veteran and provider interviews and authored a ten-chaptered book for the VHA titled, [VA’s Lean Healthcare Transformation: Innovating the Veteran Patient Experience](#), which reveals how systems engineering approaches improve efficiency, efficacy and patient outcomes for a readership of 330,000 VHA employees.

*Also see Attachment J (Case Stories & Past Performance).*

### **2.D. Provide specific examples of existing partnerships and collaborations that will be leveraged to implement a successful program**

Untold Content has existing collaborations with the U.S. Department of Veterans Affairs Homeless Programs National Office; access to research databases and academic researchers at University of Kentucky, University of Cincinnati, and Thomas More University; internship talent through the Ohio Third Frontier Diversity & Inclusion program; close existing partnerships with Cintrifuse and Flywheel, two public-private partnerships committed to social innovation.

### **2.E-G. Staffing**

See Attachments A, B, & C for Organizational Chart, Bios, and Resumes/CVs of Key Personnel.

### **3. Timeline**

See Attachments D, E, & F for the Timeline (PDF) and Detailed Timelines (Spreadsheet and PDF formats) to see allocation of hours for each key personnel by task/deliverable.

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### 4. Program Sustainability, Cost and Overall Program Budget

See Attachment G for Budget Spreadsheet and Attachment H for Budget Narrative.

### 5. Program Outcomes and Performance Measures

#### 5.A. Describe outcome data

The OHPI Communications Plan will outline the objectives and measures of success for content campaigns and efforts. Analytics such as website traffic, media coverage, social media reach, impressions, and engagement, funding obtained in support of campaign goals will be tracked and reported on a quarterly basis start in March 2021. Qualitative data will also be included in quarterly reports, including but not limited to statements and reflections from policymakers and community-based providers, program leaders, members of the general public, and people experiencing homelessness on their impacts and thoughts on OHPI's campaigns. Outcome data reported will align with the objectives of the communications strategy.

#### 5.B. Describe any other measures and methodology that will be used to evaluate program outcomes

Untold's will track outcomes using Google Analytics, social media platform analytics, CoSchedule analytics, statistics offered by media partners where relevant, and funding data shared by OHPI. As PhD-level human-based researchers, we will collect qualitative feedback from 6-12 representatives of OHPI's key audiences through phone/email correspondence and/or surveys to understand the community and leadership response to messaging. These insights will be reported quarterly in April 2021, July 2021, and in a final report delivered in October 2021.

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### ATTACHMENTS OVERVIEW

- Attachment A: Organizational Chart
- Attachment B: Key Personnel Bios
- Attachment C: Key Personnel Resumes/CVs
- Attachment D: Timeline
- Attachment E: Detailed Timeline (Excel Spreadsheet)
- Attachment F: Detailed Timeline (PDF)
- Attachment G: Budget Spreadsheet
- Attachment H: Budget Narrative
- Attachment I: Communication Plan, Quality Assurance Plan, & COVID-19 Procedures
- Attachment J: Past Performance & Case Stories
- Attachment K: Affidavit
- Attachment L: Equal Opportunity Agreement
- Attachment M: Affirmative Action Plan
- Attachment N: Current Work Force Analysis Form
- Attachment O: Company Information Form
- Attachment P: LFUCG MWDBE PARTICIPATION FORM
- Attachment Q: MWDBE QUOTE SUMMARY FORM
- Attachment R: LFUCG STATEMENT OF GOOD FAITH EFFORTS
- Attachment S: Signed GENERAL PROVISIONS



August 5, 2020

Untold Content

SUBJECT: RFP-17-2020 Development, Implementation, and Management of a Communications Strategy for the Lexington-Fayette Continuum of Care

This letter is to confirm Warrant Technologies has agreed to be a named a subcontractor of Untold Content to support its role for the performance of services outlined in RFP 17-2020, should Untold Content be awarded the contract. We acknowledge that we are familiar with the relevant RFP requirements and are dedicated to support the requirements as they pertain to our proposed scope of work.

Our role on the project will be to provide the following services:

Data Analysis & Design – Key Personnel Member Bruce Bolin at a rate of \$65/hour for a total of 471 hours from October 2020-2021 for a total of \$30,615.00. In addition, we offer a cash match price reduction of \$1,500 due to the social innovation of OHPI, taking our amount requested to \$29,115.00.

We are committed to providing Untold Content and the county of Fayette with quality services. Warrant Technologies meets the VOSB/SDVOSB requirements set forth in the RFP as a certified Service-Disabled Veteran Owned Business and all required documentation has been provided to Untold Content for its submission.

We appreciate the opportunity to work with Untold Content on this project and look forward to servicing the needs of Untold Content. If you have any questions, please feel free to contact me at the number below.

As Chief Executive Officer for Warrant Technologies, I am authorized by the company to bind the firm contractually.

Sincerely,

Michael Norris  
CEO  
812-361-6721



# LEXINGTON

## RFP-17-2020 Untold Content Supplier Response

### Event Information

Number: RFP-17-2020  
Title: Development, Implementation, and Management of a Communications Strategy for the Lexington-Fayette Continuum of Care  
Type: Request For Proposal  
Issue Date: 7/20/2020  
Deadline: 8/6/2020 02:00 PM (ET)  
Notes: ONLY ONLINE SUBMITTALS WILL BE ACCEPTED. PROPOSALS MUST BE SUBMITTED IN THE RESPONSE SUBMITTAL TAB.

### Contact Information

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## Untold Content Information

Contact: Kathryn Trauth Taylor  
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ONLY ONLINE BIDS WILL BE ACCEPTED! By submitting your response, you certify that you are authorized to represent and bind your company and that you agree to all bid terms and conditions as stated in the attached bid/RFP/RFQ/Quote/Auction documents.

Kathryn Trauth Taylor

*Signature*

*Submitted at 8/6/2020 10:04:29 AM*

katie@untoldcontent.com

*Email*

## Response Attachments

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### **1 One-Page Cover Sheet\_UntoldContent\_#17-2020 Communications Strategy.pdf**

Cover Sheet

### **2 Project Narrative\_UntoldContent\_#17-2020 Communications Strategy.pdf**

Project Narrative

### **3 Attachments Overview\_UntoldContent\_#17-2020 Communications Strategy.pdf**

Attachments Overview

### **4 Attachment A\_OrganizationalChart\_UntoldContent.pdf**

Attachment A\_Organizational Chart

### **5 Attachment B\_KeyPersonnelBios\_UntoldContent.pdf**

Attachment B\_Key Personnel Bios

### **6 Attachment C\_KeyPersonnelResumes\_UntoldContent.pdf**

Attachment C\_Key Personnel Resumes

### **7 Attachment D\_Timeline.pdf**

Attachment D\_Timeline

### **8 Attachment E\_DetailedTimeline\_Excel\_Untold Content.xlsx**

Attachment E\_Detailed Timeline

### **9 Attachment F\_DetailedTimeline\_PDF\_UntoldContent.pdf**

Attachment F\_Detailed Timeline

### **10 Attachment G\_Budget Spreadsheet\_Untold Content.xlsx**

Attachment G\_Budget Spreadsheet

### **11 Attachment H\_Budget Narrative\_Untold Content.pdf**

Attachment H\_Budget Narrative

### **12 Attachment I\_CommsPlanQAPlanCOVIDPlan\_UntoldContent.pdf**

Attachment I\_CommsPlanQAPlanCOVIDPlan

### **13 Attachment J\_PastPerformanceCaseStories\_UntoldContent.pdf**

Attachment J\_PastPerformanceCaseStories

**14 Attachment K\_Affidavit\_UntoldContent.pdf**

Attachment K\_Affidavit

**15 Attachment L\_EqualOppAgreement\_UntoldContent.pdf**

Attachment L\_EqualOppAgreement

**16 Attachment M\_AffirmativeActionPlan\_UntoldContent.pdf**

Attachment M\_AffirmativeActionPlan

**17 Attachment N\_CurrentWorkForceAnalysisForm\_UntoldContent.pdf**

Attachment N\_CurrentWorkForceAnalysis

**18 Attachment O\_CompanyInformationForm\_UntoldContent.pdf**

Attachment O\_CompanyInformationForm

**19 Attachment P\_LFUCG\_MWDBEParticipationForm\_UntoldContent.pdf**

Attachment P\_LFUCG MWDBEParticipationForm

**20 Attachment Q\_MWDBEQuoteSummary\_UntoldContent.pdf**

Attachment Q\_MWDBEQuoteSummary

**21 Attachment R\_LFUCGGoodFaith\_UntoldContent.pdf**

Attachment R\_LFUCGGoodFaith

**22 Attachment S\_GeneralProvisions\_UntoldContent.pdf**

Attachment S\_General Provisions

**23 Attachment T\_Untold Content - HUBZone Certification.pdf**

Attachment T\_Untold Content HUBZone Certification

**24 Attachment U\_Warrant Technologies Profile Sheet.pdf**

Attachment U\_Warrant Technologies Profile Sheet

**25 Attachment V\_Untold Content WBE Certificate.pdf**

Attachment V\_Untold Content WBE Certificate

**26 Attachment W\_Warrant Technologies Quote and Letter of Commitment.pdf**

Attachment W\_Warrant Technologies Quote and Letter of Commitment

**27 Attachment X\_Sample Comms Strategy Materials.pdf**

Attachment X\_Sample Communications Strategy Materials



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### Attachment A: Organizational Chart

Role	Responsibilities	Key Personnel	Qualifications
Content Director	<ul style="list-style-type: none"> <li>• Manage staff in successfully creating content deliverables</li> <li>• Guide the communications strategy and approve deliverables</li> <li>• Report on metrics &amp; outcomes</li> <li>• <i>Reports to Project Manager</i></li> </ul>	Kathryn Trauth Taylor	<p>PhD-level content strategist</p> <p>Expertise in community-based participatory research, content marketing, public rhetorics, and health systems research</p>
Homeless Services Operations Consultant	<ul style="list-style-type: none"> <li>• Advise on strategic ways to communicate to audiences from a homeless systems perspective</li> <li>• Review data analytics and advise on data visualizations and stories that would be impactful to intended audiences</li> <li>• <i>Reports to Project Manager</i></li> </ul>	Adam Ruege	<p>MA-level homeless services operations expert</p> <p>17+ years experience providing leadership and governance of homeless programs involving 5,000 FTE, a \$1.4B annual budget, and services provided to over 300,000 individuals and families</p>
Project Manager / Team Leader	<ul style="list-style-type: none"> <li>• Communicate roles &amp; deadlines among client and creative teams</li> <li>• Coordinate project plans &amp; editorial calendars for marketing</li> <li>• <i>Serves as liaison with OHPI and all program staff</i></li> </ul>	Catherine O'Shea	<p>MA-level content strategist and research writer</p> <p>Expertise in program management of content marketing campaigns</p>
Research Writer	<ul style="list-style-type: none"> <li>• Distills insights, data, stories, and state-of-the-art methods for preventing and ending homelessness to support communications objectives</li> <li>• <i>Reports to Content Director</i></li> </ul>	Kendall Leon	<p>PhD-level research writer</p> <p>Expertise in community-based participatory research, content marketing, and cultural rhetorics</p>
Copywriter	<ul style="list-style-type: none"> <li>• Write copy for marketing materials, website content, and print deliverables</li> <li>• <i>Reports to Content Director</i></li> </ul>	Kelly Thomas	MA-level writer

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			Experience in copywriting for social missions and community engagement
Graphic Designer	<ul style="list-style-type: none"> <li>Design marketing materials that embody core messages and bring insights/data to life</li> <li><i>Reports to Content Director</i></li> </ul>	Sarah Grunkemeyer	MA-level illustrator and digital marketing specialist
Data Designer	<ul style="list-style-type: none"> <li>Analyze data for the creation of visualizations and marketing materials</li> <li>Support management of website</li> <li><i>Reports to Content Director</i></li> </ul>	Bruce Bolin	BA-level interactive web and user interface (UI) designer
Data Visualization Consultant	<ul style="list-style-type: none"> <li>Train OHPI staff on data visualization</li> <li>Review data visualizations and recommend visualization options</li> <li><i>Reports to Content Director</i></li> </ul>	Jeff Shaffer	PhD-level data visualization expert and trainer
Public Relations (PR) Consultant	<ul style="list-style-type: none"> <li>Recommend PR strategies for campaign objectives</li> <li>Write press releases and media messages to achieve goals</li> <li>Report on metrics of success</li> <li><i>Reports to Content Director</i></li> </ul>	Assia Micheaux	BA-level public relations consultant with significant experience running strategies for public educational and social impact campaigns

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### Attachment B: Key Personnel Bios

**Kathryn Trauth Taylor, PhD (Content Director)** is a researcher, writer, and owner of Untold Content. Before starting her company, Kathryn was a research professor studying public rhetorics, cultural rhetorics, and racial history among Appalachians and African American Appalachians (“Affrilachians”). Her human-based qualitative research has resulted in reports and publications about racial histories in Cincinnati, OH and out-migration in Appalachia. As a writing consultant, Kathryn has led diverse and dynamic research teams in collecting and reporting on interview and survey data for government, corporate, and nonprofit clients.

**Adam Ruege, MA (Homeless Services Operations Consultant)** holds 17 years of experience as a direct service provider to homeless individuals and families; a program coordinator for homeless services in Columbus, OH; and for the past seven years as a program management officer in the federal government, responsible for governance and oversight of homeless programs serving over 300,000 individuals and families per year. He has developed infrastructures and systems to support rapid movement of individuals and families out of homelessness into permanent housing; developed data-driven approaches using KPI dashboards and big-data models to maximize outcomes; worked with federal, state, and local agencies to increase capacity for permanent housing; and led homeless services best practice identification and dissemination efforts. He has led, or supported, development and execution of communication plans targeting internal and external stakeholders for large federal programs.

**Catherine O’Shea, MA (Project Manager / Team Leader)** manages content teams for public and private sector clients at Untold Content. Equipped with a Master’s degree in English, she brings community-based participatory research experience and content creation expertise to the projects she manages. Building on best practices for content repurposing, revision workflows, and creative asset management, she inspires teams to bring creative vision and output to all of their work.

**Kendall Leon, PhD (Research Writer)** is a writing consultant at Untold Content with experience researching and writing about public health, education, housing, and infrastructure in emerging economies for federal government agencies like the Millennium Challenge Corporation. Dr. Leon holds a PhD in Rhetoric and Composition and years of experience teaching professional and technical writing to university students. She has provided communications and content strategy services for several city- and state-level agencies in California.

**Kelly Thomas, MA (Copywriter)** is an experienced content writer and strategist who helps top industry leaders and subject matter experts share their knowledge through data-driven,

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highly-engaging, and memorable content experiences. She holds adept experience driving the creation and project management of long-form content projects—dynamic pitch decks, enablement/training collateral, e-learning journeys, and more—working with leaders in tech, consulting, and health, among others.

**Sarah Grunkemeyer, MBA (Graphic Designer)** holds an MBA as well as a BA in Design from the University of Cincinnati. As a robust illustrator and designer in the Adobe Creative Suite, Sarah's design work has been utilized by the Cincinnati Children's Hospital Health System and the Livewell Collaborative. She supports graphic design projects for social innovation clients at Untold Content, creating infographics, data visuals, and marketing materials that achieve organizational missions.

**Bruce Bolin, BA (Data Designer)** holds a BA in Interactive Media Design and Printmaking. He is a product designer, web developer, and data analyst at Warrant Technologies, the SDVOSB teaming partner on this proposal. Bruce has a wide range of design capabilities, from UI design to simulation and modeling.

**Jeffrey Shaffer, MM (Data Visualization Consultant)** is CEO of Data+Science and Chief Operating Officer and Vice President of Information Technology and Analytics at Unifund and Recovery Decision Science. Mr. Shaffer is an author of [The Big Book of Dashboards](#) which was on the Shortlist for the Kantar Information is Beautiful Awards in 2017. He curates the [TableauReferenceGuide.com](#) and blogs regularly on the topics of Data Visualization and Tableau at [DataPlusScience.com](#) which was on the Shortlist for the Kantar Information is Beautiful Awards in 2016. His visualization [Beautiful Trash](#) was on the Longlist for the Kantar Information is Beautiful Awards in 2017 and featured as [one of the 75 Truly Creative and Brilliant Infographic Design Examples of 2017 by Column Five Media](#). Mr. Shaffer holds a BM and MM degree from the University of Cincinnati and an MBA from Xavier University. He has attended the Harvard Business School's Executive Education Program, is a Certified Manager of Quality and Organizational Excellence through the American Society for Quality, a Certified Project Management Professional through the Project Management Institute and has completed Six Sigma Green Belt and Black Belt training with the Xavier Consulting Group.

**Assia Micheaux Johnson, CTA, CPM (PR Consultant)** is a digital marketing and communications consultant who is passionate about the arts and culture. In the last decade, she has honed her craft in branding and communications by putting her creativity and entrepreneurial spirit to work for her clients. Her experience spans nonprofit and for-profit marketing with several local and national brands and organizations including; Dramakinetics, Tri-Health, Kroger (Private Selection and Simple Truth), Tempur Sealy, Scott Mautz, local fitness brand, MYSFIT, the NAACP, the U.S. Department of State and the National Underground Railroad Freedom

# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

Center. Assia's professional roles have included official spokesperson, social media campaign developer and strategist, speech coach, digital content manager and more. Assia holds a B.A. in communication from the University of Cincinnati and a certificate in project management from the Xavier University Leadership Center. Her vision and mission is to help her clients define their voice and boost their presence through unique digital content, public relations and branding.



# [Un]told Content

RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

Attachment C: Key Personnel Resumes





## Kathryn (Katie) Trauth Taylor

[Katie@UntoldContent.com](mailto:Katie@UntoldContent.com)

LinkedIn: <https://www.linkedin.com/in/kathryn-katie-trauth-taylor-979ba279/>

### Education

- 2010-2014 Purdue University, Ph.D. in English  
Primary Area of Study: Rhetoric and Composition  
Secondary Areas of Study: Professional and Technical Writing & Public Rhetoric
- 2008-2010 University of Cincinnati, M.A. in English
- 2004-2008 Thomas More College, Honors B.A. in English

### Qualification Highlights

- ❖ Professional and technical writer with 10+ years experience managing employees, contractors and client teams in ideation, research, writing, revision, and design for scientific, medical, and technical documents and publications
- ❖ Qualitative researcher equipped to design human-based research studies, collect and analyze mixed methods data, and report findings in analytic reports, trade publications and peer-reviewed journals
- ❖ Knowledge rhetorical theory and professional composition research, including expertise in rhetorical grammar and style
- ❖ Experience working with clients in public, private and nonprofit sectors to build content strategies that fulfill organizational missions and clearly communicate authentic, accurate, research-backed messages

### Professional Experience

- 2013-Current CEO, [Untold Content](#), LLC
- 2014-2016 Assistant Professor of English, Professional Writing, Miami University, Oxford, OH
- 2013-2016 Technical Writing and Editing Consultant, U.S. Department of Veterans Affairs

### Publications

#### *Books & Book Chapters*

- VA's Lean Healthcare Transformation: Innovating the Veteran Patient Experience*. Co-authored with Heather Woodward-Hagg and Robin Hemphill. Forthcoming from Taylor & Francis in December 2017.
- Attuned Advocacy: A Methodology of Attunement for Public Rhetorics in Urban Appalachia. Dissertation. Purdue University. 2014.
- "Chapter 6: Methods of Ethical Research: Documenting Strategy and Struggle in the Rhetorics of Urban Appalachia." *Appalachia Revisited*. Eds. Rebecca Fletcher and William Schumann. *UP of Kentucky*. June 2016.



“Chapter 5: Literacy Performances of Urban Appalachia: Rhetorical Scenes in Diverse Urban Spaces.” *Re-Reading Appalachia: Literacies of Resistance*. Eds. Sara Webb-Sunderhaus and Kim Donehower. University Press of Kentucky.

#### *Peer-Reviewed Journal Articles*

Bravata, D.M., Watts, S.A., Keefer, A.L., Taylor, K.T. et al. Prevalence, Predictors, and Treatment of Impostor Syndrome: a Systematic Review. J GEN INTERN MED (2019) doi:10.1007/s11606-019-05364-1.

Lord, D., Wright, J., Fung, R., Lederhaus, E., Taylor, K. et al. Integrated Physical Medicine Improves Quality of Care at Reduced Cost for Employee Populations. *Journal of Occupational and Environmental Medicine*. 2019.

“Deploying an Enterprise-Wide Quality Strategy within VHA: Challenges and Successes.” With Heather Woodward-Hagg and Robin Hemphill. (2015). *Proceedings of the Industrial and Systems Engineering Research Conference (ISERC)*. Nashville, TN.

Woodward-Hagg, H., Taylor, K. T., Workman-Germann, J., Bidassie, B., Bar-On, I., Johnson, S., et al. (2014). “Large Systems Transformation within Healthcare Organizations Utilizing Lean Deployment Strategies.” *Proceedings of the Industrial and Systems Engineering Research Conference (ISERC)*. Montreal, Canada.

“The Impact of Service Learning Pedagogies on Instructor Learning.” With Kendall Leon and Laurie Pinkert. Forthcoming in Spring 2017 issue of *Composition Studies*.

“Attuning Alterity: An Ethic of Attunement for Research.” Special issue of *Trans- Scripts: An Interdisciplinary Online Journal in the Humanities and Social Sciences* (Spring 2013): 148-168.  
[http://www.humanities.uci.edu/collective/hctr/trans-scripts/2013/2013\\_03\\_11.pdf](http://www.humanities.uci.edu/collective/hctr/trans-scripts/2013/2013_03_11.pdf).

“Composing With Communities: Digital Collaboration in Community Engagements.” With Stacy Nall. *Reflections: A Journal of Public Rhetoric, Civic Writing, and Service Learning* 12.2 (Spring 2013): 9-26. Print.

“Naming Affrilachia: Toward Rhetorical Ecologies of Identity Performance in Appalachia.” *Enculturation: A Journal of Rhetoric, Writing, and Culture* 22 (June 2011). <http://www.enculturation.net/naming-affrilachia>. Rpt. in *Pluck!: The Journal of Affrilachian Arts and Culture* 8 (Fall 2012): 4-10. Print.

#### **Teaching Experience**

*Miami University, Oxford, OH, Assistant Professor, 2014-2015*

##### **ENGL 413: Grant Writing (1 section)**

Teaches students to analyze the rhetorical and administrative aspects of grant-writing, identify sources of grant funding, analyze application requirements, conduct useful research to develop application narratives, and practice writing grant proposals for specific audiences. Students conduct experiential learning by writing grant proposals for local non-profit organizations.





***ENGL 223: Rhetorical Strategies for Writers*** (3 sections—1 in-person and 2 online)

Guides students in developing a complex awareness of rhetoric in written, spoken, visual, and digital texts. Students gain awareness of a variety of rhetorical strategies and analyze how texts persuade, inform, and engage audiences. Students not only analyze, but also to compose their own effective, rhetorically aware texts for audiences within and beyond the academic classroom.

*Purdue University*, West Lafayette, IN, Graduate Teaching Assistant, 2010-2013

**ENGL 106: Introductory Composition** (3 sections)

Teaches first-year students to compose and analyze written, visual, and oral texts. Students in my courses compose in a variety of genres, including online editorials, community oral histories, pitch letters and public service advertisements. My courses emphasize writing-in-context by asking students to seek local venues for their work.

**ENGL 420: Business Writing** (2 sections)

Teaches students the rhetorical principles and writing practices necessary for producing effective workplace writing. In my courses, students learn about business writing in a rhetorical key, analyzing professional cultures and negotiating the ethical dimensions of workplace communications. Students are introduced to document design (Photoshop, InDesign) and research practices (database research, on-site research).

**ENGL 420Y: Business Writing Online – Distance Education** (5 sections)

Utilizes an online environment to teach students the rhetorical principles and writing practices necessary for producing effective workplace writing. In my courses, students analyze the ethical dimensions of online communication and learn digital collaboration and research tools (Google Docs, Skype, database research, internet “pull” research).

*University of Cincinnati*, Cincinnati, OH, Graduate Teaching Assistant, 2008-10

**ENG 101: English Composition I** (2 sections)

Teaches students to develop complex written arguments within academic and community contexts. In my courses, students are introduced to primary and secondary research methods as they compose rhetorical analyses of popular speeches, synthesis essays on current topics, and proposed solutions to local community problems.

**ENG 102: English Composition II** (4 sections)

Teaches students to reframe academic arguments for community audiences. My course piloted a cross-university online peer-review system that allowed students to become the editorial team of an online journal of undergraduate research.

**Technological Expertise**



Graphics & Document Design – Adobe Photoshop, Illustrator & InDesign

Audio & Video – Audacity, Adobe Premiere Pro

Collaboration – Trello, Google Apps, Slack

Research – NVivo, Focus Vision, Qualtrics

SENIOR-LEVEL ORGANIZATIONAL, OPERATIONS, & PROGRAM LEADER

**RECORD OF IMPACT LEADING NATIONAL, SYSTEMWIDE PROGRAMS** for the Veterans Health Administration, most notably in recent years, reducing Veteran homelessness by 24 % nationally and 18% in the Greater L.A. region.

**DEVELOP AND IMPLEMENT INTENSIVE HUMAN SERVICES PROGRAMS** requiring strengths in building cross-channel partnership and collaboration, defining and measuring key performance measures, and leading stakeholders toward goals.

**FUELED BY ANALYTICS AND DATA-DRIVEN DECISION MAKING**, understanding the incredible value of data and ways in which analytical and performance transparency can drive national policy and local-area programmatic decisions.

- ★ *Organizational Development*
- ★ *Operational Effectiveness*
- ★ *Continuous Improvement*
- ★ *Program Administration*
- ★ *Relationship Building*
- ★ *Budget Management*
- ★ *System Leadership*
- ★ *Policy Impact*

CAREER HISTORY

VETERANS HEALTH ADMINISTRATION HOMELESS PROGRAM OFFICE • VA Central Office 2013-Present

*24% Nationwide Decrease in Veteran Homelessness • 18% Reduction in Los Angeles Area Veteran Homelessness*

**Deputy Director, Clinical Operations** (2015-Present)

Provide leadership and governance of the VHA Homeless Program operation involving 5,000 FTEs, a \$1.4B annual budget, and services delivered to 300,000+ Veterans each year. Identify opportunities to drive continuous improvements through programmatic enhancements, operational planning, performance measurement, clinical staff productivity, and overarching organizational effectiveness. Direct the integration of web-based solutions, big data, and predictive analytics to create a knowledge management and operational planning platform for field users. Define KPIs, implement dashboards, and deliver actionable management reports.

From 2017 to 2018, was assigned to a special detail to overhaul and oversee Homeless Program operations—Community Engagement and Reintegration Services—for the Greater Los Angeles VA Medical Center, the largest VA in the country serving 14,000 unique Veterans each year with a budget approaching \$100M and 600 team members. Apply lessons learned to the national VA framework

KEY DIRECTIVE	STRATEGIC IMPACT
<i>Fuel Data-Driven Decision Making through Analysis &amp; Big Data Initiatives</i>	➔ <b>Co-led development of an analytics team</b> to support operations at the field and HQ levels, partnering with the Secretary’s Office and senior leadership to close data gaps, develop a new model, and optimize the allocation of a \$1.4B budget (Principle Member of Finance Committee).
<i>Drive Organizational Development &amp; Effectiveness</i>	➔ <b>Champion a constant stream of strategic initiatives</b> to improve program efficiency and effectiveness, define and measure internal KPIs, and set the standard for team member productivity and operational excellence impacting the work efforts of all 5,000 FTEs.
<i>Build Productive Relationships Across Diverse Entities</i>	➔ <b>Collaborate with key internal and external stakeholders</b> including staff and leaders from federal agencies, the White House, national organizations, Congressional offices, and community alliances, navigating the complexities of a highly political healthcare environment.
<i>Provide Transformational Leadership to Turn Around VA Operations</i>	➔ <b>Redesigned program-based systems</b> and created Veteran-centered standard operating procedures to elevate levels of support within the Greater L.A. system, leveraging key community and agency partnerships to improve clinical operations and social service delivery.
<i>Deliver Thought Leadership to Shape Future-State Programming</i>	➔ <b>Developed and implemented a systemwide performance scorecard</b> to shed unprecedented light on key metrics at every level of the organization; drafted 4 white papers on Integrated Operational Planning (IOP) and submitted 30+ best practices to fuel a data-driven model.

**Clinical Program Manager (2013-2015)**

Developed the systemwide operational framework, programs, analytical tools, and performance tracking mechanisms to fuel the VA’s mission of ending homelessness among Veterans. Integrated go-forward solutions, tools, and resources into the fabric of the VA system—impacting 140 VA Medical Centers—requiring thoughtful collaborations, financial management, and data-driven decisions. Served in an SME role and provided nationwide training and development; planned and executed a national VA conference for national homeless program leaders; and facilitated numerous virtual conferences, one-on-one trainings, and written guides.

KEY DIRECTIVE	STRATEGIC IMPACT
<i>Deliver the Analytics to Validate Efforts and Funding</i>	➔ <b>Co-developed the Homeless Program Performance Measure System</b> —a driver for all homeless program operations—providing the analysis, recommendations, and strategic action plans for national VHA, Congressional, and White House leaders to leverage in their reflective planning.
<i>Measure Outcomes to Improve Results</i>	➔ <b>Played a key role in the development of a Homeless Services Scorecard</b> , providing an unprecedented look into program metrics; became one of the most frequently accessed reports in VHA with more than 90,000 hits by 3,000 unique users during FY 2019.
<i>Develop a Sound and Scalable Infrastructure to Drive Program Results</i>	➔ <b>Spearheaded a national hiring initiative</b> to onboard 1,000 additional staff to support mission-critical initiatives, playing a vital role in moving the homelessness needle to achieve a 18% reduction as compared to a non-Veteran reduction of just 2% in the same time period.
<i>Identify and Share Best Practices</i>	➔ <b>Developed and implemented the best practices dissemination project</b> within VHA Homeless Program Operations, identifying and accessing high performers across the systems to share best practices, and disseminating throughout the nationwide VA healthcare system.
<i>Achieve Operational Excellence &amp; Effectiveness</i>	➔ <b>Coordinated efforts with HQ, network, and VHA Homeless Program leads</b> —in addition to secretaries, mayors, and other key leaders—on issues impacting the achievement of operational efficiency and effectiveness. Engaged in numerous consultative site visits to VA medical centers.

**VETERANS HEALTH ADMINISTRATION OFFICE OF CARE MANAGEMENT AND SOCIAL WORK • VA Central Office 2018-2019**

**Special Assistant to the Deputy Chief Officer, Patient Care Services (Detail)**

From December 2018 to December 2019, was on special assignment to the Office of Care Management and Social Work in VA Central Office, providing strategic planning consultation, project management, and data analytics support to the Senior Executive. Care Management and Social Work is responsible for the development of policy for multiple VA programs, including the VA Caregiver Support Program; National Chaplain Service; Transition and Care Management for seriously injured Veterans program; Intimate Partner Violence Assistance Program; and for the social work discipline within the Veterans Health Administration, supporting over 15,000 field-based FTE. Was responsible for development and execution of a national field-based staffing plan for the VA’s Caregiver Support Program; development of strategic plans for key strategic initiatives within the office; development and deployment key performance indicators and operational tools; and provided leadership consultation and support to the office’s implementation of the VA MISSION Act of 2018.

KEY DIRECTIVE	STRATEGIC IMPACT
<i>Develop a Data-Driven Model to Inform Effectiveness</i>	➔ <b>Led the development of a data-informed, analysis drive model for VA Care Management and Social Work Programs</b> , by developed KPIs, dashboards, and analytics models to support evidence informed leadership decisions for programs.
<i>Developed Strategic and Communications plans to support VA programs</i>	➔ <b>Developed a strategic and communications plan for the VA’s Caregiver Support Program</b> , to support a major expansion in services over the next two years, from 20,000 Veterans served in the program during FY 2018 to upwards of 100,000 served by FY 2022. Led a team
<i>Developed an Infrastructure to Drive Program Results</i>	➔ <b>Spearheaded a national hiring initiative</b> to onboard over 650 new staff in the Caregiver Support Program nationally over a one-year time period. Over a period of four months, during my assignment, over 550 new staff were hired or were in the process of being hired.

*Programs Exceeded National Benchmarks and Facility Objectives • Ranked in the Top 10% Within Entire VA System*

**Coordinator, Community Outreach Division (2007-2013)**

Developed and implemented strategic plans for a variety of healthcare programs, managed program performance, led a multidisciplinary team—social workers, nurses, vocational rehabilitation specialists, and program support assistants—and measured outcomes to optimize program effectiveness. Managed the allocation of \$1M+ in VA contracts and grant funding, performing analytical deep-dives to ensure data-driven decisions and the ability to meet KPI targets amid significant program growth.

**STRATEGIC IMPACT**

**KEY DIRECTIVE**

- |   |  |
|---|--|
| <i>Drive Continuous Improvement</i>                   | ➔ <b>Developed facility-wide social worker performance and productivity metrics</b> , increasing awareness and accountability, and generating improved performance and service efficiency. |
| <i>Acquire CARF Accreditation Status</i>              | ➔ <b>Championed efforts to achieve CARF accreditation</b> for Community Outreach Division programs, earning designation with minimal recommendations from accrediting body.                |
| <i>Provide Thought Leadership</i>                     | ➔ <b>Served as a member of the Homeless Patient-Aligned Care Team Primary Care Steering Committee</b> , playing a key role in monitoring the implementation of the HPACT plan.             |
| <i>Evangelize Veterans' Needs to Advance Services</i> | ➔ <b>Led a team in planning and hosting a Homelessness Among Veterans Summit with 180+ attendees</b> ; served as an SME and presented to diverse community groups and leaders.             |

**Grant & Per-Diem Liaison (2004-2007)**

Monitored grant compliance at VA-funded transitioning housing programs across Central Ohio, offering administration guidance to providers to ensure adherence to GPD regulations, and established the performance measures to track program effectiveness. Facilitated outreach and engagement to connect Veterans with the community-based resources and services they needed.

**KEY DIRECTIVE STRATEGIC IMPACT**

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|--|---|
| <i>Manage an Active Caseload of Veterans</i> | ➔ <b>Leveraged master's degree and social work and case management background</b> to provide case management for Veterans residing in GPD programs, working tirelessly to optimize not only the support of each Veteran, but also their transition planning, and, ultimately, their outcomes. |
| <i>Achieve CARF Accreditation</i>            | ➔ <b>Led an interdisciplinary team in preparing for and earning 3-year CARF accreditation</b> , reinforcing commitment to service quality, increased accountability, and strong risk mitigation.  |

**FOUNDATIONAL EXPERIENCES**

- |  |           |
|--|-----------|
| Martinsburg VA Medical Center, Martinsburg, WV<br><b>Social Worker:</b> <i>Provided discharge planning services to Veterans hospitalized in an acute mental health unit.</i>       | 2003-2004 |
| North Community Counseling, Columbus, OH<br><b>Case Manager:</b> <i>Connected clients to community-based medical and mental health resources and streamlined intake processes.</i> | 2002-2003 |

**EDUCATION**

- |   |      |
|---|------|
| The Ohio State University • <b>Master of Social Work (MSW)</b>              | 2002 |
| Ohio University • <b>Bachelor of Arts (BA), Psychology; Geography Minor</b> | 2000 |

# Catherine O'Shea

859.907.1622 • catherine@untoldcontent.com • linkedin.com/in/catherine-oshea

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## EDUCATION

### **Master of Arts, Comparative Literature**, University of Cincinnati

CINCINNATI, OH, 2012

University Graduate Scholarship, 2010–2012

Composition Program Assistant, 2011–2012

### **Bachelor of Arts, English and International Studies**, Thomas More College

CRESTVIEW HILLS, KY, 2010 (*Magna Cum Laude*)

James Graham Brown Honors Scholar (2007–2010) and Fellow (2009–2010)

Mary Immaculate College, Limerick, Ireland, International Student, January–June 2009

## PROFESSIONAL EXPERIENCE

### **Head of Project Management - Untold Content, LLC**

COVINGTON, KY, MARCH 2019 – PRESENT

- Manage multi-phase projects to meet client expectations and timelines
- Collaborate with expert writers and designers to deliver the highest quality content
- Contribute expertise in writing, curriculum design, research, rhetoric and composition to projects in the sciences, humanities, medicine, and tech
- Design project workbooks and master timelines for creative initiatives

### **Associate Director of Service Learning - Cincinnati Region, Children, Inc.**

COVINGTON, KY, JULY 2018 – MARCH 2019

- Build strong professional relationships with over thirty Cincinnati area high schools, provide consultation support on service learning programs, and equip them with resources, funding, training, and programming to create meaningful projects.
- Communicate and collaborate with educators and students to establish service learning goals and set priorities, develop a work schedule, resolve problems, and track details and information.
- Prepare and present curriculum and professional development to each school's staff and students.
- Gather and disseminate service learning stories to increase positive attention on regional students and schools.
- Develop relationships with community organizations and build a comprehensive understanding of their resources and needs.
- Partner with organizations, such as the WAVE Foundation, BeSpoken Live, Cincinnati Nature Center, Society of St. Vincent de Paul, and Cincinnati Cares, to develop innovative curriculum and programming.

### **Community Learning Center Resource Coordinator - Gilbert A. Dater High School, Cincinnati Youth Collaborative**

CINCINNATI, OH, AUGUST 2015 – JUNE 2018

- Oversaw the Community Learning Center at Dater High School to serve the educational, socio-emotional, health and wellness, recreational, and enrichment needs and goals of our students, families, and community members.
- Facilitated strategic planning sessions with key stakeholders, including students, staff, administrators, families, and community members, in determining needs, setting goals, and establishing long-term vision for the school.
- Engaged, fostered, and maintained twenty-six major community partners and programming to serve over 500 students.
- Collaborated with community partners in problem solving, identifying opportunities, and designing innovative programming to ensure impact and sustainability.
- Built and led goal-focused teams, hosting regular meetings, establishing systems for services, programming, and communication, and improving outcomes, including College/Career Access, Hispanic/Latino Services, and Social Services.
- Established supports that ensure school communication with families is provided in their native language.
- Developed service learning program that engaged over 300 of our students in service projects throughout community.
- Secured and managed \$50,000 in grants and \$100,000 in in-kind donations annually to support programming and projects.
- Initiated creation of Parent Teacher Student Association (PTSA).
- Completed detailed administrative tasks, event planning, and volunteer onboarding.

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## **Program Manager - High School Programming & Monitoring and Evaluation Coordinator**, Partnership for the Advancement and Immersion of Refugees (PAIR)

HOUSTON, TEXAS, JULY 2014 – JANUARY 2015

- Managed two high school programs with a total enrollment of 125 students, developing new program curriculum, targeting and recruiting students, facilitating activities, and planning community events.
- Collaborated with school staff, community organizations, and parents to ensure programming was aligned with student and community needs and had long term, sustainable success, including transitioning second high school site from a pilot site to a fully funded and operating program site.
- Conducted weekly home visits to students to establish a more personal connection with community.
- Handled all program administration, including budgets, curriculum, recordkeeping, and supplies.
- Supervised and provided training, support, and guidance for 45 volunteers.
- Worked with PAIR's Executive Director and Board of Directors in program assessment and improvement.
- Assisted in implementation of Salesforce software for PAIR's data management, organized collection of student and volunteer records, supervised data entry, and generated PAIR outputs and outcomes reports.

## **Adjunct Professor, Teaching Assistant**, University of Cincinnati, Xavier University, & Thomas More College

CINCINNATI, OH & CRESTVIEW HILLS, KY, AUGUST 2010 – JUNE 2014

- Developed and taught in-person and online courses in rhetoric, composition, and literature

## **ADDITIONAL INVOLVEMENTS AND EXPERIENCES**

- Certificate in Rapid Cycle Improvement Collaborative (RCIC) from Children's Hospital Medical Center (2016)
- SafeZone and DreamZone trained
- Kids in School Rule! (KISR!) Liaison for Dater High School
- Member, Su Casa Education Council on Unaccompanied Children
- Member, Westwood Civic Association and West Price Hill Community Council
- Literacy tutor, Literacy Network, Cincinnati, OH (2015)
- Tutor and mentor, Partnership for the Advancement and Immersion of Refugees, Houston, TX (2013–2014)

Kendall Leon, PhD

Education

Ph.D.	2010	Michigan State University Rhetoric and Writing Emphasis: Critical Studies in Literacy and Pedagogy Concentration: Communities, Technologies and Culture
M.A.	2005	California State University, Chico English Emphasis: Language and Literacy With Distinction
B.A.	2001	California State University, Chico Multicultural and Gender Studies Option: Women's Studies Honors in General Education Magna Cum Laude

Instruction

**Associate Professor**, Department of English  
California State University, Chico  
2016-Present

*Courses taught: Rhetoric and Writing, Introduction to Literacy Studies, Environmental Rhetoric, Rhetoric for Writing Teachers (graduate level), Academic Writing for Nursing (online course), Teaching Composition (graduate level), Introduction to Technical Writing*

**Director**, Professional and Technical Writing Graduate Program  
**Assistant Professor**, Rhetoric and Composition, Department of English  
Portland State University  
2013-2016

*Courses taught: Technical Writing Methodologies; Gender, Rhetoric and the Body; Composition Theory; Introduction to Rhetoric and Composition; Writing Research Papers; College Writing*

**Assistant Professor**, Rhetoric and Composition, Department of English  
Purdue University  
2010-2013

**Affiliate Faculty**, Latin American and Latino Studies

*Courses taught: Research for Professional Writers; Gender, Rhetoric and the Body; Composition Theory; Teaching First Year Composition (Practicum); Advanced Composition; Gender and Literature (Latin@ Literature); Accelerated Composition (service*



learning section)

Teaching Awards and Recognition

**Inclusive Teaching Academy Graduate**, CSU Chico, 2019

**Excellence in Online Instruction**, CSU Chico, 2018

**Quality Online Learning and Teaching (QOLT) Participant**, CSU, Chico. 2017-2018

**Faculty Fellow**, Course Design Project, Office of Academic Innovation, Portland State University, Winter 2015

**Teaching for Tomorrow Faculty Development Participant**, Purdue University, 2012-2013

Undergraduate and Graduate committee membership

**Undergraduate Honors Thesis Advisor**, Ruben Mendoza. *U.S Political Rhetorical Discourse During The Early AIDS Epidemic: The Effects on The Gay Community*. CSU, Chico

**Dissertation and Graduate Exam Committee Member**, Delia Garcia, PhD in Texts and Technology, University of Central Florida, 2015 to current

**Graduate Thesis Chair**, Catherine Wilcox\*, CSU Chico. (Successfully defended Dec. 2018).

\*Session winner at the CSU, Chico student research competition; received second alternate at the statewide research delegation

**Graduate Thesis Chair**, Hannah Duran, CSU Chico

**Graduate Thesis Chair**, Shane LaVigne, CSU Chico

**Graduate Thesis Chair**, Ginamarie Wallace.

**Independent Study Advisor**, Keaton Kirkpatrick, *User Centered Redesign of the English Department Website*. CSU, Chico

**Independent Study Advisor**, Ginamarie Wallace, *Emotions and Affect in Composition*. CSU, Chico.

**Undergraduate Teaching Internship Advisor**, Katherine Wasche. Teaching Internship in Rhetoric Studies. CSU, Chico.

**Undergraduate Teaching Internship Advisor**, Kelsey Gutierrez. Teaching Internship in Rhetoric Studies. CSU, Chico.

**Undergraduate Teaching Internship Advisor**, Celia Maldonado-Lopez. Teaching Internship in Literacy Studies. CSU, Chico.

**Undergraduate Teaching Internship Advisor**, Brianna Willis. Teaching Internship in Rhetoric Studies. CSU, Chico.

**Undergraduate Teaching Internship Advisor**, Sarah Martin. Teaching Internship in Rhetoric Studies. CSU, Chico.

**Undergraduate Teaching Internship Advisor**, Simone Bates. Teaching Internship in Literacy Studies. CSU, Chico.

**Undergraduate Teaching Internship Advisor**, Simone Bates. Teaching Internship in Literacy Studies. CSU, Chico.

**Undergraduate Teaching Internship Advisor**, David Cruz. Teaching Internship in Literacy Studies. CSU, Chico.

**Workshop Developer and Facilitator**, "Research Writing for Graduate Students," (Saturday workshop sponsored by the Office of Graduate Studies to support graduate student writers

**Advisor and Portfolio Exam Chair and Member**, Professional and Technical Writing Program Graduate Students

**Reader, MA Qualifying Essay Committee**, Kelsey Kinavey  
**Reader, MA Focus Area Essay Committee**, Ethelyn Tumulad  
**Chair, Qualifying Essay and Exam Committee**, Jarrod Dunham, MA in English, Portland State University (Successfully defended May 2014)  
**Reader, Qualifying Essay and Exam Committee**, Chelsea Kachman, MA in English, Portland State University (Successfully defended May 2014)  
**Dissertation Committee Member**, Kathryn T. Taylor, PH.D in Rhetoric and Composition, Purdue University (Successfully defended April 2014)

Participation in teaching related activities

**Graduate Teaching Assistant Advisor**, CSU Chico Department of English. 2018-2019.  
**Presenter, Tipping Point Conference**, CSU Chico. Jan. 2019.  
**English 130 EOP First Gen Library Archival Project**, CSU Chico Library. Spring 2018.  
**Quality Online Learning and Teaching**, CSU Chico. 2017-2018.  
**Participant**, First Generation Symposium, CSU, Chico, Feb. 2017  
**ENG 338: Environmental Rhetoric**, Service Learning Projects for Butte Environmental Council, Spring 2017.  
**Attendee**, “Student Success is our Success” faculty workshop on student retention. CSU, Chico, October 2016.  
**Presenter**, Graduate Teaching Assistant Summer Orientation, Portland State University, 2013-14  
**Invited Guest Speaker**, “Teaching Multimedia Writing,” Portland State University, Graduate Teaching Assistant Practicum, Fall 2013  
**Invited Guest Speaker**, Research Methodologies Course, University of Cincinnati, April 2013  
**Dean’s Choice Award for Instructor Project** (Honorable Mention), “A Multimedia Approach to Writing about Writing”, Purdue ICaP Writing Showcase, April 2013  
**Thesis Committee Member**, Mary A McCall, MA, Rhetoric and Composition, Purdue University (Successfully defended May 2012)  
**Invited Guest Speaker**, Purdue University’s Women’s Studies Noon Lecture Series, April 2012  
**Invited Guest Speaker**, Michigan State University Research Colloquium, Oct. 2011  
**Invited Guest Speaker**, Purdue’s Writing Lab Brown Bag Workshop for ENG 106 Instructors: Service Learning Pedagogy, Feb 2011.  
**Service learning instructor**, Purdue University, Fall 2010 (Westminster Retirement Community) and Spring 2013 (City of Lafayette Streets and Sanitation)  
**Graduate Teaching Assistant Mentor**, Purdue University, 2010-2013  
**Mentor**, English 108 (Service Learning) Graduate Student Instructors, Purdue University, 2010-2013

Professional Growth and Achievement

Book Chapters

Baldivia, Stefani and **Kendall Leon**. “Building Stories and Changing Spaces: Mentoring in the Archives.” Chapter revisions submitted Spring 2019 to be included in the edited collection,

*Latina Leadership: Language and Literacy Education Across Communities*. Advanced contract with Syracuse University Press.

Enriquez-Loya, Aydé and Kendall Leon. "HSI as Programmatic Invention." *Bordered Writers : Latinx Identities and Literacy Practices at Hispanic-serving Institutions*. Eds. Isabel Baca, Yndalecio Hinojosa and Susan Wolff Murphy. SUNY Press, 2019. 157-173.

Grabill, Jeffrey, **Kendall Leon** and Stacey Pigg. "Fieldwork and the Identification and Assembling of Agencies." *Places of Persuasion*. Ed. Candice Rai. University of Alabama Press, 2018. 193-212.

**Leon, Kendall** and Stacey Pigg, "Conocimiento as a Path to Ethos: Gloria Anzaldúa's Networked Rhetoric." *Rethinking Ethos: A Feminist Ecological Approach to Rhetoric*. Eds. Rebecca Jones, Nancy Myers, and Kathleen Ryan. Southern Illinois University Press, 2016. 278-300.

**Leon, Kendall** and Stacey Pigg. "Collective Afterword." *Rethinking Ethos: A Feminist Ecological Approach to Rhetoric*. Eds. Rebecca Jones, Nancy Myers, and Kathleen Ryan. Southern Illinois University Press, 2016. 282.

**Leon, Kendall**. "Chicanas Making Change: Institutional Rhetoric and the Comisión Femenil Mexicana Nacional." *Best of the Independent Rhetoric and Composition Journals 2014*. Ed. Steve Parks. Parlor Press, 2016.

Pigg, Stacey, **Kendall Leon**, and Martine Courant Rife. "Researching to Professionalize, not Professionalizing to Research: Modular professionalization and the WIDE Effect." *Rewriting Success in Rhetoric and Composition Careers*. Eds. Carrie Leverenz, Amy Goodburn, and Donna LaCourt. Lauer Series in Rhetoric and Composition. Anderson, SC: Parlor Press, 2012. 254-277.

Ridolfo, Jim, **Kendall Leon**, Martine Rife, Amy Diehl, Jeffrey Grabill, Doug Walls, and Stacey Pigg. "Stories of Collaboration and Graduate Student Professionalization in a Digital Humanities Research Center." *Collaborative Approaches to the Digital in English Studies*. Ed. Laura McGrath. Computers and Composition Digital Press/Utah State University Press, 2011. 113-140

#### Refereed Articles

Baldivia, Stefani, William Cuthbertson, **Kendall Leon**, Jane Monson, Jay Trask, Blake Graham. "Collecting First-Generation Voices in Academic Libraries and Archives." Accepted for publication at *College and Research Libraries Journal*.

**Leon, Kendall**, Laurie Pinkert. "Heuristic Tracing and Habits for Learning: Developing Generative Strategies for Understanding Service Learning." *Reflections: A Journal of Community Engaged Writing*. 19, 2, 2020, 38-65.

Witt, Christine, Joanna Dunlap, Kent Sandoe and **Kendall Leon**. "Exploring MBA student perceptions of their preparation and readiness for the profession after completing real-world

industry projects.” *The International Journal of Management Education*. 17 (2019), 219-245.

Enriquez-Loya, Ayde and **Kendall Leon**. “Chicanx/Latinx Rhetorics as Methodology for Writing Program Design at HSIs.” *Composition Studies* 45.2 (Fall 2017). Special Issue, “Where We Are: Latinx Compositions and Rhetorics.”

**Leon, Kendall**, Laurie Pinkert and Kathryn Trauth Taylor. “The Impact of Service Learning Pedagogies on Instructor Learning.” *Composition Studies*. 45.1 (Spring 2017).

Getto, Guiseppe, **Kendall Leon** and Jessica Rivait “Helping To Build Better Networks: Service-Learning Partnerships as Distributed Knowledge Work.” *Reflections: Public Rhetoric, Civic Writing and Service Learning*. 13.2 (2014): 71-95.

**Leon, Kendall**. “Chicanas Making Change: Institutional Rhetoric and the Comisión Femenil Mexicana Nacional.” *Reflections: Public Rhetoric, Civic Writing and Service Learning*. 13.1 (Fall 2013): 165-194. (special issue on *Latin@s and Public Rhetoric*)

\* Article selected to be included in Parlor Press’s *Best of the Independent Rhetoric and Composition Journals*

**Leon, Kendall**. “*La Hermandad* and Chicanas Organizing: The Community Rhetoric of the *Comisión Femenil Mexicana Nacional Organization*. *Community Literacy Journal*. 7.2 (Spring 2013): 1-20.

**Leon, Kendall** and Tom Sura. “We Don't Need Any More Brochures”: Rethinking Deliverables in Service-Learning Curricula.” *Writing Program Administration*. 36.2 (Spring 2013): 59-74.

Hidalgo, Alexandra and **Kendall Leon**. “Rhetoric, Multimedia Technology and the Service Learning Classroom.” *Interdisciplinary Humanities*. 29.3 (Fall 2012): 41-53. (special issue on service learning in the humanities)

**Leon, Kendall** and Stacey Pigg. “Graduate Students Professionalizing in Digital Time/Space: A View from ‘Down Below.’” *Computers and Composition* 28 (2011): 3-13.

#### Non-Refereed Publications or Other Creative Achievements

Powell, Malea. 2012 CCCC Chair’s Address: Stories Take Place: A Performance in One Act. *College Composition and Communication* 64.2 (Dec 2012): 383-406. [A vignette I wrote was included on pages 395-6.]

**Leon, Kendall**. “Expanding the Boundaries of WPA research: A response to Craig and Perryman-Clark’s ‘Troubling the Boundaries: (De)Constructing WPA Identities at the Intersections of Race and Gender.’” *Mentoring to Build Pragmatic, Ethical, Strategic Rhetorical Action for WPAs in all Localities*. Council for Writing Program Administrators Mentoring Project. October 2012.

Powell, Malea, Stacey Pigg, **Kendall Leon** and Angela Haas. "Rhetoric." *Encyclopedia of Library and Information Sciences*. *Encyclopedia of Library and Information Sciences* (3rd ed.). Eds. Marcia Bates & Mary Niles Maack. London: Taylor & Francis. 4548-4556

**Leon, Kendall**, Jim Fredricksen, Michael McLeod and Douglas Eyman. "Teacher Knowledge Standard and Digital Affordances: The Creation of an Interactive Literacy Resource Exchange for Teacher Education." Proceedings of the 18th Annual Society for Information Technologies and Teacher Education. Society for Information Technology and Teacher Education (San Antonio, Texas). 1 (2007). 2029-2034

#### Scholarly Works in Progress

Enríquez-Loya, Aydé and **Leon-Kendall** "Transdisciplinary Rhetorical Work in Technical Writing & Composition: Environmental Justice Issues in California." Forthcoming in *College English* in September 2020.

Baldivia, Stefani, William Cuthbertson, **Kendall Leon**, Jane Monson, Jay Trask, Blake Graham. "Collecting First-Generation Voices in Academic Libraries and Archives." Accepted for publication at *College and Research Libraries Journal*.

**Leon, Kendall**, Laurie Pinkert and Kathryn Trauth Taylor. "Learning to See Learning: A Methodology for Assessing the Impacts of Service Learning in Writing Classes." Forthcoming in *Reflections: A Journal of Community Engaged Writing* (Fall 2019-Winter 2020 issue).

Gonzales, Laura, **Kendall Leon**, Ann Shivers-McNair. "Developing User-Centered Technical & Professional Writing Programs at Hispanic-Serving Institutions." Under review at *Programmatic Perspectives: A Journal of the Council of Programs in Technical and Scientific Communication*.

*Chicanas Making; Making Chicana: Translatory Sites of Rhetorical Theory* (manuscript)

#### Presentations at Professional Meetings

"What do our Changing Student Demographics Mean for our Research?" *Tipping Point Student Success Summit*. CSU, Chico. Jan 2019.

"The Metonymy of Sanctuary: Rhetoric of Sanctuary Spaces." *Rhetoric Society of America Conference*. Minneapolis, MN. May 2018.

"Developing User-Centered Technical & Professional Writing Programs at Hispanic-Serving Institutions." *Association for Teachers of Technical Writing*. Kansas City, MO. March 2018.

"User-centered TPW Programs and Pedagogies at Hispanic-Serving Institutions." *Council of Programs in Scientific and Technical Communication*. Savannah, GA. October 2017.

"HSI as Programmatic Invention." *Conference on College Composition and Communication*. Portland, OR. March 2017.

“Designing Multilingual Technical Writing Programs” *Conference on College Composition and Communication*. Houston, TX. April 2016.

“Publication Advice for New Scholars: Latinx Caucus Workshop Mentoring Session.” *Conference on College Composition and Communication*. Houston, TX. April 2016.

“Localizing in and on the Environment: Designing an Asset Based Curriculum.” *Council of Programs in Technical and Scientific Communication*. Logan, UT. September 2015.

“Learning to See Learning: Assessing the Impact of Service Learning in the Writing Classroom.” *Conference on College Composition and Communication*, Tampa Bay, FL March 2015.

“Exploring Latinidad in the Mid-West: A Workshop Sponsored by the NCTE/CCCC Latino/a Caucus (co-facilitator and presenter). *College Composition and Communication*. Indianapolis, IN. March 2014.

“Conocimiento as a Path to Ethos: Gloria Anzaldúa as Rhetorical Theorist.” (co-presenter Stacey Pigg) *Feminisms and Rhetorics Conference*. Palo Alto, CA. Sept 2013.

“Measuring the Impact of Service Learning Curriculum in the First Year Composition Class: Developing Disciplinary Assessment.” (co-presenter with Laurie Pinkert and Kathryn Trauth-Taylor) *Council of Writing Program Administrators Conference*. Savannah, Georgia. July 2013.

“Exploring Latinidad in the West: A Workshop Sponsored by the NCTE/CCCC Latino/a Caucus.” (Co-chair) *Conference on College Composition and Communication*, Las Vegas, March 2013.

“The New Racism”: Rhetorical Figures of Speech in Governmental Documents.” (**featured session sponsored by the Coalition of Women Scholars**). *Conference on College Composition and Communication*, Las Vegas, March 2013.

“Aristotle is Not My Father: A Re-framing & Decolonizing Legitimizing Narratives in Rhetoric Studies.” Roundtable session. Modern Language Association. Boston, MA January, 2013.

“Operationalizing *Conocimiento*: Enacting Chicana Rhetoric in Computers and Writing Pedagogy and Research.” (with co-presenter Stacey Pigg). *Computers and Writing*, Raleigh, North Carolina. May 2012. (**featured session on race and technology**).

“Integrating Engaged Scholarship into First Year Composition Courses.” *Conference on College Composition and Communication*, St. Louis, MO. March 2012.

“Teaching Writing with Latino/a Students in the Midwest: A Workshop Sponsored by the NCTE/CCCC Latino/a Caucus.” Workshop Co-facilitator. *Conference on College Composition and Communication*, St. Louis, MO. March 2012.

“Constructing Memory: Intersections of Service Learning and New Media Composition.”  
Co-presenter. *Computers and Writing*. Ann Arbor, MI. May 2011

“Teaching Writing with Latino/a Students in the South: A Workshop Sponsored by the NCTE/CCCC Latino/a Caucus.” Workshop Co-facilitator. *Conference on College Composition and Communication*, Atlanta, GA, April 2011.

“Revising the Américas: Building Alliances Between Latin@ and Native Rhetorics.”  
Co-presenter with Casie C. Cobos, Qwo-Li Driskill, Ayde Enriquez-Loya, and Gabriela R. Ríos. *Conference on College Composition and Communication*. Louisville, KY, March 2010.

“Service Learning in the Introductory Composition Program (ICaP) ENG108 Class.” Poster Presentation. Purdue Scholarship of Engagement Conference, October 2010.

“Material (Re) Collections: Performing Chicana Historiography.” *Feminisms and Rhetorics Conference 2009*. East Lansing, Michigan. October 2009.

“These people don’t belong together: Methodological Makings across Disciplinary Fields.”  
Co-presenter with Jeffrey T. Grabill, Angela Haas, and Malea Powell. *Conference on College Composition and Communication*. San Francisco, CA. March 2009.

“Beyond the Semester: New Media, Community Engagement and Rhetoric Research.”  
Co-presenter with Katie Wittenauer. *Association of Teachers of Technical Writing Conference*. San Francisco, CA. March 2009.

“Looking and Listening for Literacy: Using Digital Video in Scenes of Composing and Research.” Co-presenter with Bump Halbritter, Julie Lindquist, and Katie Wittenauer. *Thomas R. Watson Conference*. Louisville, KY. October 2008.

“New Media and Community Engagement.” Co-presenter with Katie Wittenauer. *Bright Ideas Conference*. East Lansing, MI. April 2008.

“Community writing, and writing communities: How Rhetoric and Composition Scholars Construct Community Literacy.” *International Conference on Writing Research*. Santa Barbara, CA. February 2008.

“Cyberfem Civics: Reimagining Alternative Cyberscapes.” Co-presenter with Angela Haas, Stacey Pigg, and Robyn Tasaka. *Feminisms and Rhetorics Conference*. Little Rock, AR. October 2007.

“Bringing New Community Engagement Research Into Rhetoric and Composition Studies.”  
*International Research Conference on Service-Learning and Community Engagement*. Tampa, FL. October 2007.

“Reuse, Circulation, Substitution: Preparation, Genre, and Classroom Activity in Graduate Work.” Co-presenter with Stacey Pigg. *Computers & Writing*. Detroit, MI. May 2007.

“Professionalization, Mentoring, and Development: Students Reflecting on the WIDE Research Center.” Co-presenter with Matt Penniman, Stacey Pigg, Roberto Reyes, and Martine Rife. *S.E.E.D Conference on Teaching, Learning and Technology Centers*. Findlay, OH. May 2007.

“Teacher Knowledge Standards and Digital Affordances: The Creation of an Interactive Literacy Resource Exchange for Teacher Education.” Co-presenter with Douglas Eyman, Jim Fredricksen, and Michael McLeod. *Society for Information Technologies and Teacher Education*. San Antonio, TX. March 2007.

“‘We’ll crack no nuts until we’ve cracked Seligmann’: Emma Tenayuca, the 1938 Pecan Shellers’ Strike and the Discursive Moment.” *Conference on College Composition and Communication*. New York, NY. March 2007.

“Report of a ‘Literacy Research Exchange’ designed by Technical Writers for use in Teacher Education Programs.” Co-presenter with Douglas Eyman, Jim Fredricksen & Michael McLeod. *Association for Teachers of Technical Writing*. New York, NY. March 2007.

“Style, Inc: The Privatization of Literacy and the Politics of Plainness.” *Rhetoric Society of America*. Memphis, TN. May 2006.

“Style, Inc: The Privatization of Literacy and the Politics of Plainness.” *Conference on College Composition and Communication*. Chicago, IL. March 2006.

“Texts a-Go-Go: A Rhetorical Analysis of the New Burlesque Movement.” *Rhetoric Society of America*. Austin, TX. May 2004.

“It’s Not All in Your Head: Literacy as Distributed Cognition.” *Northern California Center for Excellence in Learning and Teaching Annual Conference*. Chico, CA. May 2003.

“It’s Not All in Your Head: Literacy as Distributed Cognition.” *California State University, Chico Humanities and Fine Arts Annual Symposium*. Chico, CA. April 2003.

“Gendered Bodies and Interrupted Place: The Devil-ettes and the New Burlesque.” *Northern California Women’s Studies Bi-Annual Conference*. Chico, CA. March 2003.

#### Research Honors, Grants, and Fellowships

#### **Council of Programs in Scientific and Technical Communication Research Grant (Co-PI).**

“Developing User-Centered Technical & Professional Writing Programs at Hispanic-Serving Institutions.” Sept. 2018-May 2019. Funded.

**CSU, Chico Research Scholarship and Creative Activity Award Recipient.** Fall 2018.

**National Endowment for the Humanities (Co-PI)** “Decolonizing the Humanities.” Submitted July 2017.

**Purdue Research Summer Faculty Grant (PI),** Purdue University ( \$8,000.00)



**Purdue Libraries Scholar Grant (PI)**, Purdue University (\$2750.00)  
**College of Arts and Letters Summer Support Fellowship**, Michigan State University  
**Summer Institute Scholarship**, Rhetoric Society of America  
**Scholars for the Dream Travel Award Recipient**, Conference on College Composition and Communication  
**University Enrichment Fellowship**, Michigan State University  
**Graduate Equity Fellowship**, California State University, Chico

Other Research and Other Creative Achievements

**Co-Primary Investigator**, “Developing User-Centered Technical & Professional Writing Programs at Hispanic-Serving Institutions.” 2018-2019.

**Co-Primary Investigator**, “Measuring the Impact of Service Learning Curriculum in the First Year Writing Classroom”, August 2012-2017.

- Leading a research team assessing the rhetorical learning of: 1) graduate teaching assistants implementing a service learning pedagogy in first year composition; and 2) students in service learning based first year composition courses.

**Research Assistant**, Writing in Digital Environments Research Center, Michigan State University, May 2006-May 2007

- Helped author several grant proposals for national foundations including the Institute of Museum and Library Services, the National Endowment for the Humanities (NEH), Robert Wood Johnson Foundation, and Knight Ridder Foundation.
- Researched the writing practices of community groups to inform the building of a shared online workspace for community-based organizations.
- Managed internal and external communication for the research center, which included website content creation, blogging, and distributing news via listservs, publicity materials, and conference presentations.

**Research Assistant**, Teachers for a New Era Information Modeling Project, Michigan State University, January 2005-August 2007

- Implemented a qualitative research study to investigate how educational professionals defined and utilized pedagogical and content standards in their practices, in collaboration with the Teachers for a New Era Carnegie Initiative.
- Worked with research team to design a digital workspace based on research findings.
- Authored the functional specification document for the digital workspace.

**Reading Initiative Researcher**, National Writing Project, November 2004-April 2005

- Collected and analyzed extensive research on both nation and statewide reading initiatives standards, and policies enacted after No Child Left Behind was signed into law.
- Tracked and compiled data on several state based reading initiatives to contribute to National Writing Project’s plan of action in response to No Child Left Behind.

**Contributions to the University, Profession, and Community**

Service to the University, College, and Department

**Graduate Initiative 2025 Advisory Team Member (HFA College)**, CSU, Chico 2019-2020

**Advisor**, Sigma Tau Delta English Honors/English Society. CSU, Chico. 2018-2019

**Faculty Recognition and Support Committee Member**, CSU Chico. 2018-2019

**Alumni Speaker**, Multicultural and Gender Studies Career and Internship Fair. Fall 2018

**Participant**, Chico Preview Day. Fall 2018

**Faculty Marshall**, CSU, Chico 2018 Spring Commencement

**Faculty Mentor**. Website Redesign. CSU, Chico English Department. Spring 2018

**Co-Principal Investigator**, Early Start and First Year Composition Chancellor's Office Redesign Project. 2017-2018.

**Guest speaker, Academy E-Learning**, "Designing public writing courses." Summer 2017

**Academic Writing Course Design**, CSU, Chico RN to BSN online program, Summer 2017

**Member**, Chicano/Latino Council, Summer 2017-present.

**Faculty Marshall**, CSU, Chico 2017 Commencement

**Member**, First Gen Faculty/Staff Association, Fall 2016 to present.

**Participant**, Faculty Writing Group. CSU, Chico. Fall 2016

**Faculty Representative**, Chico Preview Day. CSU, Chico. October 2016.

**Member**, Assessment Committee, Department of English, California State University, Chico, 2016 – Present.

**Member**, Composition Committee, Department of English, California State University, Chico, 2016 – Present.

**Facilitator**, Chicana/o Latino/a Studies Program, Campus and Community Screening of PBS's *Latinos Americans, Episode V: Prejudice and Pride*, Portland State University, March 2016

**Member**, Curriculum Committee, Department of English. Portland State University, Fall 2015-Spring 2016

**Member**, Professional and Technical Writing Review Committee. Portland State University, Spring 2015

**Member**, Ad-hoc Committee to Redesign the Requirements for Language Arts Teaching. Portland State University, 2015

**Mentor and Challenge Program Workshop Coordinator**, Portland State University, 2014-Spring 2016.

**Member**, Ad-hoc Committee to redesign the English Major. Portland State University, Fall 2014-Winter 2015

**Participant**, Intensive English Language Program Research Project, Portland State University

**Member**, University Writing Committee, Portland State University, 2013-Spring 2016.

**Member**, Rhetoric and Composition Committee, Portland State University, 2013- Spring 2016.

**Member**, Literary Studies Committee, Portland State University, 2013- Spring 2016.

**Member**, Introductory Writing Committee, Purdue University, 2010-2013

**Committee Member**, Writing Showcase (for Introductory Composition and Professional Writing), Purdue University, 2010-2013

**Judge**, Writing Showcase (for Introductory Composition and Professional Writing), Purdue University, 2010-2013

**Treasurer**, Rhetoric and Writing Graduate Student Organization, Michigan State University, 2006-2007

**President and founding member**, Rhetoric and Writing Graduate Student Organization, Michigan State University, 2005-2006

**Member**, Rhetoric and Writing Program Assessment Sub-Committee, Michigan State University, 2005-2006

**Advisory Board Member**, Women's Center, California State University Chico, 2002-2004

#### Service to the Profession

**Stage one proposal reviewer**, 2019 Conference on College Composition and Communication.

**Guest Lecturer**, University of Kentucky Teaching Writing Practicum. October 2018

**Technical Writing Project Contractor**, Untold Stories, Cincinnati, OH. 2018-2019

**Council of Writing Program Administrators' Diversity Committee Member**, 2017-Current

**Committee Member and Reviewer**, CCCC Scholars for the Dream Committee, Fall 2018

**Outside Reviewer**, Tenure and Promotion Review file, St. John's University. Summer 2018

**Stage one proposal reviewer**, 2018 Conference on College Composition and Communication

**Affiliate Faculty**, University of Central Florida's Texts and Technology Graduate Program

**Chair, College Section Nominating Committee**, National Council of Teachers of English, 2016-2017

**Council of Writing Program Administrators' People of Color Caucus Mentor**

**Reviewer**, *Reflections Journal*. 2016-Present.

**Reviewer**, *Journal of Writing Program Administration*, 2013-2016

**Reviewer**, *Present Tense: A Journal of Rhetoric in Society*, 2012-Present

**Conference Proposal Reviewer**, 2016 Cultural Rhetorics Conference

**Reviewer**, Oxford University Press

**Co-Chair, Latino Caucus Workshop**, Conference on College Composition and Communication, 2012-Present

**Appointed Member, Committee on the Status of Training Postsecondary Teachers of Writing**, Conference on College Composition and Communication, 2014

**Appointed Member, Committee on the Status of Research in the Community**, Conference on College Composition and Communication, 2014

**Executive Committee Member**, Conference on College Composition and Communication, 2012-2014

**Chair, Nominating Committee**, National Council of Teachers of English, 2012-2013

**Stage one proposal reviewer**, 2011 Conference on College Composition and Communication

**Assistant Co-chair, Publicity Committee Member and Community Connections Committee Member**, 2009 Feminisms and Rhetorics Conference

**Scholars for the Dream Selection Committee Member**, Conference on College Composition and Communication, 2007

#### Community Outreach Achievements

**Multimedia advocacy project** (Spring 2017 ENG 338 classes), Butte Environmental Council

**Running Mentor**, Chico Fleet Feet Running Club

**Assistant Coach**, Girls on the Run North State, Feb 2017-May 2017

**Subject Matter Expert**, CPS HR (Public Sector Consulting Firm), 2014-Present

**Community Outreach Coordinator**, CCCC Latin@ Caucus, 2012-Present

**Presenter and Discussion Leader** on *The Book of Unknown Americans*, Portland, OR, 2016

Everybody Reads Program (held at the Multnomah County Library)

**Board Member**, Latino Center for Wellness and Education, Lafayette, IN, 2012-2013

**Invited Speaker on *Like Water for Chocolate***. Books and Coffee Community Reading series, Purdue University, Feb 2011

**Website Consultant and Developer**, Native American and Indigenous Studies Association, May 2008 – May 2009

**Workshop Facilitator**, “Using Video Assignments as a Teaching and Research Methodology.” *Writing, Rhetoric, and American Cultures Faculty Colloquium Series*. Michigan State University East Lansing, MI. Nov. 2007.

**Publicity Coordinator and Grant writer**, Capital Area Community Media Center, Lansing, MI, 2006-2007

**Website Editor**, Power of We Consortium, Lansing, MI, 2006-2007

**Workshop Co-facilitator**, “Usability as a Tool for Capacity Building.” *World Usability Day*. East Lansing, MI. Nov. 2006.

**Grant writer**, Women’s Center of Greater Lansing. Lansing, MI, Summer 2006

**Grant writer**, Refugee Development Center. Lansing, MI, Aug. 2005-Dec. 2005

**Crisis Line Advocate**, Catalyst Domestic Violence Services. Chico, CA, 2004-2005

**Newsletter Editor/Contributor**, Catalyst Domestic Violence Services. Chico, CA, 2004-2005

#### Memberships in Professional Societies

Council of Programs in Technical and Scientific Communication (CPTSC)

Society for Technical Communication (STC)

CCCC (College Conference on College Composition and Communication)

Council of Writing Program Administrators

Latino Caucus, CCCC

HERA (Humanities Education and Research Association)

NCTE (National Council of Teachers of English)

U.S. Chapter of the Latin American Society of Rhetoric

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# KELLY THOMAS

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317-908-4715

[KGRACETHOMAS@GMAIL.COM](mailto:KGRACETHOMAS@GMAIL.COM)

**CONTENT CREATOR:** Creative minded individual and experienced content marketer with a passion for creating data-driven, user-centric, relatable content that educates and inspires action. Demonstrates comprehensive (and award-winning) experience in writing, editing and developing both print and digital content. Excels at strategy\message development and execution.

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## EXPERTISE

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### Creative Direction

- On a weekly basis, collaborates with clients on content strategy, creative direction and brand\voice development.
- Provides artistic direction while effectively leading and managing both small and large groups\ventures, inclusive of 1:1 work and large-scale projects with multiple internal and external stakeholders.
- Successfully served as editor-in-chief for 2 e-books (including an international best-seller), identifying gaps (in content) and determining flow and order.
- Adept international experience, acting as contributing visionary for 2 established online businesses in Zurich, Switzerland (Mums in Heels and Audrey S. Arnold).
- Delivers a strategic and optimized approach to content creation, focusing on creating content that aptly brings a brand's vision to life, captivating readers with a blend of wit, emotion and credibility.
- Readily identifies opportunities for improvement and innovation, including the design and execution of a seven-week accelerator to help first-time authors finish their books as well as a membership site that serves the content writing needs of female entrepreneurs.

### Content Marketing

- Responsible for the creation, editing and development of content, inclusive of landing pages, email series, blog posts, video series, Facebook ads, and learning modules, for over 20 brands since 2015, including a leading Fortune 500 company.
- Partnered with subject-matter expert and content editor to create three-unit "Mindful Living" Module for 8.39 billion dollar marketing company, attending bi-weekly meetings to ensure content aligned with brand\voice and complied with module goals and objectives.
- Skillfully created, edited and executed video web series, increasing email list by 40% (in 2 weeks).
- Expertly conducted market research, using collected data to develop and execute a membership site that serves the content creation needs of female entrepreneurs.
- Developed and implemented a social media campaign (to promote membership site), yielding a 30% increase in audience engagement (follows and likes) within a 3 week time frame.

### Project Management

- Successfully produces all deliverables within pre-established deadlines and various budget parameters ranging from \$500 to \$25,000.
- Develops and manages large-scale projects across multiple channels, including learning modules, website copy, video web series, e-books and social media (Instagram and Facebook).

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## PROFESSIONAL EXPERIENCE

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<b>Kelly Grace LLC: Content Creator</b>	Remote\Covington, KY	2015-Present
<b>Xavier University: Composition Instructor</b>	Cincinnati, OH	2016-Present
<b>Northern Kentucky University: Composition Instructor</b>	Highland Heights, KY	2014-2018
<b>Miami University of Ohio: Graduate Student and Instructor</b>	Oxford, OH	2012-2014

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## EDUCATION & CERTIFICATIONS

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<b>Master of Arts in English</b>	Miami University of Ohio Oxford, OH	August 2014
<b>Master of Fine Arts in Creative Writing</b>	Butler University Indianapolis, IN	August 2012
<b>Bachelor of Science in Elementary Education</b>	Indiana University Bloomington, IN	May 2014
<b>SEO Certification</b>	Udemy.com	June 2018

# SARAH GRUNKEMEYER

grunkesp@mail.uc.edu | 937.214.4657 | <https://www.linkedin.com/in/sarah-grunkemeyer-00a019108/>

## EDUCATION

### UNIVERSITY OF CINCINNATI

*Carl H. Lindner College of Business*

Cincinnati, OH  
MBA | August 2020

#### Centric Case Competition

Cincinnati, OH | Spring 2020

- 2nd Place Winner

#### MBA Capstone

Cincinnati, OH | Spring 2020

- Student Consultant, Kellogg

#### International Immersion

Shanghai, China | Winter 2020

- Student Consultant, KINDSnacks

#### College of Design, Architecture, Art and Planning

Fashion Design | 2019

- Council of Fashion Design
- DAAP Alliance
- Kappa Delta Sorority
- National Honor Society of Leadership and Success
- CHAARG
- Clean Our Waterways

### UNIVERSITY OF TURIN

Turin, Italy

Study Abroad | Summer 2015

- International Marketing
- Contemporary Art
- St. Dennis Bilingual School Volunteer

## SKILLS

- Tableau
- Google Analytics Certificate
- Data Analysis in Excel
- Adobe Creative Suite
- After Effects
- FlexPLM and FlexPDM/RLM
- Accumark
- Social Media Campaigns and Communications

## EXPERIENCE

### BGR - PACKAGING SUPPLY & CHAIN EXPERTS

#### Marketing Assistant

Cincinnati, OH | August 2019 - September 2019

- Analyzed and modified product data attributes for over 20,000 packaging products for a new database system providing immediate freight costs savings
- Assisted the implementation of reducing error and increasing sales target by introducing smaller quality orders on BGR's website instead of going through the sales department buying in mass quality.
- Actively collected data points to guide BGR's purchasing department to make accurate and cost effective purchasing decisions using Sage X3 ERP

### SENIOR CAPSTONE

#### Product Development & Design

Cincinnati, OH | January 2018 - May 2019

- Individually developed, designed, and produced 3 pediatric medical bags for children with Ventricular Assisted Devices (VADS)
- Collaborated with the cardiology team at Cincinnati Children's Hospital and all other stakeholders
- Awarded with DAAPcares Award/Directors Choice Award, only 3 given out of 200

### LIVE WELL COLLABORATIVE

#### Design Strategy & UX Design

Proctor & Gamble founded design consultancy focused in user-centered healthcare design  
Cincinnati, OH | August 2018 - December 2018

- Effectively researched, ideate, and refined prototypes of user-centered solutions for Cincinnati Children's Hospital
- Planned, prepared, and conducted a 9 week series of focus groups for the Osher Lifelong Learning Institute (Olli) to conceptualize potential solutions for the aging in place population
- Developed business opportunities for Fortune 500 companies

### MARA HOFFMAN

#### Design, Technical Design, Production, & P. R. Assistant

New York, New York | January 2018 - April 2018

- Developed Fall, Spring, Resort 2018 and Fall 2017 RTW collections by sourcing fabric, trims and maintained line sheets
- Managed raw goods, supplies, and sampling with domestic factories for production
- Prepared fit samples and notes to present at weekly fit session meetings
- Implemented and completed Mara Hoffman's intern book and improved internship opportunities

### EXPRESS

#### Denim Technical Design Assistant

Columbus, OH | May 2017 - August 2017

- Prepped fit sessions & solved problems when presenting products
- Wrote detailed fit notes, and effectively communicated to international vendors
- Recommended & assisted pattern updates & development
- Co-produced a sixty page fit model database

**NAME: Bruce Bolin**

**Labor Category: Product Developer / UI Design**

**Chronological Experience Summary:**

**Company Name:** Warrant Technologies, LLC

**(8/19 – Present)**

**Duties:**

- Product Development
- User Interface Design
- Front end design
- Requirements management
- Modeling & Simulation using various tools to include;
  - Enterprise Architect
  - Azure
  - UML
- Business Process Design / Improvement

**Company Name:**

Gnashed Teeth

**(2016-2019)**

**Duties:**

- Graphic Design
- Web Design
- Illustration

**Education/Certification History:**

BA Interactive Media Design and Printmaking

Capability Maturity Model Integrated SW DEV – Team Member

Enterprise Architect 15.0

**Skills:**

- Azure – Application modeling / product development
- Enterprise Architect (EA) UML modeling & Document Management
- XHTML, HTML, CSS

**Current Security Clearance:**

Secret

**Status:** (Pending)



## About

**Jeffrey A. Shaffer**, Chief Operating Officer and Vice President of Information Technology and Analytics at Unifund and Recovery Decision Science. Mr. Shaffer joined Unifund in 1996 and has been instrumental in the creation and development of the complex systems, analytics and business intelligence platform at Unifund. Mr. Shaffer holds a BM and MM degree from the University of Cincinnati and an MBA from Xavier University where he was the winner of the 2006 Graduate Student Scholarly Project in Research. Mr. Shaffer has attended the Harvard Business School's Executive Education Program, is a Certified Manager of Quality and Organizational Excellence through the American Society for Quality, a Certified Project Management Professional through the Project Management Institute and has completed Six Sigma Green Belt and Black Belt training with the Xavier Consulting Group.

Mr. Shaffer is also Adjunct Professor at the University of Cincinnati in the Carl H. Lindner College of Business teaching Data Visualization where he was awarded the 2016 Adjunct Faculty of the Year Award for Operations, Business Analytics and Information Systems. He is a regular speaker at conferences, symposiums, universities and corporate training programs on the topic of data visualization, data mining and Tableau. Mr. Shaffer has taught data visualization at the KPMG Advisory University, KPMG Global Analytics and for the University of Cincinnati Center for Business Analytics. He was a finalist in the 2011 Tableau Interactive Visualization Competition, one of the Elite 8 in the 2014 Tableau Sports Visualization Contest, the winner of the 2014 Tableau Quantified Self Visualization Contest and competed in the 2014 Tableau Iron Viz Contest. He is a five-time Tableau Zen Master, most recently selected as one of thirty-four Tableau Zen Masters in the world for 2020. He is also the co-founder and leader of the Cincinnati Tableau User Group.



ZEN MASTER





# ASSIA MICHEAUX JOHNSON, CTA, CPM

## SKILLS

Social Media Marketing  
General Communications  
Public Relations · Strategic Planning  
Branding · Media Relations · Public Speaking  
Digital Content Creation · Podcasting  
Community Outreach & Engagement

## ACADEMIC HISTORY

### University of Cincinnati

BA in Communication, Class of 2011

### Certificates

Xavier University Leadership Center  
Certified Project Manager, 2015  
Tourism Ambassador Institute  
Certified Tourism Ambassador, 2015

### Publications

Glavic, Jamie, Johnson, Assia, (2016)  
“Separating the Glitz from the Practical in  
Social Media: National Underground Railroad  
Freedom Center Museum”, Museums as  
Critical Community Assets: A How to Guide.

## COMMUNITY INVOLVEMENT

MLK Coalition, Member at Large • 2017-Present  
Mt. Healthy City Schools Committee,  
Member at Large • 2016-Present  
Oyler Elementary, Mentor • 2017, 2018  
Lovis Foundation Steering Committee • 2017-Present  
Dramakinetics, Board Member (2013-2017)  
and Board President • 2017  
Cincinnati Rotaract, Director of Volunteer  
Programming and Events • 2011- 2012  
National Underground Railroad Freedom Center:  
BOE Champion • 2014-2015  
Martin Luther King, Jr. Breakfast Committee  
Member • 2014- 2017

## EMPLOYMENT

### Co-Founder, Co-Host and Editor-in-Chief

[reelcultured.com](http://reelcultured.com) | launched October 2019 - present

#### Development/Design/Branding/Production/Communications

- Co-concepted and developed a film review podcast from the storyteller perspective.
- Developed and created an online publication to provide a platform for marginalized perspectives and womxn in the arts, media and film industry.
- Lead brand concept meetings with a design consultant and producer to develop the overall brand image, voice and format.
- Designed and built website.

#### Project Manager, Writer and Editor

- Developed internal filing system within the Google Suite to collect, manage and edit creative content from the team, external stakeholders and contributors.
- Write internal and external communications including; a weekly contributor newsletter, contributor ask letters internal training documents and how-to guides for podcasters.
- Trained team and contributors to use the blog site at wix.com in order to publish articles and content.
- Lead monthly creative meeting of eight contributors to develop and concept monthly content for reelcultured.com.
- Draft and write copy for website and social.

#### Digital Content Strategist and Social Media Content Creator

- Design and create digital marketing collateral, including social media, website and contributor newsletter graphics.
- Created and manage a social media content calendar in order to meet strategic goals in audience and reach.
- Maintain updates to reelcultured.com and podcast streaming platforms; Buzzsprout, Apple Podcasts, Stitcher, TuneIn and Spotify.
- Build relationships with local/regional podcasters to build a community and develop community engagement.

### Marketing Administrative Coordinator

Cincinnati Playhouse in the Park | June 2019 - July 2020  
Project Manager, Playbill

- Assemble and organize show content and the production of six show programs/playbills per season.
- Establish program production schedule.
- Serves as the primary contact to internal and external teams in the production and delivery of the playbill.
- Work cross-departmentally to gather, edit and fact check information to produce large print programs.

### Freelance Digital Marketing Specialist

Creatives on Call | Nov 2018 - present  
Tempur-Sealy International (TSI) (Jan-May 2019)

- Led cross-departmental internal projects core team and agency partners in the national launch of Tempur-Breeze accessories and the Sleeptracker App for BETA and national launch.
- Managed cross-functional product launch readiness teams for accessories
- Maintained messaging and claims library for accessories and product guide content for accessories; consulted on packaging for accessories.
- Determined paid, earned and owned digital and media content related to accessories.
- Consulted on in-store experience, training materials, stimuli development for consumer research projects related to accessories, accessories photography, videography, illustrations, animations and other creative assets.

# ASSIA MICHEAUX JOHNSON, CTA, CPM

## CONTACT

Mobile: (614) 271-2622

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

Websites: [www.reelcultured.com](http://www.reelcultured.com)

[www.assiamicheaux.com](http://www.assiamicheaux.com)

## EMPLOYMENT

### Marketing Coordinator

*Education at Work (EAW) | May 2018-November 2018*

- Led the execution and planning of the 2018 Grand Opening Ceremony and VIP Discover client events at Arizona State University while working with local Tempe, AZ vendors, the Mission Palms Hotel, university partners and the Discover client teams.
- Created and developed promotional and press materials for the 2018 Grand Opening Ceremony and VIP Discover client event.
- Created and developed the first digital and social media strategy for the organization at large, for multiple digital and social platforms.
- Worked collaboratively with the designer and director on visual campaign branding.
- Led meetings and worked with the remote recruitment teams and university partners in Arizona and Utah to create, manage and implement social content and digital campaigns for student recruitment on EAW's social media platforms including; Facebook, Instagram and Twitter.
- Managed digital advertising budget in Facebook Ads Manager in order to meet strategic brand and recruitment goals and objectives.
- Developed new reporting metrics in order to accurately track campaigns and keep them on target for the recruitment team's goals and objectives.

### Senior Account Manager,

### Public Relations and Social Media

*Northlich | Aug 2017 - May 2018*

- Developed social content & strategy for Kroger (Private Selection, Simple Truth and Hemisfares) and the Joanie Bernard Foundation.
  - Worked with client and internal stakeholders to create, manage and implement content for Kroger social media platforms including; Facebook, Instagram and Pinterest.
  - Managed social media advertising budget in Facebook Ads Manager in order to meet strategic brand goals and objectives.
- Developed and led pr and media relations for Rotex, Frisch's and Crazy Bowls and Wraps.
  - Generated over 240,000 in total market viewership with an ad value of \$12,000 for the 2017 Frisch's Pie Day Campaign.
  - Worked with internal stakeholders to understand the needs of the agency field in order to develop special projects with local media that drive inspiration, develop thought leadership and educate teams in media best practices.

### Internal Communications Consultant

*Tri-Health | November 2016- January 2017*

- Worked cross-departmentally to create and draft internal communications collateral and materials.
- Worked with external partners on Tri-Health sponsored publications, videos and events.
- Wrote and edited content for internal website.

# ASSIA MICHEAUX JOHNSON, CTA, CPM

## CONTACT

Mobile: (614) 271-2622

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

Websites: [www.reelcultured.com](http://www.reelcultured.com)

[www.assiamicheaux.com](http://www.assiamicheaux.com)

## EMPLOYMENT

### **Public Relations and Social Media Coordinator**

*National Underground Railroad Freedom Center | Apr 2013 - Nov 2016*

- Managed, wrote and edited content for website, mobile apps, blog, social media, traditional media, e-newsletters, email blasts and press releases, talking points, and online surveys.
- Created strategic communication plan for *Unlocking the Gates of Auschwitz: 70 Years Later* and media opening, reaching 2,518,352 viewers over two months with a total ad value of \$168,517.
- Created and managed social media campaigns including engagement and analytics for #6Words4Mandela, #AndStillWeRise, #FlameFriday, #KinKillinKin, #EPatNURFC and #RevealStories.
- Lead communication team and staff in development, planning, and execution of on-site media events and press conferences, as well as press previews, openings, and special events.
- Worked with community partners to create new community-based initiatives, including Macy's Music Festival and the National Urban League Convention.
- Worked with the Cincinnati Police Department to create and coordinate public events including: the 2016 U.S. Attorney General Loretta Lynch's tour of Cincinnati for policing polices and best practice in communities of Color.

### **Director and Creator of the Random Acts**

*Dramakinetics of Cincinnati | Aug 2008 - Aug 2017*

- Created and managed weekly newsletter to parents and key staff, distributed through Constant Contact.
- Created and implemented new teacher-to-parent communications and class management systems.
- Created a community-based performing acting troupe for teens and young adults.
- Taught drama and music classes in Cincinnati Public Schools and in center-based classes to students and young adults with developmental disabilities.
- Wrote and directed plays that were featured in the 2008- 2016 Macy's Artswave Art Sampler at the Cincinnati Museum Center, the Cincinnati Art Museum and the Art Academy of Cincinnati.
- Managed supply budget as supply purchaser for set building and set design.
- Drafted press releases and contacted press outlets.
- Assisted in grant writing and metrics gathering.
- Played an integral role in planning, creating and implementing fundraising goals, which doubled attendance for 2011 summer fundraiser.
- Presented and created presentations for parents and future students.
- Trained and supervised interns and new instructors on how to incorporate social and emotional positive reinforcements in the classroom.

# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

### Attachment D: Timeline

START & FINISH DATES	RESPONSIBLE PARTY	A. ACTION STEP	B. OHPI STAFF MEMBER ACTIONS
October 8-31 2020	Content Director	<p>Pre-Launch - Kickoff Meeting</p> <ul style="list-style-type: none"> <li>● <b>Deliverable:</b> Meeting notes and updated project timeline</li> </ul> <p>Task 1.A - Facilitate Strategic Communications Workshop</p> <ul style="list-style-type: none"> <li>● <b>Deliverable:</b> Mission/Vision Statement</li> </ul> <p>Task 1.C - Share state-of-the-art homelessness campaigns</p> <ul style="list-style-type: none"> <li>● <b>Deliverable:</b> Slide deck featuring campaigns &amp; key takeaways</li> </ul> <p>Task 1.D - Content Audit</p> <ul style="list-style-type: none"> <li>● <b>Deliverable:</b> Editorial Calendar (Draft) inc. Existing Content tab</li> </ul>	<ul style="list-style-type: none"> <li>● Participate in Kickoff Meeting and support meeting scheduling (Pre-Launch)</li> <li>● Provide access to all existing marketing materials (1.D)</li> <li>● Participate in Strategic Communications Workshop (1.A)</li> <li>● Offer feedback and final approval on mission/vision statement (1.A)</li> </ul>
November 1-30, 2020 (Fully Operational)	Homeless Services Operations Consultant & Content Director	<p>Task 1.B - Data Storytelling Workshops</p> <ul style="list-style-type: none"> <li>● <b>Deliverable:</b> List of OHPI Data Visualization Opportunities, Descriptions, &amp; Concept Sketches</li> </ul> <p>Task 1.E.a. - Content Strategy Sessions</p> <ul style="list-style-type: none"> <li>● <b>Deliverables:</b> Persona Canvases; Messaging Grid; Style Guide</li> </ul>	<ul style="list-style-type: none"> <li>● Participate in Data Storytelling Workshops</li> <li>● Participate in Content Strategy Sessions</li> <li>● Offer feedback and final approval on persona canvases,</li> </ul>

# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

			messaging grid, and style guide
December 1-18, 2020	Content Director	<p>Task 1.E.a &amp; 1.E.f - Campaign Ideation / Prioritization Sessions</p> <ul style="list-style-type: none"> <li>● <b>Deliverable:</b> OHPI Communications Plan and Editorial Calendar</li> </ul>	<ul style="list-style-type: none"> <li>● Participate in Content Strategy Sessions</li> <li>● Offer feedback and final approval on OHPI Communications Plan</li> <li>● Offer feedback and final approval on Editorial Calendar</li> </ul>
January 4-31, 2021	Content Director	<p>Task 1.E.b - About Us Campaign</p> <ul style="list-style-type: none"> <li>● <b>Deliverables:</b> Updated webpage content, one-pager, presentation, and social media messages</li> </ul> <p>Task 1.E.j - Provider Toolkit for About Us Campaign</p> <ul style="list-style-type: none"> <li>● <b>Deliverable:</b> Toolkit featuring press release, talking points, social media messages and graphics, infographics or visuals, etc.</li> </ul> <p>Task 1.E.c, 1.E.d, 1.E.e, 1.E.g, 1.E.k - Ongoing support of marketing for policymakers and public funders; ongoing support of marketing for people experiencing homelessness and community providers; ongoing data and performance analysis; ongoing data visualizations; and ongoing management of materials, websites, social media, and presentations</p>	<ul style="list-style-type: none"> <li>● Offer feedback and final approval of deliverables</li> <li>● Weekly meetings to offer ideas, guidance, feedback, and relevant updates</li> </ul>

# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

		<ul style="list-style-type: none"> <li>● <b>Deliverables:</b> Daily social media content, design, and scheduling; 1-4 data visuals; and 4-8 content deliverables.</li> </ul>	
February 1-28, 2021	Content Director	<p>Task 1.E.c, 1.E.d, 1.E.e, 1.E.g, 1.E.k - Ongoing support of marketing for policymakers and public funders; ongoing support of marketing for people experiencing homelessness and community providers; ongoing data and performance analysis; ongoing data visualizations; and ongoing management of materials, websites, social media, and presentations</p> <ul style="list-style-type: none"> <li>● <b>Deliverables:</b> Daily social media content, design, and scheduling; 1-4 data visuals; and 4-8 content deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>● Offer feedback and final approval of deliverables</li> <li>● Weekly meetings to offer ideas, guidance, feedback, and relevant updates</li> </ul>
March 1-31, 2021	Content Director	<p>Task 1.E.b - Coordinated Entry Campaign</p> <ul style="list-style-type: none"> <li>● <b>Deliverables:</b> Flyer, short description with visuals, presentation</li> </ul> <p>Task 1.E.j - Provider Toolkit for Coordinated Entry Campaign</p> <ul style="list-style-type: none"> <li>● <b>Deliverables:</b> Toolkit featuring press release, talking points, social media messages and graphics, infographics or visuals, etc.</li> </ul> <p>Task 1.E.c, 1.E.d, 1.E.e, 1.E.g, 1.E.k - Ongoing support of marketing for policymakers and public funders; ongoing support of marketing for people experiencing homelessness and community providers; ongoing data and performance analysis; ongoing data visualizations; and ongoing management</p>	<ul style="list-style-type: none"> <li>● Offer feedback and final approval of deliverables</li> <li>● Weekly meetings to offer ideas, guidance, feedback, and relevant updates</li> <li>● Review quarterly analytics report</li> </ul>

# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

		<p>of materials, websites, social media, and presentations</p> <ul style="list-style-type: none"> <li>● <b>Deliverables:</b> Daily social media content, design, and scheduling; 1-4 data visuals; 4-8 content deliverables; and quarterly analytics report..</li> </ul>	
April 1-30, 2021	Content Director	<p>Task 1.E.c, 1.E.d, 1.E.e, 1.E.g, 1.E.k - Ongoing support of marketing for policymakers and public funders; ongoing support of marketing for people experiencing homelessness and community providers; ongoing data and performance analysis; ongoing data visualizations; and ongoing management of materials, websites, social media, and presentations</p> <ul style="list-style-type: none"> <li>● <b>Deliverables:</b> Daily social media content, design, and scheduling; 1-4 data visuals; and 4-8 content deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>● Offer feedback and final approval of deliverables</li> <li>● Weekly meetings to offer ideas, guidance, feedback, and relevant updates</li> </ul>
May 1-31, 2021	Content Director	<p>Task 1.E.b - Housing Crisis Response System Campaign</p> <ul style="list-style-type: none"> <li>● <b>Deliverables:</b> 2-3 infographics and 3-5 stories</li> </ul> <p>Task 1.E.j - Provider Toolkit for Housing Crisis Response System Campaign</p> <ul style="list-style-type: none"> <li>● <b>Deliverables:</b> Toolkit featuring press release, talking points, social media messages and graphics, infographics or visuals, etc.</li> </ul> <p>Task 1.E.c, 1.E.d, 1.E.e, 1.E.g, 1.E.k - Ongoing support of marketing for policymakers and public funders; ongoing support of marketing for people</p>	<ul style="list-style-type: none"> <li>● Offer feedback and final approval of deliverables</li> <li>● Weekly meetings to offer ideas, guidance, feedback, and relevant updates</li> </ul>

# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

		<p>experiencing homelessness and community providers; ongoing data and performance analysis; ongoing data visualizations; and ongoing management of materials, websites, social media, and presentations</p> <ul style="list-style-type: none"> <li>● <b>Deliverables:</b> Daily social media content, design, and scheduling; 1-4 data visuals; and 4-8 content deliverables.</li> </ul>	
June 1-30, 2021	Content Director	<p>Task 1.E.c, 1.E.d, 1.E.e, 1.E.g, 1.E.k - Ongoing support of marketing for policymakers and public funders; ongoing support of marketing for people experiencing homelessness and community providers; ongoing data and performance analysis; ongoing data visualizations; and ongoing management of materials, websites, social media, and presentations</p> <ul style="list-style-type: none"> <li>● <b>Deliverables:</b> Daily social media content, design, and scheduling; 1-4 data visuals; 4-8 content deliverables; and quarterly analytics report..</li> </ul>	<ul style="list-style-type: none"> <li>● Offer feedback and final approval of deliverables</li> <li>● Weekly meetings to offer ideas, guidance, feedback, and relevant updates</li> <li>● Review quarterly analytics report</li> </ul>
July 1-31, 2021	Content Director	<p>Task 1.E.c, 1.E.d, 1.E.e, 1.E.g, 1.E.k - Ongoing support of marketing for policymakers and public funders; ongoing support of marketing for people experiencing homelessness and community providers; ongoing data and performance analysis; ongoing data visualizations; and ongoing management of materials, websites, social media, and presentations</p> <ul style="list-style-type: none"> <li>● <b>Deliverables:</b> Daily social media content, design, and scheduling;</li> </ul>	<ul style="list-style-type: none"> <li>● Offer feedback and final approval of deliverables</li> <li>● Weekly meetings to offer ideas, guidance, feedback, and relevant updates</li> </ul>



# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

		1-4 data visuals; and 4-8 content deliverables.	
August 1-31, 2021		<p>Task 1.E.c, 1.E.d, 1.E.e, 1.E.g, 1.E.k - Ongoing support of marketing for policymakers and public funders; ongoing support of marketing for people experiencing homelessness and community providers; ongoing data and performance analysis; ongoing data visualizations; and ongoing management of materials, websites, social media, and presentations</p> <ul style="list-style-type: none"> <li>• <b>Deliverables:</b> Daily social media content, design, and scheduling; 1-4 data visuals; and 4-8 content deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer feedback and final approval of deliverables</li> <li>• Weekly meetings to offer ideas, guidance, feedback, and relevant updates</li> </ul>
September 1-30, 2021	Content Director	<p>Task 1.E.c, 1.E.d, 1.E.e, 1.E.g, 1.E.k - Ongoing support of marketing for policymakers and public funders; ongoing support of marketing for people experiencing homelessness and community providers; ongoing data and performance analysis; ongoing data visualizations; and ongoing management of materials, websites, social media, and presentations</p> <ul style="list-style-type: none"> <li>• <b>Deliverables:</b> Daily social media content, design, and scheduling; 1-4 data visuals; and 4-8 content deliverables.</li> </ul>	<ul style="list-style-type: none"> <li>• Offer feedback and final approval of deliverables</li> <li>• Weekly meetings to offer ideas, guidance, feedback, and relevant updates</li> </ul>
October 7, 2021 (End Date)	Content Director	<p>Project Conclusion</p> <ul style="list-style-type: none"> <li>• <b>Deliverable:</b> 8-10 page final report on impacts and metrics of communications strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Participate in project conclusion meeting to review final report</li> </ul>

**Labor Category**

	<b>October 2020</b>	<b>% FTE</b>	<b>Pre-Launch - Task 1.A</b>	
			<b>Kickoff &amp; Meeting Notes</b>	<b>Strategic Comms Workshops &amp; Mission/Vision Statement</b>
Content Director (Katie Trauth Taylor)	<b>38</b>	<b>23.75%</b>	4	26
Homeless Services Operations Cons. (Adam Ruege)	<b>29</b>	<b>18.13%</b>	1	20
Project Manager / Team Leader (Catherine O'Shea)	<b>24</b>	<b>15.00%</b>	8	6
Research Writer (Kendall Leon)	<b>45</b>	<b>28.13%</b>	1	24
Copywriter (Kelly Thomas)	<b>7</b>	<b>4.38%</b>	1	6
Graphic Designer (Sarah Grunkemeyer)	<b>11</b>	<b>6.88%</b>	1	
Data Designer (Bruce Bolin)	<b>1</b>	<b>0.63%</b>	1	
Data Visualization Consultant (Jeff Shaffer)	<b>1</b>	<b>0.63%</b>	1	
PR Consultant (Assia Micheaux)	<b>13</b>	<b>8.13%</b>	1	12
	169		19	94
<b>Total Hours Per Month</b>	<b>169</b>			

Task 1.C - Successful Campaigns Research & Presentation	Task 1.D - Content Audit & Draft Editorial Calendar	November 2020 % FTE	Task 1.B - Data Storytelling Workshops & Data Viz Concernt	Task 1.E.a.i - Content Strategy Sessions	Task 1.E.a.ii - Persona Canvases	Task 1.E.a.iii - Messaging Grid
4	4	42 #####		20	6	6
8		43 #####		30	6	2
2	8	13 8.13%		8	2	1
16	4	32 #####			6	6
		12 7.50%				12
6	4	20 #####		20		4
		40 #####		40		
		40 #####		40		
		13 8.13%			6	2
36	20	255		158	26	17
		255				32

Task 1.E.a.iv - Style Guide	December 2020 % FTE		Task 1.E.a.v Campaign Ideation / Prioritization Sessions	Task 1.E.a.vi - OHPI Comms Plan	Task 1.E.f and 1.E.a.vii - Editorial Calendar	##### % FTE
4	30	18.75%	6	16	8	34 21.25%
1	11	6.88%	6	4	1	26 16.25%
	22	13.75%	6	8	8	40 25.00%
8	16	10.00%	6	6	4	64 40.00%
8	4	2.50%		2	2	84 52.50%
	10	6.25%		6	4	86 53.75%
	4	2.50%			4	38 23.75%
	0	0.00%				8 5.00%
1	20	12.50%	6	8	6	26 16.25%
22	117		30	50	37	406
	117					406

Task 1.E.b - About Us Campaign	Task 1.E.j - Generate Provider Toolkit for About Us Campaign	Task 1.E.c - Ongoing support of marketing for policymakers and public funderns	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualization s	Task 1.E.g - Ongoing support of marketing / comms with people experiencing homelessness and communitv providers
6	4	4	4	4	4
2	4			12	8
4	4	4	4	4	4
16	6	12		10	12
24	8	12		8	12
24	8	16		16	16
6		2	12	16	2
			4	4	
4	10	4			4
86	44	54	36	70	54

Task 1.E.k - Ongoing management of materials, websites, social media, and presentations	February 2021	% FTE	Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations
8	40	25.00%	8	8	8
	32	20.00%		24	8
16	48	30.00%	8	8	8
8	52	32.50%	16		12
20	64	40.00%	16		12
6	66	41.25%	20		20
	44	27.50%	4	16	20
	8	5.00%		4	4
4	12	7.50%	4		
62	366		76	60	92
	366				

Task 1.E.g - Ongoing support of marketing / comms with people experiencing	Task 1.E.k - Ongoing management of materials, websites, social media and	<b>March 2021 % FTE</b>	Task 1.E.b - Coordinated Entry Campaign	Task 1.E.j - Generate Provider Toolkit for Coordinated Entry Campaign
8	8	<b>34 21.25%</b>	6	4
		<b>26 16.25%</b>	2	4
8	16	<b>40 25.00%</b>	4	4
16	8	<b>64 40.00%</b>	16	6
16	20	<b>84 52.50%</b>	24	8
20	6	<b>86 53.75%</b>	24	8
4		<b>38 23.75%</b>	6	
		<b>8 5.00%</b>		
4	4	<b>26 16.25%</b>	4	10
76	62	406	86	44
		<b>406</b>		

Task 1.E.c - Ongoing support of marketing for policymakers and public fundern	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people exneriencina	Task 1.E.k - Ongoing management of materials, websites, social media and	April 2021
4	4	4	4	8	52
	12		8		36
4	4	4	4	16	56
12		10	12	8	82
12		8	12	20	64
16		16	16	6	96
2	12	16	2		60
	4	4			8
4			4	4	20
54	36	70	54	62	474
					474



<b>% FTE</b>	<b>Task 1.E.c - Ongoing support of marketing for policymakers and public funders</b>	<b>Task 1.E.d - Ongoing data and performance analysis</b>	<b>Task 1.E.e - Ongoing creation of data visualizations</b>	<b>Task 1.E.g - Ongoing support of marketing / comms with people experiencing</b>	<b>Task 1.E.k - Ongoing management of materials, websites, social media and</b>
<b>32.50%</b>	8	8	8	8	8
<b>22.50%</b>		24	8		
<b>35.00%</b>	8	8	8	8	16
<b>51.25%</b>	16		12	16	8
<b>40.00%</b>	16		12	16	20
<b>60.00%</b>	20		20	20	6
<b>37.50%</b>	4	16	20	4	
<b>5.00%</b>		4	4		
<b>12.50%</b>	4			4	4
	76	60	92	76	62

Quarterly Outcomes Report	May 2021 % FTE		Task 1.E.i - Housing Crisis Response System Campaign	Task 1.E.j - Generate Provider Toolkit for Housing Crisis Response Svstem	Task 1.E.c - Ongoing support of marketing for policymakers and public funders
12	34	21.25%	6	4	4
4	26	16.25%	2	4	
8	40	25.00%	4	4	4
30	64	40.00%	16	6	12
	84	52.50%	24	8	12
30	86	53.75%	24	8	16
16	38	23.75%	6		2
	8	5.00%			
8	26	16.25%	4	10	4
108	406		86	44	54
	406				

Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing	Task 1.E.k - Ongoing management of materials, websites, social media. and	<b>June 2021 % FTE</b>	
	4	4	4	8	<b>40 25.00%</b>
	12	8			<b>32 20.00%</b>
	4	4	4	16	<b>48 30.00%</b>
		10	12	8	<b>52 32.50%</b>
		8	12	20	<b>64 40.00%</b>
		16	16	6	<b>66 41.25%</b>
	12	16	2		<b>44 27.50%</b>
	4	4			<b>8 5.00%</b>
			4	4	<b>12 7.50%</b>
<b>36</b>	<b>70</b>	<b>54</b>	<b>62</b>	<b>366</b>	<b>366</b>

Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing	Task 1.E.k - Ongoing management of materials, websites, social media and	July 2021
8	8	8	8	8	52
	24	8	8		36
8	8	8	8	16	56
16		12	16	8	82
16		12	16	20	64
20		20	20	6	96
4	16	20	4		60
	4	4			8
4			4	4	20
76	60	92	76	62	474
					474

<b>% FTE</b>	<b>Task 1.E.c - Ongoing support of marketing for policymakers and public funders</b>	<b>Task 1.E.d - Ongoing data and performance analysis</b>	<b>Task 1.E.e - Ongoing creation of data visualizations</b>	<b>Task 1.E.g - Ongoing support of marketing / comms with people experiencing</b>	<b>Task 1.E.k - Ongoing management of materials, websites, social media and</b>
<b>32.50%</b>	8	8	8	8	8
<b>22.50%</b>		24	8		
<b>35.00%</b>	8	8	8	8	16
<b>51.25%</b>	16		12	16	8
<b>40.00%</b>	16		12	16	20
<b>60.00%</b>	20		20	20	6
<b>37.50%</b>	4	16	20	4	
<b>5.00%</b>		4	4		
<b>12.50%</b>	4			4	4
	76	60	92	76	62

Quarterly Outcomes Report	#####	% FTE	Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing
12	40	25.00%		8	8	8
4	32	20.00%			24	8
8	48	30.00%	8	8	8	8
30	52	32.50%	16		12	16
	64	40.00%	16		12	16
30	66	41.25%	20		20	20
16	44	27.50%	4	16	20	4
	8	5.00%		4	4	
8	12	7.50%	4			4
108	366		76	60	92	76
	<b>366</b>					

Task 1.E.k - Ongoing management of materials, websites, social media and	#####	% FTE	Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations
8		<b>40 25.00%</b>		8	8
		<b>32 20.00%</b>			24
16		<b>48 30.00%</b>	8		8
8		<b>52 32.50%</b>	16		12
20		<b>64 40.00%</b>	16		12
6		<b>66 41.25%</b>	20		20
		<b>44 27.50%</b>	4	16	20
		<b>8 5.00%</b>		4	4
4		<b>12 7.50%</b>	4		
62		366	76	60	92
		<b>366</b>			

Task 1.E.g -	Task 1.E.k -	October 2021 % FTE		Final Outcomes Report
Ongoing support of marketing / comms with people experiencing	Ongoing management of materials, websites, social media and			
8	8	30	18.75%	30
		4	2.50%	4
8	16	8	5.00%	8
16	8	30	18.75%	30
16	20	0	0.00%	
20	6	30	18.75%	30
4		16	10.00%	16
		0	0.00%	
4	4	8	5.00%	8
76	62	126		126
		126		



<b>Line Item</b>	<b>Total</b>	<b>Amount Cash Matched</b>	<b>Amount Leveraged</b>
A-B. Personnel & Fringe Benefits	\$155,041.54	\$215,308.46	\$0
C. Equipment	\$300.00	\$100.00	\$0
D. Travel	\$1,145.40	\$0.00	\$0
E. Contractual	\$145,935.00	\$13,500.00	\$0
F. Operating Expenses	\$9,840.00	\$6,930.00	\$450.00
<b>TOTAL</b>			

**Amount Requested**

\$155,042  
\$200  
\$1,145  
\$132,435  
\$2,460.00  
**\$291,282**

<b>Personnel</b>	<b>Role</b>	<b>Total Hours</b>	<b>% FTE</b>	<b>Annual Salary</b>
Kathryn Trauth Taylor	Content Director	506	24.33%	\$100,000
Catherine O'Shea	Project Manager / Team Leader	491	23.61%	\$65,000
Kendall Leon	Research Writer	687	33.03%	\$85,000
Sarah Grunkemeyer	Graphic Designer	785	37.74%	\$50,000
<b>TOTAL PERSONNEL COSTS</b>				

<b>Fringe Benefit Rate</b>	<b>G&amp;A</b>	<b>Fee</b>	<b>OHPI Discounted Total</b>	<b>Standard Industry Rate</b>
46%	18%	15%	\$43,545.19	\$75,900.00
46%	18%	15%	\$27,465.31	\$73,650.00
46%	18%	15%	\$50,253.39	\$103,050.00
46%	18%	15%	\$33,777.64	\$117,750.00
3			\$155,041.54	\$370,350.00

<b>Amount Cash Matched</b>	<b>Amount Leveraged</b>	<b>Amount Requested</b>
\$32,354.81	\$0.00	\$43,545.19
\$46,184.69	\$0.00	\$27,465.31
\$52,796.61	\$0.00	\$50,253.39
\$83,972.36	\$0.00	\$33,777.64
\$215,308.46	\$0.00	<b>\$155,041.54</b>

<b>Equipment</b>	<b>Total</b>	<b>Amount Cash Matched</b>	<b>Amount Leveraged</b>
Hard drives (one-time)	\$300.00	\$100.00	\$0.00
<b>TOTAL EQUIPMENT COSTS</b>	<b>\$300.00</b>	<b>\$100.00</b>	<b>\$0.00</b>

**Amount Requested**

\$200.00

**\$200.00**

<b>Mileage</b>	<b>Roundtrip M</b>	<b>Cents per Mile</b>	<b>Cost Per Trip</b>	<b>No. Trips</b>
Cincinnati to Lexington	166	0.575	\$95.45	12



Total Travel Costs	Amount Cash Matched	Amount Leveraged	Amount Requested
\$1,145.40	\$0.00	\$0.00	\$1,145.40

<b>Contractor</b>	<b>Role</b>	<b>Hours</b>	<b>Hourly Rate</b>	<b>Total</b>
Adam Ruege	Homeless Services Operations Consultant	365	\$125.00	\$45,625.00
Kelly Thomas	Copywriter	659	\$55.00	\$36,245.00
Bruce Bolin	Data Designer	471	\$65.00	\$30,615.00
Jeff Shaffer	Data Visualization Consultant	113	\$150.00	\$16,950.00
Assia Micheaux	PR Consultant	220	\$75.00	\$16,500.00
<b>TOTAL CONTRACTUAL</b>				\$145,935.00

Amount Cash Matched	Amount Leveraged	Amount Requested
\$3,500.00	\$0.00	\$42,125.00
\$3,500.00	\$0.00	\$32,745.00
\$1,500.00	\$0.00	\$29,115.00
\$2,500.00	\$0.00	\$14,450.00
\$2,500.00	\$0.00	\$14,000.00
\$13,500.00	\$0.00	<b>\$132,435.00</b>

## **Operating Expenses**

Office Supplies

Adobe Creative Suite Licenses

Microsoft Office Licenses

Google Suite

Shutterstock Image Licenses

Creative Market Fonts/Assets

**TOTAL OPERATING EXPENSES**

Description	Total
Includes printing of materials for internal use and reference, pens, Post-Its, etc.	\$600.00
Required for illustrative and design services	\$3,600.00
Required for content services	\$1,440.00
Required for collaboration, content services, and project management	\$1,800.00
Required for illustrative and design services	\$1,200.00
Required for illustrative and design services	\$1,200.00
	\$9,840.00

Amount Cash Matched	Amount Leveraged	Amount Requested
\$0.00	\$450.00	\$150.00
\$2,700.00	\$0.00	\$900.00
\$1,080.00	\$0.00	\$360.00
\$1,350.00	\$0.00	\$450.00
\$900.00	\$0.00	\$300.00
\$900.00	\$0.00	\$300.00
\$6,930.00	\$450.00	<b>\$2,460.00</b>

# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

### Attachment F: Detailed Timeline (PDF)

#### OCTOBER 2020

Labor Category	October 2020	% FTE	Pre-Launch - Kickoff & Meeting Notes	Task 1.A - Strategic Comms Workshops & Mission/Vision Statement	Task 1.C - Successful Campaigns Research & Presentation	Task 1.D - Content Audit & Draft Editorial Calendar
Content Director (Katie Trauth Taylor)	38	23.75%	4	26	4	4
Homeless Services Operations Cons. (Adam Ruege)	29	18.13%	1	20	8	
Project Manager / Team Leader (Catherine O'Shea)	24	15.00%	8	6	2	8
Research Writer (Kendall Leon)	45	28.13%	1	24	16	4
Copywriter (Kelly Thomas)	7	4.38%	1	6		
Graphic Designer (Sarah Grunkemeyer)	11	6.88%	1		6	4
Data Designer (Bruce Bolin)	1	0.63%	1			
Data Visualization Consultant (Jeff Shaffer)	1	0.63%	1			
PR Consultant (Assia Micheaux)	13	8.13%	1	12		

#### NOVEMBER 2020

Labor Category	November 2020	% FTE	Task 1.B - Data Storytelling Workshops & Data Viz Concept Sketches	Task 1.E.a.i - Content Strategy Sessions	Task 1.E.a.ii - Persona Canvases	Task 1.E.a.iii - Messaging Grid	Task 1.E.a.iv - Style Guide
Content Director (Katie Trauth Taylor)	42	26.25%		20	6	6	4
Homeless Services Operations Cons. (Adam Ruege)	43	26.88%		30	6	2	1
Project Manager / Team Leader (Catherine O'Shea)	13	8.13%		8	2	1	2
Research Writer (Kendall Leon)	32	20.00%			6	6	12
Copywriter (Kelly Thomas)	12	7.50%					4
Graphic Designer (Sarah Grunkemeyer)	20	12.50%		20			
Data Designer (Bruce Bolin)	40	25.00%		40			
Data Visualization Consultant (Jeff Shaffer)	40	25.00%		40			
PR Consultant (Assia Micheaux)	13	8.13%			6	2	4

#### DECEMBER 2020

Labor Category	December 2020	% FTE	Task 1.E.a.v - Campaign Ideation / Prioritization Sessions	Task 1.E.a.vi - OHPI Comms Plan	Task 1.E.f and 1.E.a.vii - Editorial Calendar
Content Director (Katie Trauth Taylor)	30	18.75%	6	16	8
Homeless Services Operations Cons. (Adam Ruege)	11	6.88%	6	4	1
Project Manager / Team Leader (Catherine O'Shea)	22	13.75%	6	8	8
Research Writer (Kendall Leon)	16	10.00%	6	6	4
Copywriter (Kelly Thomas)	4	2.50%		2	2
Graphic Designer (Sarah Grunkemeyer)	10	6.25%		6	4
Data Designer (Bruce Bolin)	4	2.50%			4
Data Visualization Consultant (Jeff Shaffer)	0	0.00%			
PR Consultant (Assia Micheaux)	20	12.50%	6	8	6



# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

### JANUARY 2021

Labor Category	January 2021		Task 1.E.b - About Us Campaign	Task 1.E.j - Generate Provider Toolkit for About Us Campaign	Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing homelessness and community providers	Task 1.E.k - Ongoing management of materials, websites, social media, and presentations
	% FTE								
Content Director (Katie Trauth Taylor)	34	21.25%	6	4	4	4	4	4	8
Homeless Services Operations Cons. (Adam Ruege)	26	16.25%	2	4		12	8		
Project Manager / Team Leader (Catherine O'Shea)	40	25.00%	4	4	4	4	4	4	16
Research Writer (Kendall Leon)	64	40.00%	16	6	12		10	12	8
Copywriter (Kelly Thomas)	84	52.50%	24	8	12		8	12	20
Graphic Designer (Sarah Grunkemeyer)	86	53.75%	24	8	16		16	16	6
Data Designer (Bruce Bolin)	38	23.75%	6			2	12	16	2
Data Visualization Consultant (Jeff Shaffer)	8	5.00%					4	4	
PR Consultant (Assia Micheaux)	26	16.25%	4	10	4				4

### FEBRUARY 2021

Labor Category	February 2021		Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing homelessness	Task 1.E.k - Ongoing management of materials, websites, social media, and presentations
	% FTE						
Content Director (Katie Trauth Taylor)	40	25.00%	8	8	8	8	8
Homeless Services Operations Cons. (Adam Ruege)	32	20.00%			24	8	
Project Manager / Team Leader (Catherine O'Shea)	48	30.00%	8	8	8	8	16
Research Writer (Kendall Leon)	52	32.50%	16			12	16
Copywriter (Kelly Thomas)	64	40.00%	16			12	16
Graphic Designer (Sarah Grunkemeyer)	66	41.25%	20			20	20
Data Designer (Bruce Bolin)	44	27.50%	4		16	20	4
Data Visualization Consultant (Jeff Shaffer)	8	5.00%			4	4	
PR Consultant (Assia Micheaux)	12	7.50%	4				4

### MARCH 2021

Labor Category	March 2021		Task 1.E.b - Coordinated Entry Campaign	Task 1.E.j - Generate Provider Toolkit for Coordinated Entry Campaign	Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing homelessness and community providers	Task 1.E.k - Ongoing management of materials, websites, social media, and presentations
	% FTE								
Content Director (Katie Trauth Taylor)	34	21.25%	6	4	4	4	4	4	8
Homeless Services Operations Cons. (Adam Ruege)	26	16.25%	2	4		12	8		
Project Manager / Team Leader (Catherine O'Shea)	40	25.00%	4	4	4	4	4	4	16
Research Writer (Kendall Leon)	64	40.00%	16	6	12		10	12	8
Copywriter (Kelly Thomas)	84	52.50%	24	8	12		8	12	20
Graphic Designer (Sarah Grunkemeyer)	86	53.75%	24	8	16		16	16	6
Data Designer (Bruce Bolin)	38	23.75%	6			2	12	16	2
Data Visualization Consultant (Jeff Shaffer)	8	5.00%					4	4	
PR Consultant (Assia Micheaux)	26	16.25%	4	10	4				4





# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

### APRIL 2021

Labor Category	April 2021	% FTE	Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing homelessness and community providers	Task 1.E.k - Ongoing management of materials, websites, social media, and presentations	Quarterly Outcomes Report
Content Director (Katie Trauth Taylor)	52	32.50%	8	8	8	8	8	12
Homeless Services Operations Cons. (Adam Ruege)	36	22.50%		24	8			4
Project Manager / Team Leader (Catherine O'Shea)	56	35.00%	8	8	8	8	16	8
Research Writer (Kendall Leon)	82	51.25%	16		12	16	8	30
Copywriter (Kelly Thomas)	64	40.00%	16		12	16	20	
Graphic Designer (Sarah Grunkemeyer)	96	60.00%	20		20	20	6	30
Data Designer (Bruce Bolin)	60	37.50%	4	16	20	4		16
Data Visualization Consultant (Jeff Shaffer)	8	5.00%		4	4			
PR Consultant (Assia Micheaux)	20	12.50%	4			4	4	8

### MAY 2021

Labor Category	May 2021	% FTE	Task 1.E.i - Housing Crisis Response System Campaign	Task 1.E.j - Generate Provider Toolkit for Housing Crisis Response System Campaign	Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing homelessness and community providers	Task 1.E.k - Ongoing management of materials, websites, social media, and presentations
Content Director (Katie Trauth Taylor)	34	21.25%	6	4	4	4	4	4	8
Homeless Services Operations Cons. (Adam Ruege)	26	16.25%	2	4			12	8	
Project Manager / Team Leader (Catherine O'Shea)	40	25.00%	4	4	4	4	4	4	16
Research Writer (Kendall Leon)	64	40.00%	16	6	12		10	12	8
Copywriter (Kelly Thomas)	84	52.50%	24	8	12		8	12	20
Graphic Designer (Sarah Grunkemeyer)	86	53.75%	24	8	16		16	16	6
Data Designer (Bruce Bolin)	38	23.75%	6		2	12	16	2	
Data Visualization Consultant (Jeff Shaffer)	8	5.00%				4	4		
PR Consultant (Assia Micheaux)	26	16.25%	4	10	4			4	4

### JUNE 2021

Labor Category	June 2021	% FTE	Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing homelessness and community providers	Task 1.E.k - Ongoing management of materials, websites, social media, and presentations
Content Director (Katie Trauth Taylor)	40	25.00%		8	8	8	8
Homeless Services Operations Cons. (Adam Ruege)	32	20.00%			24	8	
Project Manager / Team Leader (Catherine O'Shea)	48	30.00%		8	8	8	16
Research Writer (Kendall Leon)	52	32.50%		16		12	16
Copywriter (Kelly Thomas)	64	40.00%		16		12	16
Graphic Designer (Sarah Grunkemeyer)	66	41.25%		20		20	20
Data Designer (Bruce Bolin)	44	27.50%		4	16	20	4
Data Visualization Consultant (Jeff Shaffer)	8	5.00%			4	4	
PR Consultant (Assia Micheaux)	12	7.50%		4			4



# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

### JULY 2021

Labor Category	July 2021 % FTE		Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing homelessness and community providers	Task 1.E.k - Ongoing management of materials, websites, social media, and presentations	Quarterly Outcomes Report
Content Director (Katie Trauth Taylor)	52	32.50%	8	8	8	8	8	12
Homeless Services Operations Cons. (Adam Ruege)	36	22.50%		24	8			4
Project Manager / Team Leader (Catherine O'Shea)	56	35.00%	8	8	8	8	16	8
Research Writer (Kendall Leon)	82	51.25%	16		12	16	8	30
Copywriter (Kelly Thomas)	64	40.00%	16		12	16	20	
Graphic Designer (Sarah Grunkemeyer)	96	60.00%	20		20	20	6	30
Data Designer (Bruce Bolin)	60	37.50%	4	16	20	4		16
Data Visualization Consultant (Jeff Shaffer)	8	5.00%		4	4			
PR Consultant (Assia Micheaux)	20	12.50%	4			4	4	8

### AUGUST 2021

Labor Category	August 2021 % FTE		Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing homelessness and community providers	Task 1.E.k - Ongoing management of materials, websites, social media, and presentations
Content Director (Katie Trauth Taylor)	40	25.00%	8	8	8	8	8
Homeless Services Operations Cons. (Adam Ruege)	32	20.00%		24	8		
Project Manager / Team Leader (Catherine O'Shea)	48	30.00%	8	8	8	8	16
Research Writer (Kendall Leon)	52	32.50%	16		12	16	8
Copywriter (Kelly Thomas)	64	40.00%	16		12	16	20
Graphic Designer (Sarah Grunkemeyer)	66	41.25%	20		20	20	6
Data Designer (Bruce Bolin)	44	27.50%	4	16	20	4	
Data Visualization Consultant (Jeff Shaffer)	8	5.00%		4	4		
PR Consultant (Assia Micheaux)	12	7.50%	4			4	4

### SEPTEMBER-OCTOBER 2021

Labor Category	September 2021 % FTE		Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing homelessness and community providers	Task 1.E.k - Ongoing management of materials, websites, social media, and presentations	October 2021 % FTE		Final Outcomes Report
Content Director (Katie Trauth Taylor)	40	25.00%	8	8	8	8	8	30	18.75%	30
Homeless Services Operations Cons. (Adam Ruege)	32	20.00%		24	8			4	2.50%	4
Project Manager / Team Leader (Catherine O'Shea)	48	30.00%	8	8	8	8	16	8	5.00%	8
Research Writer (Kendall Leon)	52	32.50%	16		12	16	8	30	18.75%	30
Copywriter (Kelly Thomas)	64	40.00%	16		12	16	20	0	0.00%	
Graphic Designer (Sarah Grunkemeyer)	66	41.25%	20		20	20	6	30	18.75%	30
Data Designer (Bruce Bolin)	44	27.50%	4	16	20	4		16	10.00%	16
Data Visualization Consultant (Jeff Shaffer)	8	5.00%		4	4			0	0.00%	
PR Consultant (Assia Micheaux)	12	7.50%	4			4	4	8	5.00%	8



**Labor Category**

	<b>October 2020</b>	<b>% FTE</b>	<b>Pre-Launch - Task 1.A</b>	
			<b>Kickoff &amp; Meeting Notes</b>	<b>Strategic Comms Workshops &amp; Mission/Vision Statement</b>
Content Director (Katie Trauth Taylor)	<b>38</b>	<b>23.75%</b>	4	26
Homeless Services Operations Cons. (Adam Ruege)	<b>29</b>	<b>18.13%</b>	1	20
Project Manager / Team Leader (Catherine O'Shea)	<b>24</b>	<b>15.00%</b>	8	6
Research Writer (Kendall Leon)	<b>45</b>	<b>28.13%</b>	1	24
Copywriter (Kelly Thomas)	<b>7</b>	<b>4.38%</b>	1	6
Graphic Designer (Sarah Grunkemeyer)	<b>11</b>	<b>6.88%</b>	1	
Data Designer (Bruce Bolin)	<b>1</b>	<b>0.63%</b>	1	
Data Visualization Consultant (Jeff Shaffer)	<b>1</b>	<b>0.63%</b>	1	
PR Consultant (Assia Micheaux)	<b>13</b>	<b>8.13%</b>	1	12
	169		19	94
<b>Total Hours Per Month</b>	<b>169</b>			

Task 1.C - Successful Campaigns Research & Presentation	Task 1.D - Content Audit & Draft Editorial Calendar	November 2020 % FTE	Task 1.B - Data Storytelling Workshops & Data Viz Concernt	Task 1.E.a.i - Content Strategy Sessions	Task 1.E.a.ii - Persona Canvases	Task 1.E.a.iii - Messaging Grid
4	4	42 #####		20	6	6
8		43 #####		30	6	2
2	8	13 8.13%		8	2	1
16	4	32 #####			6	6
		12 7.50%				12
6	4	20 #####		20		4
		40 #####		40		
		40 #####		40		
		13 8.13%			6	2
36	20	255		158	26	17
		255				32

Task 1.E.a.iv - Style Guide	December 2020 % FTE		Task 1.E.a.v Campaign Ideation / Prioritization Sessions	Task 1.E.a.vi - OHPI Comms Plan	Task 1.E.f and 1.E.a.vii - Editorial Calendar	##### % FTE
4	30	18.75%	6	16	8	34 21.25%
1	11	6.88%	6	4	1	26 16.25%
	22	13.75%	6	8	8	40 25.00%
8	16	10.00%	6	6	4	64 40.00%
8	4	2.50%		2	2	84 52.50%
	10	6.25%		6	4	86 53.75%
	4	2.50%			4	38 23.75%
	0	0.00%				8 5.00%
1	20	12.50%	6	8	6	26 16.25%
22	117		30	50	37	406
	117					406

Task 1.E.b - About Us Campaign	Task 1.E.j - Generate Provider Toolkit for About Us Campaign	Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualization s	Task 1.E.g - Ongoing support of marketing / comms with people experiencing homelessness and community providers
6	4	4	4	4	4
2	4			12	8
4	4	4	4	4	4
16	6	12		10	12
24	8	12		8	12
24	8	16		16	16
6		2	12	16	2
			4	4	
4	10	4			4
86	44	54	36	70	54

Task 1.E.k - Ongoing management of materials, websites, social media, and presentations	February 2021	% FTE	Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations
8	40	25.00%	8	8	8
	32	20.00%		24	8
16	48	30.00%	8	8	8
8	52	32.50%	16		12
20	64	40.00%	16		12
6	66	41.25%	20		20
	44	27.50%	4	16	20
	8	5.00%		4	4
4	12	7.50%	4		
62	366		76	60	92
	366				

Task 1.E.g - Ongoing support of marketing / comms with people experiencing	Task 1.E.k - Ongoing management of materials, websites, social media and	<b>March 2021 % FTE</b>		Task 1.E.b - Coordinated Entry Campaign	Task 1.E.j - Generate Provider Toolkit for Coordinated Entry Campaign
8	8	34	21.25%	6	4
		26	16.25%	2	4
8	16	40	25.00%	4	4
16	8	64	40.00%	16	6
16	20	84	52.50%	24	8
20	6	86	53.75%	24	8
4		38	23.75%	6	
		8	5.00%		
4	4	26	16.25%	4	10
76	62	406		86	44
		406			



Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing	Task 1.E.k - Ongoing management of materials, websites, social media and	April 2021
4	4	4	4	8	52
	12		8		36
4	4	4	4	16	56
12		10	12	8	82
12		8	12	20	64
16		16	16	6	96
2	12	16	2		60
	4	4			8
4			4	4	20
54	36	70	54	62	474
					474

<b>% FTE</b>	<b>Task 1.E.c - Ongoing support of marketing for policymakers and public funders</b>	<b>Task 1.E.d - Ongoing data and performance analysis</b>	<b>Task 1.E.e - Ongoing creation of data visualizations</b>	<b>Task 1.E.g - Ongoing support of marketing / comms with people experiencing</b>	<b>Task 1.E.k - Ongoing management of materials, websites, social media and</b>
<b>32.50%</b>	8	8	8	8	8
<b>22.50%</b>		24	8		
<b>35.00%</b>	8	8	8	8	16
<b>51.25%</b>	16		12	16	8
<b>40.00%</b>	16		12	16	20
<b>60.00%</b>	20		20	20	6
<b>37.50%</b>	4	16	20	4	
<b>5.00%</b>		4	4		
<b>12.50%</b>	4			4	4
	76	60	92	76	62

Quarterly Outcomes Report	May 2021 % FTE		Task 1.E.i - Housing Crisis Response System Campaign	Task 1.E.j - Generate Provider Toolkit for Housing Crisis Response Svstem	Task 1.E.c - Ongoing support of marketing for policymakers and public funders
12	34	21.25%	6	4	4
4	26	16.25%	2	4	
8	40	25.00%	4	4	4
30	64	40.00%	16	6	12
	84	52.50%	24	8	12
30	86	53.75%	24	8	16
16	38	23.75%	6		2
	8	5.00%			
8	26	16.25%	4	10	4
108	406		86	44	54
	406				

Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing	Task 1.E.k - Ongoing management of materials, websites, social media. and	June 2021 % FTE	
	4	4	4	8	<b>40 25.00%</b>
	12	8			<b>32 20.00%</b>
	4	4	4	16	<b>48 30.00%</b>
		10	12	8	<b>52 32.50%</b>
		8	12	20	<b>64 40.00%</b>
		16	16	6	<b>66 41.25%</b>
	12	16	2		<b>44 27.50%</b>
	4	4			<b>8 5.00%</b>
			4	4	<b>12 7.50%</b>
	36	70	54	62	<b>366</b>
					<b>366</b>

Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing	Task 1.E.k - Ongoing management of materials, websites, social media and	July 2021
8	8	8	8	8	52
	24	8	8		36
8	8	8	8	16	56
16		12	16	8	82
16		12	16	20	64
20		20	20	6	96
4	16	20	4		60
	4	4			8
4			4	4	20
76	60	92	76	62	474
					474

<b>% FTE</b>	<b>Task 1.E.c - Ongoing support of marketing for policymakers and public funders</b>	<b>Task 1.E.d - Ongoing data and performance analysis</b>	<b>Task 1.E.e - Ongoing creation of data visualizations</b>	<b>Task 1.E.g - Ongoing support of marketing / comms with people experiencing</b>	<b>Task 1.E.k - Ongoing management of materials, websites, social media and</b>
<b>32.50%</b>	8	8	8	8	8
<b>22.50%</b>		24	8		
<b>35.00%</b>	8	8	8	8	16
<b>51.25%</b>	16		12	16	8
<b>40.00%</b>	16		12	16	20
<b>60.00%</b>	20		20	20	6
<b>37.50%</b>	4	16	20	4	
<b>5.00%</b>		4	4		
<b>12.50%</b>	4			4	4
	76	60	92	76	62

Quarterly Outcomes Report	#####	% FTE	Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations	Task 1.E.g - Ongoing support of marketing / comms with people experiencing
12		<b>40 25.00%</b>		8	8	8
4		<b>32 20.00%</b>			24	8
8		<b>48 30.00%</b>	8	8	8	8
30		<b>52 32.50%</b>	16		12	16
		<b>64 40.00%</b>	16		12	16
30		<b>66 41.25%</b>	20		20	20
16		<b>44 27.50%</b>	4	16	20	4
		<b>8 5.00%</b>		4	4	
8		<b>12 7.50%</b>	4			4
108		<b>366</b>	76	60	92	76
		<b>366</b>				

Task 1.E.k - Ongoing management of materials, websites, social media and	#####	% FTE	Task 1.E.c - Ongoing support of marketing for policymakers and public funders	Task 1.E.d - Ongoing data and performance analysis	Task 1.E.e - Ongoing creation of data visualizations
8		<b>40 25.00%</b>		8	8
		<b>32 20.00%</b>			24
16		<b>48 30.00%</b>	8		8
8		<b>52 32.50%</b>	16		12
20		<b>64 40.00%</b>	16		12
6		<b>66 41.25%</b>	20		20
		<b>44 27.50%</b>	4	16	20
		<b>8 5.00%</b>		4	4
4		<b>12 7.50%</b>	4		
62		366	76	60	92
		<b>366</b>			



Task 1.E.g -	Task 1.E.k -	October 2021 % FTE		Final Outcomes Report
Ongoing support of marketing / comms with people experiencing	Ongoing management of materials, websites, social media and			
8	8	30	18.75%	30
		4	2.50%	4
8	16	8	5.00%	8
16	8	30	18.75%	30
16	20	0	0.00%	
20	6	30	18.75%	30
4		16	10.00%	16
		0	0.00%	
4	4	8	5.00%	8
76	62	126		126
		126		

<b>Line Item</b>	<b>Total</b>	<b>Amount Cash Matched</b>	<b>Amount Leveraged</b>
A-B. Personnel & Fringe Benefits	\$155,041.54	\$215,308.46	\$0
C. Equipment	\$300.00	\$100.00	\$0
D. Travel	\$1,145.40	\$0.00	\$0
E. Contractual	\$145,935.00	\$13,500.00	\$0
F. Operating Expenses	\$9,840.00	\$6,930.00	\$450.00
<b>TOTAL</b>			

**Amount Requested**

\$155,042

\$200

\$1,145

\$132,435

\$2,460.00

**\$291,282**

<b>Personnel</b>	<b>Role</b>	<b>Total Hours</b>	<b>% FTE</b>	<b>Annual Salary</b>
Kathryn Trauth Taylor	Content Director	506	24.33%	\$100,000
Catherine O'Shea	Project Manager / Team Leader	491	23.61%	\$65,000
Kendall Leon	Research Writer	687	33.03%	\$85,000
Sarah Grunkemeyer	Graphic Designer	785	37.74%	\$50,000
<b>TOTAL PERSONNEL COSTS</b>				

<b>Fringe Benefit Rate</b>	<b>G&amp;A</b>	<b>Fee</b>	<b>OHPI Discounted Total</b>	<b>Standard Industry Rate</b>
46%	18%	15%	\$43,545.19	\$75,900.00
46%	18%	15%	\$27,465.31	\$73,650.00
46%	18%	15%	\$50,253.39	\$103,050.00
46%	18%	15%	\$33,777.64	\$117,750.00
3			\$155,041.54	\$370,350.00

<b>Amount Cash Matched</b>	<b>Amount Leveraged</b>	<b>Amount Requested</b>
\$32,354.81	\$0.00	\$43,545.19
\$46,184.69	\$0.00	\$27,465.31
\$52,796.61	\$0.00	\$50,253.39
\$83,972.36	\$0.00	\$33,777.64
\$215,308.46	\$0.00	<b>\$155,041.54</b>

<b>Equipment</b>	<b>Total</b>	<b>Amount Cash Matched</b>	<b>Amount Leveraged</b>
Hard drives (one-time)	\$300.00	\$100.00	\$0.00
<b>TOTAL EQUIPMENT COSTS</b>	<b>\$300.00</b>	<b>\$100.00</b>	<b>\$0.00</b>

**Amount Requested**

\$200.00

**\$200.00**



<b>Mileage</b>	<b>Roundtrip M</b>	<b>Cents per Mile</b>	<b>Cost Per Trip</b>	<b>No. Trips</b>
Cincinnati to Lexington	166	0.575	\$95.45	12

Total Travel Costs	Amount Cash Matched	Amount Leveraged	Amount Requested
\$1,145.40	\$0.00	\$0.00	\$1,145.40

<b>Contractor</b>	<b>Role</b>	<b>Hours</b>	<b>Hourly Rate</b>	<b>Total</b>
Adam Ruege	Homeless Services Operations Consultant	365	\$125.00	\$45,625.00
Kelly Thomas	Copywriter	659	\$55.00	\$36,245.00
Bruce Bolin	Data Designer	471	\$65.00	\$30,615.00
Jeff Shaffer	Data Visualization Consultant	113	\$150.00	\$16,950.00
Assia Micheaux	PR Consultant	220	\$75.00	\$16,500.00
<b>TOTAL CONTRACTUAL</b>				<b>\$145,935.00</b>

Amount Cash Matched	Amount Leveraged	Amount Requested
\$3,500.00	\$0.00	\$42,125.00
\$3,500.00	\$0.00	\$32,745.00
\$1,500.00	\$0.00	\$29,115.00
\$2,500.00	\$0.00	\$14,450.00
\$2,500.00	\$0.00	\$14,000.00
\$13,500.00	\$0.00	<b>\$132,435.00</b>

## **Operating Expenses**

Office Supplies

Adobe Creative Suite Licenses

Microsoft Office Licenses

Google Suite

Shutterstock Image Licenses

Creative Market Fonts/Assets

**TOTAL OPERATING EXPENSES**

Description	Total
Includes printing of materials for internal use and reference, pens, Post-Its, etc.	\$600.00
Required for illustrative and design services	\$3,600.00
Required for content services	\$1,440.00
Required for collaboration, content services, and project management	\$1,800.00
Required for illustrative and design services	\$1,200.00
Required for illustrative and design services	\$1,200.00
	\$9,840.00

Amount Cash Matched	Amount Leveraged	Amount Requested
\$0.00	\$450.00	\$150.00
\$2,700.00	\$0.00	\$900.00
\$1,080.00	\$0.00	\$360.00
\$1,350.00	\$0.00	\$450.00
\$900.00	\$0.00	\$300.00
\$900.00	\$0.00	\$300.00
\$6,930.00	\$450.00	<b>\$2,460.00</b>

# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

### Attachment H: Budget Narrative

**IMPORTANT NOTE ABOUT PRICING:** Untold Content did our very best to scope a robust communications strategy program for OHPI and a detailed approximation of hours for each personnel member and contractor. It is our desire to work within the budget of OHPI and to negotiate our firm fixed price as needed to offer the best rate to the government. If we included too many marketing materials, data infographics, or workshops, we can scale these back to fit within a small budget as needed. Please contact our CEO, Katie Trauth Taylor at [katie@untoldcontent.com](mailto:katie@untoldcontent.com) or 859-866-1916 to negotiate our firm fixed price as needed.

**Personnel & Fringe Benefits** - All hours are pulled from the detailed “Detailed Timeline” tab, where hours are indicated by task for each personnel member, to calculate % FTE. Annual salary is then multiplied by Untold’s fringe benefit rate (including PTO, Health insurance, Retirement Benefits, FICA, Medicare, Unemployment), G&A (Non-Project-Related Operating Expenses), and fee (profit) of 15%. This results in a cost approx. 50% off our industry rate average: This \$215,308 discount (\$150/ hour x 2,469 total hours) constitutes our cash match.

**Equipment** - The storage of files on a password-protected hard drive delivered at the completion of the project ensures that organizational privacy is secured. Backups of all files will be placed on an additional hard drive stored in a locked safe at the Untold Content headquarters.

**Travel** - Expenses reflect twelve (12) one-day business trips from the Untold Content headquarters in Cincinnati, OH to Lexington, KY at the current federal mileage rate. We anticipate conducting nearly all work virtually due to the uncertainties surrounding COVID-19 (see Attachment I for details). These trips can be used at the discretion of OHPI and Untold Content and may be used for one-day visits for the



# [Un]told Content

## **RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)**

kickoff meeting, campaign quarterly report meetings, event support, or story collection with people experiencing homelessness and community-based providers.

**Contractual** - Contractors provided hourly rates and Untold Content offered to cash match a portion of those costs for OHPI due to its social mission. All hours are pulled from the “Detailed Timeline” tab, where hours are indicated by task for each contractor.

**Operating Expenses** - Untold will cash-match 75% of operating expenses for software licenses essential to the creation and design of deliverables, and leverage 75% of office supplies.

**Budget Note Regarding Printing:** This proposal does not include costs of printing or mailing marketing materials to intended audiences. Untold Content, WBE, recommends its partnership with Fineline Printing Group, MBE, to fulfill printing needs that may emerge as part of OHPI’s marketing efforts. Here is

# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

Fineline's Letter of Commitment for this effort.



FinelinePrintingGroup.com  
317.872.4490 | 317.870.4410 Fax  
8081 Zionsville Rd, Indianapolis, IN 46268

August 5, 2020

Untold Content

SUBJECT: RFP-17-2020 Development, Implementation, and Management of a Communications Strategy for the Lexington-Fayette Continuum of Care

This non-binding letter is to confirm Fineline Printing Group has agreed to be a named a subcontractor of Untold Content to support its role as a subcontractor for the performance of services outlined in RFP 17-2020, should Untold Content be awarded the contract. We acknowledge that we are familiar with the relevant RFP requirements and are dedicated to support the requirements as they pertain to our proposed scope of work.

Our role on the project will be to provide the following services:

Print Services: Event Signage, Print documents as related to educational and marketing campaigns,

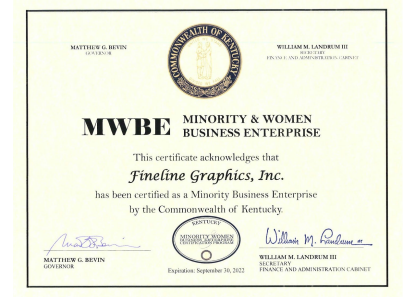
We are committed to providing Untold Content and the county of Fayette with quality services. Fineline Printing Group represents it meets the Minority and Women Business Enterprise (M/WBE) requirements set for in the RFP as a certified Minority Business Enterprise (MBE) and all required documentation has been provided to Untold Content for its M/WBE submission.

We appreciate the opportunity to work with Untold Content on this project and look forward to servicing the needs of Untold Content. If you have any questions, please feel free to contact me at the number below.

As Chief Operating Officer for Fineline Printing Group, I am authorized by the company to bind the firm contractually.

Sincerely,

Lisa Young  
Chief Operations Officer  
317-872-4490



*We will not ask for your business until we can improve it.*



# [Un]told Content

**RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)**

**Attachment I: Communication Plan, Quality Assurance Plan, & COVID-19 Procedures**

## **COMMUNICATION PLAN**

Untold Content staff is well-versed in effective virtual collaboration. To ensure consistent communication with OHPI staff throughout the project, we will conduct virtual check-in meetings on Google Meet or OHPI staff's preferred platform. We will meet monthly to report on progress, and more frequently for specific stages of the process, such as the interview scheduling and conducting phase. Between meetings, our research team will send weekly update emails to the OHPI point of contact.

## **QUALITY ASSURANCE PLAN**

Untold Content will follow our "four eyes" policy for all content delivered to the OHPI. This means that all content will be reviewed by an additional proofreader/editor for any grammatical, stylistic, or formatting errors. Our Content Director will review all content to ensure that it meets the standards and expectations established at the project start.

## **COVID-19 SAFETY PROTOCOLS**

Untold Content will take the following COVID-19 precautions to safely support this project:

- Staff will perform work virtually whenever possible to help flatten the curve.
- All Untold Content staff will undergo temperature checks and question/answer screening according to local public health guidance before traveling to Lexington, KY. On-site, Untold Content staff will wear surgical masks while conducting on-site meetings or providing research, writing, or design services.



# (Un)told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

### Attachment J: Past Performance & Case Stories

Untold Content is a team of former professors with years of experience conducting research and writing for corporate, nonprofit, university and federal government clients. We are research writers and storytellers committed to revealing untold stories of insight and impact. Our content strategy support has taken us from Appalachia to Palo Alto. Untold Content's experience in content creation prepares us to effectively glean the communication priorities and stylistic expectations of our clients; participate as collaborative writing partners; and support your mission.

As trained researchers, we are adept at multiple data analysis and reporting tools: We are highly proficient at using Excel, Tableau, and Power BI to analyze and visualize quantitative data; Word to write and edit documents collaboratively with Track Changes; and InDesign to build compelling and clear report designs. We are capable of conducting background research, literature reviews, qualitative analyses, and providing research support. We translate stories and insights into compelling narratives that support institutional decision-making.

As former university professors with a collective 25+ years of teaching experience, we understand the importance of collaboration and revision. Using a pilot/co-pilot approach, we ensure that every deliverable is reviewed by at least two of our writers for grammar, style, clarity, and meaning. It is our joy to produce content that is engaging and understandable to a wide range of readers, and therefore have experience implementing best practices like federal plain language guidelines, 508 compliance checklists, and discipline-specific style guides.



# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

### Additional Past Performance

At the state level, the Wyoming Department of Health contracted Untold Content to provide strategic communications training and create unified messaging for its public health issues including homelessness, substance abuse, smoking, violence, suicide, domestic violence, and chronic disease. Our team crafted messaging and talking points to help officials communicate insights in clear and concise ways to various stakeholders and audiences, including legislators, policy makers, organizational leaders, and public audiences with diverse and oftentimes conflicting beliefs about public health issues.

At the regional level, Untold Content crafted the communications campaign that sparked a viral social media movement across Cincinnati, Lexington, Louisville, Indianapolis, and Columbus called the [#DuffleShuffle](#). The objective was to drive community awareness for the fact that children in foster care far too often have to shove all of their belongings into trash bags when they transition from one home to the next. As we wrote the [social media, website content and video scripts](#) for the campaign, we based our messaging on research from Harvard Medical School that suggested that dancing and movement activate our emotional intelligence. This “pass-it-on” style social campaign received press attention across three states, garnered more than 63,000 impressions on social media and 1,900 duffle bag donations for children in foster care.



# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

### Past Performance

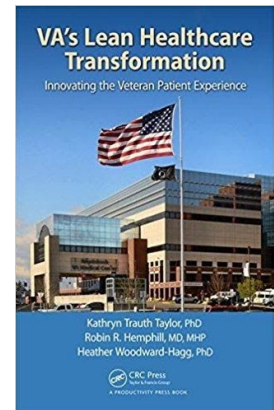
#### *Project 1: VA's Lean Healthcare Transformation*

**Services Provided:** Interview Collection, Content Analysis & Research Writing  
**Beginning & End Dates:** 2016-2018  
**Primary Client Contact:** Heather Woodward Hagg  
Phone: 317-790-7550  
Email: Heather.Woodwardhagg@gmail.com

#### Scope of Services:

- Designed research goals, protocols, interview and focus group questions in collaboration with Subject Matter Experts in health, nutrition, homelessness, and medicine
- Wrote book proposal, chapter outline, and 12-chapter book
- Conducted over 100 interviews with clinical leaders, Veterans, and systems engineers all working to improve health systems for Veteran care

**Supervisory Personnel & Their Roles:** Dr. Kathryn Trauth Taylor managed a research writing team to conceptualize, research and coauthor a 12-chapter book: [\*VA's Lean Healthcare Transformation: Innovating the Veteran Patient Experience\*](#). Our four-person team of research writers wrote the book concept, book proposal, research agenda, project plan, patient and provider interview protocols, and secured a publisher. We traveled to four VA Medical Centers and conducted interviews with 100+ providers, executive leaders, and Veterans. Interviews were transcribed according to Oral History Association best practices. The findings were coded qualitatively and analyzed for trends. The resulting book incorporates technical insights from systems engineers with reflections and responses from VA healthcare executives and Veteran voices in order to illustrate how Lean systems engineering methods are transforming the design of VA care to the benefit of our nation's Veterans. Publication forthcoming from Taylor & Francis.



**RELEVANCE:** Our experience in content strategy and communications is evident in this example. Drawing attention to the human impacts of this technical work, we showed our capability to research and collect narratives that add depth to the field's understanding of implementation science. Healthcare and community networks supporting Veteran health were benefited by this research, as they gained insight into the impacts of process improvements across the VA during the most devastating access crisis the organization had ever seen.



# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

### Project 2: Millennium Challenge Corporation (MCC) Research Summaries

**Services Provided:** 70+ Evaluation Briefs / Research Summaries  
**Beginning & End Dates:** 2018-2020  
**Primary Client Contact:** Sarah Lane  
 Phone: 202-255-2524  
 Email: lanesc@mcc.gov

#### Scope of Services:

- Translate key insights from 100+ page evaluation reports into condensed and compelling [4-page evaluation briefs](#) for Congressional readers and evaluation experts—contributing to [MCC’s top-ranking in the 2020 Aid Transparency Index](#).
- Produce over 50 evaluation briefs and develop a streamlined content workflow with evaluation and monitoring experts.

#### Supervisory Personnel & Their Roles:

- Serve as research writers and editors for the Millennium Challenge Corporation (MCC)’s Monitoring & Evaluation office—charged with writing, editing, designing, and producing data visualizations for research summaries / evaluation briefs.
- Our content director manages a team consisting of two research writers, two data visualization artists, and an assistant research writer for the writing, editing, and design of over 50 evaluation briefs for this federal agency.
- Together, our research team distills lengthy evaluation reports into impactful and accurate 4-page briefs that capture complex supervisory and evaluation-based information for a wide range of audiences.

**Relevance:** Substantive research writing and editing is required for this work, and the subject matter involves cultural sensitivity toward emerging economies. Management is also complex, with dozens of summaries written, designed, edited for 508 compliance, and uploaded in HTML under tight timelines. This project showcases Untold Content’s ability to manage multiple data sources and comprehensive research publications.

**Program Overview**

Millennium Challenge Corporation (MCC) is a U.S. government-owned, non-profit organization that provides development assistance to emerging market countries. The Education Activity in Namibia is one of the projects supported by MCC. The Education Activity is designed to improve the quality of the Namibian workforce by enhancing the skills and knowledge of the labor force. The Education Activity is implemented through 10 schools and is targeting to improve the quality of the labor force. The Education Activity is designed to improve the quality of the labor force by enhancing the skills and knowledge of the labor force. The Education Activity is implemented through 10 schools and is targeting to improve the quality of the labor force.

Indicator	2014	2016
Primary	65%	62%
Lower Secondary	28%	34%
Upper Secondary	18%	17%
Junior & Senior Secondary	8%	14%
Junior & Senior	2%	26%

**Key Findings**

- **Quality of Instruction:** While school personnel possessed the improved facilities, they often did not have the necessary skills. For example, most did not receive any training for teaching the new curriculum and materials despite different curricula. The program of professional development (PD) for school principals and teachers was only implemented for one of three schools. The program of PD for school principals and teachers was only implemented for one of three schools. The program of PD for school principals and teachers was only implemented for one of three schools.
- **Access to Learning Resources:** In all schools, the program had an improved number of textbooks. However, the program had an improved number of textbooks. However, the program had an improved number of textbooks. However, the program had an improved number of textbooks.
- **Student Learning Outcomes:** The program had an improved number of textbooks. However, the program had an improved number of textbooks. However, the program had an improved number of textbooks.

**Table of Indicators:**

Indicator	Target	Actual	Change
Quality of Instruction	High	Low	↓
Access to Learning Resources	High	Low	↓
Student Learning Outcomes	High	Low	↓

**School Library**



# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

### Project 3: NITRO! Bootcamp—Accelerating Minority Business Growth

**Services Provided:** Grant Writing, Research Writing, & Interviews  
**Beginning & End Dates:** 2019-2020  
**Primary Client Contact:** Maurice Coffey  
Phone: 513-520-8030  
Email: [coffey.me@pg.com](mailto:coffey.me@pg.com)

#### Scope of Services:

- Conducted interviews with minority-owned small business leaders to glean their business challenges and report on the ways [NITRO! Bootcamp](#) impacted their business growth.
- Wrote case stories and a final grant report drawing on survey data collected throughout the initiative as well as [interviews conducted before, during, and after the experience](#).
- Wrote and designed all marketing materials and collateral for the event, including an interactive workbook for participants to support learning and stimulate creative thinking.

#### Supervisory Personnel & Their Roles:

- Served as lead research writers and content strategists for this effort, managing a team consisting of two research writers and two graphic designers.
- Managed the grant analyses and research study design.
- Conducted small business interviews, transcribed the interviews, and wrote case studies from the data. Explore the contribution at [https://www.youtube.com/watch?v=AmISiG\\_lbs&feature=youtu.be](https://www.youtube.com/watch?v=AmISiG_lbs&feature=youtu.be).



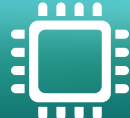
**Relevance:** Untold Content holds extensive experience designing research studies, interviewing participants, transcribing interview data, analyzing content for trends and storylines, writing and designing research reports. Our commitments to community-based research, diversity and inclusion are evident in this project, as well as our belief that all stories deserve to be told.





# UNTOLD

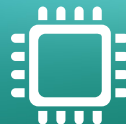
# CASE STORIES



**Take a look at some of the thought leadership content we've created in collaboration with our clients.**

|Un|told

# CONTENT SERVICES



# CASE STORY 1: CROSSOVER HEALTH

## *Innovation Storytelling Sparks New ROI Calculations*

**Background:** Crossover Health is an innovative healthcare startup located in Silicon Valley. For the last two years, Untold Content has served as a strategic content partner for Crossover as they scaled from 9 to 40+ employer-sponsored healthcare clinics.

**Goals:** Develop and publish thought pieces featuring the insights of clinical experts; Analyze health outcomes data to support value propositions; Generate brand awareness among C-suite execs, benefits leaders, and employees at enterprise corporations.

**Inputs:** Content strategy development, thought leadership training, editorial calendar creation, editorial management, writing/editing, and placement of thought pieces, peer-reviewed journal articles, social media, and white papers.

**Outcomes:** Through training sessions and writing services, together we have achieved 6+ editorial placements in healthcare magazines/journals; developed 3 peer-reviewed publications and conducted multiple literature reviews to support clinical findings; revealed new ROI insights for sales team; and developed an enterprise content strategy across all clinical teams.

“These efforts are providing us with excellent support that allows our experts to develop and organize content around our innovative approaches. This work is essential to our thought leadership.”

-Dan Lord, Head of Digital Innovation at Crossover Health

### **Publications:**

- [Prevalence, Predictors, and Treatment of Imposter Syndrome: A Systematic Review](#) (*Journal Of General Internal Medicine*)
- [Integrated Physical Medicine Improves Quality of Care at Reduced Cost for Employee Populations](#) (*Journal of Occupational and Environmental Medicine*)
- [Are You a Workaholic? How to Tell and What to Do About It.](#) (*Forbes*)
- [Why Chiropractic Services Could Be Next Best Thing in Wellness](#) (*Employee Benefits News*)
- [Catering to the Needs of Workers in Big Tech](#) (*Monitor on Psychology*)
- [How to Get Workers to Stop Sitting and Start Moving](#) (*Employee Benefit News*)
- [Innovating Low Back Pain Management in the Workplace](#) (*Corporate Wellness Magazine*)
- [Apply Integrated Care to Our Opioid Crisis](#) (*Managed Care Magazine*)
- [Best Practices: Precision Physical Medicine white paper](#) (*White Paper*)
- [Best Practices: Virtual Physical Therapy white paper](#) (*White Paper*)

# CASE STORY 2: TRANSFORMING VA HEALTHCARE

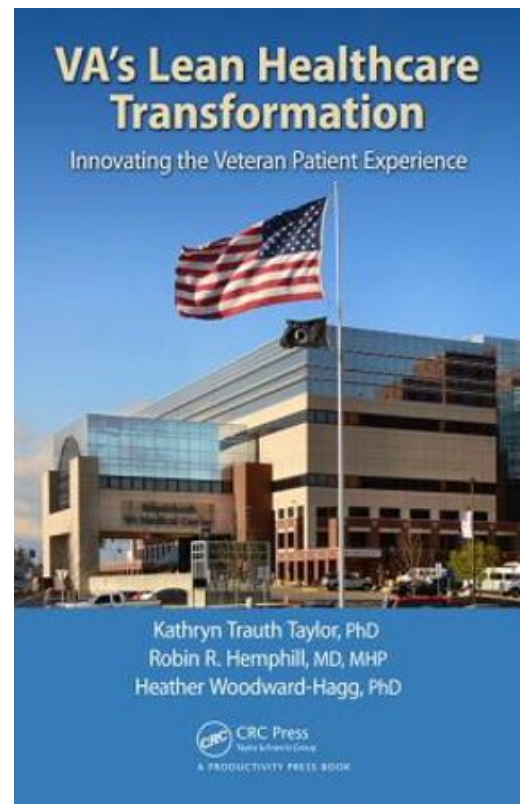
## *Diverse Voices Capture Enterprise Impacts*

**Goals:** Tell the story of VHA's Lean healthcare transformation—a national effort to deploy Lean thinking across the nation's largest system of medical centers and outpatient clinics; Engage a readership of VHA leaders, employees, Veterans, and the general public; Publish the successes and challenges of implementing Lean within an enterprise healthcare system.

**Inputs:** We wrote a book that tells the comprehensive story of how Lean thinking is transforming the Veterans Health Administration. The book is forthcoming from CRC Press, a member of the Taylor & Francis Group. As lead writers for this effort, we:

- Developed the book concept, wrote the proposal, and secured a publisher
- Conducted over 100 interviews across 5 medical centers with diverse participants, from healthcare CEOs and leadership teams to clinical experts and nursing staff
- Wrote 5 chapters on insights collected during site visits
- Co-wrote 5 other chapters through background research & ideation sessions
- Managed the project, including 2 coauthors and 6 contributing authors
- Delivered final book manuscript on-time and on budget

**Outcomes:** While the book is still in press and we cannot yet show impacts of its publication, our efforts provided a robust suite of stories and interviews for content repurposing. VHA is building upon the brand message of this book to continue its mission of increasing Veterans' access to care. Additionally, this project was conducted efficiently alongside the creation of 30+ other VA deliverables by the Untold team.



# CASE STORY 3: SHEPHERD CHEMICAL COMPANY

## Scientific Storytelling Results in International Innovation Award

**Background:** Untold Content's storytelling and writing support for Shepherd Chemical's new polyurethane catalysts resulted in Shepherd [winning the prestigious international Polyurethane Innovation Award](#) against global competitors.

**Goals:** Support Shepherd Chemical's nomination for the prestigious 2016 Polyurethane Innovation Award; Generate awareness of a new innovation in the chemical sciences; Create consistent messaging and imagery for a new, innovative product.

**Inputs:** Designed and developed innovation storytelling materials (brochure and posters); Scripted and produced a [video in support of Shepherd's selection as finalist](#); Developed social media campaign to roll-out during the conference; Designed and co-authored a 4' x 8' technical poster for the scientific poster session; Wrote and circulated press release announcing that Shepherd was selected as the winner.

**Outcomes:** Winner of the International Polyurethane Innovation Award (defeating two of the industry's largest chemical companies, DOW and Huntsman); 1st page Organic Google ranking for "polyurethane innovation"; 5,418 article views; 150% increase in customer leads/opportunities for the new BiCAT products

- Taylor, S. D.; Hart Jr., R. T.; Huff, C.; Harrison, R. L.; Ramminger, G.; Joy, T.; "Environmental Ageing of Basic Copper Nitrate, 2018, Fraunhofer Airbag 2018
- Shepherd Chemical Company. [Environmental Ageing of Basic Copper Nitrate](#). December 2018.
- Shepherd Chemical Company. [Heterogeneous Catalyst Booklet](#).
- American Chemistry Council Keynote Presentation (given by Shepherd's R&D Manager, who also serves on the ACC board). [Opportunities and Challenges Brought about by Shale and Hydrocarbon Resources](#). 2018.



# CASE STORY 4: INNOVATING AN END TO VETERAN HOMELESSNESS

## Storytelling Improves Operations during the VA Access Crisis

**Goals:** Articulate the outcomes of a new software platform and systems engineering approach to ending Veteran homelessness among internal and external stakeholders at the U.S. Department of Veterans Affairs.

**Inputs:** Untold collaborated with Subject Matter Experts in engineering, health care, and social services to articulate the outcomes of the VA's national initiative to end Veteran homelessness. Drawing attention to the human impacts of this technical work, we researched and collected expert insights that added depth to the field's understanding of homelessness and the role of technology in tracking and preventing it.

**Outcomes:** Healthcare and community networks supporting Veteran health were benefited by this research, as they gained insight into the methods and impacts of process improvements for reducing Veteran homelessness across the nation. The software was adopted at an enterprise level across the VA, and community organizations across the U.S. continue to partner with VA via this software platform to anticipate and reduce homelessness.

### [Innovating an End to Veteran Homelessness](#) (Full White Paper Report)



Developed by  
VHA Homeless Programs National Office  
in partnership with the VA Center for Applied Systems Engineering (VA-CASE)



White Paper Report

#### Objective 2: Employ All Existing VA Assets Across the Full Range of Programs to Meet the Need and Identify Any Remaining Gaps

VA is the Nation's largest single provider of homeless treatment and benefits assistance services to Veterans who are homeless or at risk of becoming homeless. VHA Homeless Programs leverage six major strategies to end homelessness: Outreach/Communication, Treatment, Prevention, Housing/Supportive Services, Income/Employment, Benefits, and Community Partnerships (see Overview section above). These services are often used in combination over a period of months or years to help Veterans attain stable, permanent housing. For instance, transitional housing is offered in conjunction with job training, health care, and mental health services, and often serves as an important bridge between literal street homelessness and permanent housing. Permanent Supportive Housing is offered along with case management, as VHA outreach programs strive to link Veterans in need to the full spectrum of services. On any given day, VHA Homeless Program personnel around the nation are making progress towards ending Veteran homelessness and demonstrating core VA values, such as Integrity, Commitment, Advocacy, Respect and Excellence (I-CARE).

The largest barrier to anticipating need is the limited available data on homelessness.

Yet despite the wide range of services offered by VA and its community partners, in many cases it is difficult to effectively connect homeless Veterans with these services. While some Veterans may not be aware of services available to them, others are reluctant to avail themselves of these services for reasons ranging from mental health issues to personal preferences. Veterans who enter VA programs often exit these programs prematurely as they struggle with mental health, substance abuse, and other issues. Many homeless Veterans also move across geographic boundaries, making it difficult for VA and community organizations to determine where Veterans needs and service gaps exist.

Gaps that remain after employing both VA and Non-VA programs must be identified so that they can be addressed with additional allocations, external partnerships, or strategically targeted operational improvements. Greater operational coordination is also needed in order to employ the full range of VA and community assets towards ending homelessness.

- To achieve the second VIPO objective of employing all existing VA assets and identifying remaining gaps, we must work at the operational level to:
- Distribute resources where they will be most effective and identify possible shortfalls;
  - Focus activities at all VAMCs towards ending Veteran homelessness;
  - Ensure that all programs at every location meet minimum national operational performance standards;
  - Manage personalized and pro-active care delivery across different programs, locations, and years;
  - Identify and address the needs of the most vulnerable homeless Veterans; and
  - Ensure that entry to VA's programs and services is coordinated in a manner that optimizes the match with Veteran need.

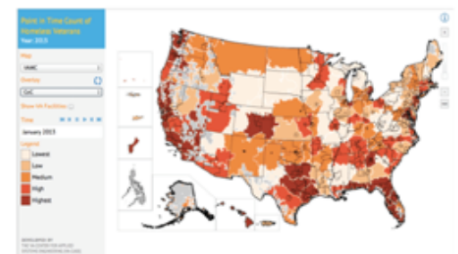


Figure 8 AGAT visualization showing 2013 PIT estimates by VAMC catchment area with CoC overlay

Finally, VAMCs also have access to a robust suite of operational reports developed and maintained by the New England Program Evaluation Center (NEPEC). These reports provide insights into key operational metrics such as length of stay and occupancy rates. VSSC also provides additional program-specific data resources.

#### Activity 2: Identify Gap vs. Target

VAMCs and local Continuum of Care can utilize the Veteran Homelessness Gap Analysis Tool to estimate Veterans need for programs and services and to identify gaps in meeting those needs. There is also a community-based Gap Analysis Tool that provides information for community networks about gaps. The tool is pre-populated with data available to the program office and provided to VAMCs for use in semi-annual gap analysis iterations. First, VAMCs use their local knowledge and community partner data to review and update estimates of need. These estimates identify the number of current or projected homeless Veterans who need interventions (Permanent Supportive Housing, Rapid Rehousing, Residential Programs, etc.) to achieve permanent housing. Second, VAMCs review and update estimates for the number of permanent housing placements that can be achieved using projected VA and community assets. Need is compared to achievable permanent housing placements to identify gaps in each need category.

# CASE STORY 5: #DUFFLESHUFFLE

## Research-Driven Social Media Campaign Moves Hearts & Opens Homes

**Problem:** The #DuffleShuffle was created to drive awareness for the fact that children in foster care far too often have to shove all of their belongings into trash bags when they transition from one home to the next. We conceptualized the campaign based on research from Harvard Medical School that shows that dancing and movement activate our emotional intelligence. The campaign ultimately inspired businesses, sports teams, and families to dance with donated duffle bags as a public expression of their empathy and commitment to supporting children in foster care.

**Goals:** Achieve 500 duffle bag donations for the Children's Home of Northern KY and surrounding foster care organizations; achieve region- and state-level awareness of the problem; spread positive brand awareness for CHNK.

**Inputs:** Concepted the campaign; wrote content for DuffleShuffle.org; coordinated influencer campaign resulting in 30 videos (10-20 seconds each) of key individuals and groups doing the #DuffleShuffle; wrote and circulated over 215 social media posts; created an influencer-heavy [Campaign Kick-Off Video](#).

**Outcomes:** Achieved an organic reach of 64,110 views within 30 days across all social networks; 1,900 duffle bags were donated to the Children's Home of NKY and partnering foster care organizations; achieved [state-level recognition](#), as the First Lady of Kentucky visited CHNK and gave a public speech on the #DuffleShuffle campaign; efforts picked up by several news outlets.

**Case Study:** [Watch the viral videos on YouTube](#) and explore the hashtag on Twitter, Facebook, and Instagram!



# CASE STORY 6: MILLENNIUM CHALLENGE CORPORATION

## Condensing Complex Content to Engaging Briefs that Drive Congressional Action

**Background:** Untold Content serves as writers and editors for the Millennium Challenge Corporation (MCC)’s Monitoring & Evaluation office—charged with writing, editing, designing, and producing data visualizations for evaluation brief deliverables.

**Goals:** As lead writers and copyeditors on this effort, Untold Content is translating complex, 100+ page evaluation reports into clear, focused, and compelling 4-page evaluation briefs for Congressional readers and evaluation experts.

**Inputs:** Distilled 100+ page evaluation reports into high-impact 4-page briefs that capture complex supervisory and evaluation-based information for a wide range of audiences. Wrote and edited financial, economic, social, and infrastructural information in brief form. Collaborated with government leads to develop a standardized document template, design, and workflow that SMEs across the organization can use to create briefs for current and future evaluations.

**Outcomes:** 22 evaluation briefs have been published, and Untold has developed a streamlined workflow for continuing the creation of briefs.

**Evaluation Brief Examples:** The following link describes the purpose of these evaluation briefs and houses downloadable PDFs of all currently published briefs.

<https://www.mcc.gov/our-impact/evaluation-briefs>

**EVALUATION BRIEF | AUGUST 2016**  
**IMPROVING GIRLS' EDUCATION IN BURKINA FASO**  
**BRIGHT II boosted attendance, performance, & graduation rates**

**Program Overview**  
MCC's \$485.5 million Burkina Faso Compact (2009-2024) included a \$28.8 million Burkina Faso Response to Improve Girls' Chances to Succeed (BRIGT II) Project. The Project was based on the idea that improving education infrastructure would increase access to education, particularly for girls. The Project constructed 396 classrooms for grades 4-6 in 152 schools and funded ancillary educational needs for students (e.g. uniforms, school supplies, and food) and adults (e.g. teacher housing and gender-sensitivity training).

**Key Findings**

- Enrollment**
  - The program improved student enrollment rates by 6% for both boys and girls, with girls showing the larger enrollment rate increase (10.3%).
- Test Scores**
  - Students, especially girls, in BRIGT II schools scored higher on tests compared to non-BRIGT II school students, likely due to BRIGT II students' longer duration of attendance.
- Graduation Rates**
  - Children in BRIGT II communities were substantially more likely to complete primary school, as evidenced by a 13.0% increase in graduation rates compared to non-BRIGT II schools.
- Education vs. Employment**
  - Early entry into the workforce negatively impacts girls' school completion rates. BRIGT II kept both male and female children and young adults in school rather than the workforce.
- Marriage**
  - School-age girls from communities with BRIGT II schools had a 6.7% lower marital rate than girls from non-BRIGT II communities, demonstrating a positive impact on the value BRIGT II families place on girls' schooling and success.

MCC commissioned Mathematica Policy Research (MPR) to conduct an independent final impact evaluation of the BRIGT II project. Full report results and annexes: <https://www.mcc.gov/our-impact/evaluation-briefs>

**EVALUATION BRIEF | OCTOBER 2016**  
**RURAL ELECTRIFICATION IN SRI LANKA**

**Evaluation Questions**  
The final impact evaluation was designed to answer the following questions:  
1. Implementation: Was the MCC investment implemented according to plan? What challenges were encountered and how were they addressed?  
2. Outputs & Outcomes: Did the project lead to improvements in supply, access to and availability of water, water quality, and water consumption patterns?  
3. Objectives: Did the project impact human and physical investment and health (under five child deaths)?

**Key Findings**  
Results reported below are impact estimates derived from a comparison between the group of households that received the program intervention and a group of similar comparison households, unless otherwise noted. As such, a reported increase or decrease should be interpreted as a change above and beyond of the comparison group, not a change relative to baseline.

**Connections**  
Households that received subsidies to reduce connection fees were between 11 and 19 percentage points more likely to get a formal connection to the grid than control households. Reducing the connection fee by \$10 increased the probability of connection by 2 percentage points, with diminishing returns to increasing the amount of the subsidy. There appeared to be an important effect, wherein households were more likely to connect to the electrical grid if others nearby already connected. An additional connection within 100 meters increased the probability of a single household having a connection by 10 percentage points.

**Use of Electricity**  
Results of connecting households were 34 to 33 percentage points less likely to use incense, thereby saving fuel costs by \$9.88/month or \$118.56/year per household. Electrification also increased ownership of "status" items, like TVs and DVD players, but also appliances that could be used for home production, including refrigerators (54 percentage points), blenders (25 percentage points), and washers (13 percentage points). As a result, non-agricultural work increased by 13 percentage points. Electrification also increased the probability of operating a home business by 12 percentage points, which is concentrated among women, with women from on-grid households being 25 percentage points more likely to operate a home business. These changes imply income flows that are more diverse perhaps less volatile, promoting resilience and helping bring households out of poverty.

**EVALUATION BRIEF | APRIL 2016**  
**WATER PRODUCTION IN MALAWI**

**Evaluation Questions**  
The final impact evaluation was designed to answer the following questions:  
1. Implementation: Was the MCC investment implemented according to plan? What challenges were encountered and how were they addressed?  
2. Outputs & Outcomes: Did the project lead to improvements in supply, access to and availability of water, water quality, and water consumption patterns?  
3. Objectives: Did the project impact human and physical investment and health (under five child deaths)?

**Key Findings**  
Water production volume reached its target of 270 MLD in July 2016, after a ramp-up period starting in March 2016. Overall, the works are in good condition and the plant has sustained its targeted level of production to date.  
The plant continues to have high turbidity in treated water.  
Sustainability is threatened by an unreliable power supply that leads to frequent shutdowns and damage to machinery, for which spare parts have not been readily available.  
Supply, Reliability, Quality and Access  
Customers now receive an average of about 20 hours of supply per day, compared to about 9 hours per day before the program. However, intermittent service persists in some areas of the city, particularly at higher elevations.  
Water quality at household taps improved due to increased production and reduced intermittency: 64% of household taps were free of E. coli compared to 52% two years prior at baseline. However, point-of-consumption water quality did not improve anything contamination during water storage.

**11-hour increase in average daily service hours compared to baseline**

**12-point increase in percent of household taps free of E. coli contamination compared to baseline**

**3x increase in monthly rate of new connections**

**EVALUATION BRIEF | APRIL 2016**  
**WATER PRODUCTION IN MALAWI**

**Key Findings**  
Water production volume reached its target of 270 MLD in July 2016, after a ramp-up period starting in March 2016. Overall, the works are in good condition and the plant has sustained its targeted level of production to date.  
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**11-hour increase in average daily service hours compared to baseline**

**12-point increase in percent of household taps free of E. coli contamination compared to baseline**

**3x increase in monthly rate of new connections**

**Selected Findings from Baseline Evaluation Surveys**  
61% of surveyed households who still had no access to improved water services in government-run water supply systems as of 2012.  
52% of surveyed households who still had no access to improved water services in government-run water supply systems as of 2012.  
87% of surveyed households who still had no access to improved water services in government-run water supply systems as of 2012.

**Steps**  
Results of qualitative key informant and group interviews with Threshold program stakeholders are by October 2016, and August 2016.  
The final evaluation report will also include analysis from two surveys. In 2016, the evaluation collected baseline data from 10,173 public users at three key institutions, and in a pool of data who will provide and services to the household. Final rounds of both surveys will be led after program closure in 2019 to inform a pre-post analysis of outcomes.  
A containing final analysis of program outcomes will be available by 2020.



# CASE STORY 7: ARGONNE NATIONAL LABORATORY

## Making Science Articles Understandable

**Department and Office:** Argonne National Laboratory  
Advanced Photon Source  
Photon Sciences Directorate

ANL-18/40  
ISSN 1931-5007  
January-June 2018

**Contract:** Untold is regularly contracted to complete individual science writing deliverables for ANL's Communications & Information Department.

**APS Science**  
2018 Vol. 1



**Point of Contact:** Richard Fenner  
fenner@aps.anl.gov  
630-252-5280

Argonne

**Goals:** Write journalistic articles highlighting some of the outstanding research coming out of ANL's Advanced Photon Source.

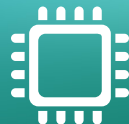
**Inputs:** Untold writes these highlight articles independently, aiming to capture the experimental findings and significance of the highly technical research in an accessible, journalistic voice.

### Publications:

- APS Science 2018 (Advanced Photon Source at Argonne National Lab). [Trapping Short-lived Intermediates to Peek at their Structures.](#) (pages 124-125). February 2019.
- APS Science Highlights. [Pressuring Jarosite to Reveal its Magnetostructural Mechanism.](#) February 2019.
- To be published in Argonne's APS Science Highlights. [Freeze! Cryogenic Electron Microscopy Reveals Mechanistic Details for Insulin-Related Diseases.](#)
- To be published in Argonne's APS Science Highlights. [Pulling Back the Mechanistic Curtain on Iron Zeolite Catalysts.](#)
- To be published in Argonne's APS Science Highlights. [Innovative Proteomics Platform Accelerates our Understanding of Lysine Methylation Signaling.](#)
- To be published in Argonne's APS Science Highlights. [Taking a Closer Look at the Reactions that Convert Shale Gas Ethane to Valuable Ethylene.](#)
- To be published in Argonne's APS Science Highlights. [The Mechanism of Hemoglobin-ligand Allostery is Not a Closed Case.](#)

|Un|told

# EDUCATION & TRAINING



# CASE STORY 1: EDGEWELL

## Innovation Storytelling Training

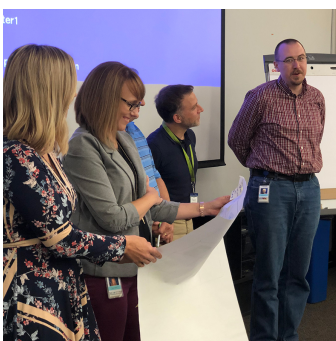
**Point of Contact:** Alan Blatter  
(Alan.Blatter@Edgewell.com)



**Goals:** Equip Edgewell's innovation team with storytelling strategies to increase stakeholder buy-in for innovative ideas, products, and prototypes.

**Inputs:** 1.5 day workshop on innovation storytelling with Edgewell's innovation team. Training explored five key drivers of innovation storytelling: Empathy, Impact, Evidence, Alignment, and Engagement. Workshop activities prompted creative ideation, pitch practice, review of "epic examples" and feedback on past and present prototype pitches for leadership.

**Impact:** 100% of participants either strongly agreed or agreed that the training increased creative and strategic communication around innovation as well as increased their awareness of the role of content in the innovation process. Within two months of the training, the innovation team reported that their innovation presentations were more concise, targeted, audience-aware, and effective in gaining organizational buy-in.



01  
"Collaboration is creative and we have to pull that creativity into our presentations."



02  
"We should be asking ourselves, Who is the hero in your story?"

03  
"We could be more creative, less cookie-cutter with our storytelling approach."



04  
"We'd like to share our ideas on a company-wide level and this could help push our ideas forward."



# CASE STORY 2: WYOMING DEPARTMENT OF HEALTH

## Strategic Communications Training

**Point of Contact:** Erica Mathews  
(Erica.Mathews@wyo.gov)



**Goals:** Equip the Wyoming Department of Health's teams with the tools to effectively communicate the need and impact of prevention programs with internal and external stakeholders, including organizational leadership, legislature, and the general public.

**Inputs:** 1-day workshop on strategic communication with Prevention Program Teams. Training explored key components of strategic communication: Audience Awareness, Empathy, Bias, Alignment, Framing Conversations and Messaging. Workshop activities included persona mapping, delivery practice, review of "epic examples" and feedback on past and present conversations with audiences.

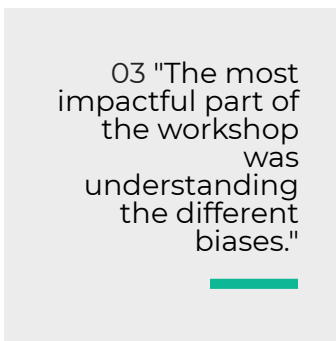
**Impact:** 100% of participants either strongly agreed or agreed that the training increased creative and strategic communication, and 100% believed it increased their awareness of the role of empathy in the communication process. The teams requested additional training that brings together additional divisions and program managers.



01  
"The audience persona mapping was useful to draw from..."



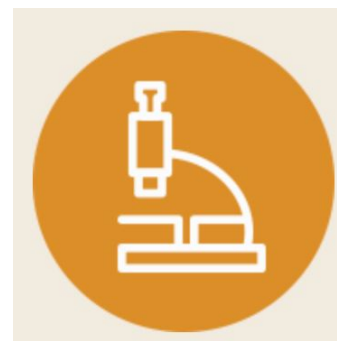
02  
"The video examples were really helpful, as was relating everything to the work we do."



03 "The most impactful part of the workshop was understanding the different biases."



04  
"The framework will definitely be something I can employ when considering messaging."



# CASE STORY 3: EASE LEARNING

## Instructional Design Support

**Point of Contact:** Laurie Pulido  
(lpulido@easelearning.com)



**ease**  
LEARNING

**Goals:** Provide instructional design support in the development and conversion of courses for higher education clients. Develop courses that follow best practices in online course design; engage students in multi-modal, scenario-based learning; and ensure course content meets accessibility requirements and employs a universal design approach to learning.

**Inputs:** Instructional designers interviewed SMEs and faculty members to develop course learning outcomes, recommend and design course activities, and finalize fully developed course blueprints. Deliverables included facilitation guide, course assessments, course blueprint, course rubrics, and final syllabus.

**Impact:** Ease was able to convert entire academic programs to online delivery. Instructional designers seamlessly integrated into client AGILE project management process.

**Instructor Facilitation Guide**

Task Number, Title, and Student-Facing Language to Appear in Blackboard	Tool in Blackboard	ID Workspace	Learning Objective Map to CO
<p><b>Learning Module Page:</b> 1-1 Discussion: Multi-Ethical paradigm Approach to Ethics Welcome to EDU 612: Educational Law and Ethics!</p> <p>This discussion will provide you with the opportunity to become familiar with a multi-ethical paradigm approach to case study analysis.</p> <p>To complete this assignment, review the Discussion Rubric document.</p> <p><b>Tool Page/2<sup>nd</sup> Landing Page:</b> Begin this discussion by introducing yourself and sharing your professional background with your peers.</p> <p>For your initial post, as an educational leader, describe the potential value and the potential challenges of performing a case analysis with the multi-ethical paradigm approach.</p> <p>For subsequent posts, respond to your peers and provide feedback that might enhance their understanding of the multi-ethical paradigm approach to case study analysis.</p>	Discussion	<p>Discussion of multi-paradigm approach and value</p> <p>Critical Elements: Comprehension Engagement Critical Thinking</p>	<p>LOS 2: Interpret the multi-ethical paradigm approach for its value in determining ethical issues in a specific situation</p>

This instructor facilitation guide provides you with important information that will be helpful to you as you teach the course. Below you will find information by module.

**Module Welcome Announcements:** You are expected to post a welcome announcement at the beginning of each module. These announcements provide a way for you to check in with your students, alert them to begin work in a new module, provide a short overview of a module's key concepts, and remind them about upcoming assignments/projects they should be working on. This is an opportunity to provide a bridge from one module to the next, and a great opportunity for you to share examples from your own professional experience illustrating the key concepts. Module welcome announcement information for each module has been provided for you below.

**Instructor Notes:** The instructor notes under each module heading include information that will be helpful to you as you teach the asynchronous portion of the course. This section might include tips for teaching an especially complex topic, reminders that you should communicate to students, and more.

Add your students to small groups within Canvas for group activities, and include them in the module instructor notes. You should review the instructor module to ensure that all aspects of the module are ready for students session.

**Live Session Notes:** The live lesson notes found under each module heading are intended to support you in planning for and facilitating live sessions with students. These are to be used to incorporate your own experience and your own examples where applicable. All concepts are covered and learning objectives are met. Be sure to use your live sessions so you have plenty of time to create necessary variance.

**Live Session 1**

Attention to being successful in this course by beginning lessons on how to critically analyze information is essential as a professional within the field. This information will also be introduced to the history of public health, laws, and public health in society and how these advancements contribute to the development and developing nations. Additionally, the case study setting is the first module. As you learn about the environment in which our students live, you will have an opportunity to thoughtfully consider presented learning skills on course assignments and in class discussions.

**CJ Team Weekly Status Update**

Date	Weekly Status Update: Chris	Weekly Status Update: Maddie	Weekly Status Update: Dana
<b>Week of 12.9</b>	CJ-315: Working on initial resources and activities for first 2 modules CJ-340: Completed concept doc and worked on initial resources	CJ-315: Completed projects and milestones CJ-340: Complete projects and one milestone	n/a
<b>Week of 12.16</b>	CJ-340: -Began working on mock-ups and resources for modules 1-4	CJ-315: Working on module mock-ups for all modules	n/a
<b>Week of 12.23</b>	CJ-340: -Continuing mock-ups, resources and Time on Task for modules 1-4	CJ-315: -Almost completed all mock-ups, still waiting to finish two resource sections and one module overview with assistance from SME -Implemented secondary SME feedback in projects, projects finalized	n/a
<b>Week of 12.30</b>	CJ-340: -Completed mock-ups, resources and Time on Task for modules 1-4 -Began working on module 5-8 mock-ups and resources	CJ-315: -Finishing module mock-ups and getting started on CYK/module quizzes, facilitation notes	n/a
<b>Week of 1.6</b>	CJ-340: -Working on module 5-8 mock-ups, resources, and Time on Task	CJ-315: -Wrapping up mock-ups to go to editing -Facilitation notes (done) -CYKs and module quizzes	n/a

# CASE STORY 4: EASE LEARNING (GRASSROOTS/UVM PARTNERSHIP)

## Converting Academic Content into Corporate Training

**Point of Contact:** Laurie Pulido  
(lpulido@easelearning.com)



**ease**  
LEARNING

**Goals:** Develop a demo module for a higher education client to convert academic content into a training program for potential corporate partners.

**Inputs:** Instructional designers reviewed lecture-based, voiceover PPT content built in Articulate software. IDs developed a storytelling approach to delivering the content that would be transitioned from a medical curriculum to an adult learner, corporate training program for cannabis distributors. IDs developed the storyline, identified characters, redesigned content for LMS delivery, sourced graphics, and developed sample assessments.

**Impact:** Ease was able to show the potential within an academic program to provide a robust, research-based curriculum for employee training program purposes.

**Introduction**

While you may have heard many stories about cannabis and its use as a medical treatment, this course will place you into three apprenticeships:

1. First, you will take time with Professor Short in our classroom learning more about the history of cannabis.
2. Next, you'll move to the lab with Chris, our researcher, to learn about the chemistry behind Cannabis and inside the body.
3. Finally, you'll make your way back to the dispensary and meet Nora to learn more about cannabis products and patient counseling.

Throughout the course, you'll have the opportunity to learn more about the history of cannabis and its current status, the chemical components of cannabis and their effects on the body, and various cannabis products and modes of administration to effectively counsel patients on cannabis usage.

Work through the Course Modules below in order:  
Explore 73hr Classroom, 73hr Lab, and finally, 73hr Dispensary, to learn about Medical Cannabis in different contexts.

**Course Modules**

- The Classroom (Review)
- The Lab (Start)
- The Dispensary (Review)

Scroll through the history of cannabis timelines and complete the quiz below.

**Emergence of Cannabis**

Year	Event
~10,000 BCE	Cannabis cultivation begins, including for food, fiber and sacramental and medicinal use.
~1500 BC	Cannabis arrives in Europe.
100	Cannabis is documented in first Herbals.
~500	Cannabis arrives in Africa.
1545	Cannabis arrives in the Americas from Chile for use as a fiber.
1600	Cannabis (hemp) production encouraged in United States.
1753	Carl Linnaeus, famous for his work in the science of identifying, naming and classifying organisms, classifies Cannabis sativa L.
1851	Cannabis added to US pharmacopoeia, a reference collection for pharmaceutical drug specifications.
1942	Cannabis is dropped from US pharmacopoeia.

**The endocannabinoid system (eCBSD)**

The eCB system is a series of cannabinoid receptors located on cell membranes throughout the body. CB1 receptors are primarily found in the brain and central nervous systems, CB2 receptors are mainly found in peripheral organs, especially cells associated with the immune system. If you think of the receptors as locks, CBD and THC fit like a key into the cannabinoid receptors. While CBD does not fit directly into the CB1 and CB2 receptors, studies are looking into its indirect effects.

# CASE STORY 5: HEALTHCARE STARTUP

## Building Patient Learning Content

**Goals:** Develop medical information animations for patient learning that incorporate best practices in educating patients and families.

**Inputs:** Built out animation project based on market analysis research as well as intercepts with patients and clinicians. Hosted interactive sessions with patients and professionals to define the product story, and build-out three beta video animation proofs of concept to get real-time feedback from patients and professionals. Facilitated sprint approach to develop beta prototype and get user feedback to then inform the gold product prototype. Wrote SBIR grants in support of project impact on public health and business scalability. Untold provided a market analysis, developed the storyboard, and wrote scripting for final animation.

**Impact:** Untold distilled highly technical content into accessible learning material for patients and families. During the stressful discharge moment, patients were able to access, recall, and apply content learned from engaging animated materials.

Also, you can watch again while you're here in the emergency department AND back at home, where you can access it through your online patient portal account.	
Here's what we'll be going over together:	
(1) Diagnosis (2) [Signs/Symptoms] (3) [ED Treatment] (4) [Home Care] (5) [Prevention & FAQ]	Show image of these topics in a box or other visually stimulating shape. For each transition into the next section, return to this shape and bold/highlight the upcoming section.
Section (1) You have been diagnosed with a kidney stone. Let's take a brief tour of your body to see where the stone comes from.	
These are your kidneys: the left kidney and the right kidney.	Label or emphasize kidney visual as "left" and "right" are being said.
These are your <b>ureters</b> —tubes that connect the	

**Foreground Elements**  
The most important shapes need to immediately draw the viewer's eye, so they will be the brightest colors and have a black stroke (a line around the shape) to draw focus.

Avoid salt/caffeine

Drink water

Eat potassium/citrus

# CASE STORY 6: CROSSOVER HEALTH

## Creating a Healthy Living Program

**Goals:** Develop a healthy living management program for patients evaluated to be at high risk for diabetes.

**Inputs:** Evaluated multi-module course and learning materials designed for a hybrid healthy living coaching program. Determined a long-term strategy for multi-phase program development. Developed program storyline and style guide for content. Designed content materials and coordinated with SMEs to write program content.

**Impact:** Wrote, reviewed and designed over 100 patient-facing learning handouts to deliver to patients and care providers for feedback and revision.

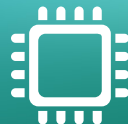
The image displays four overlapping handout pages from the Wellbeing Warrior Program, each featuring the crossover logo and the text "Wellbeing Warrior Program".

- Program Overview & Expectations:** This page introduces the program, stating it is designed for people looking to improve their whole body health, including those with prediabetes and those at high risk for type 2 diabetes. It lists primary goals: losing 5 to 7 percent of starting weight, getting at least 150 minutes of physical activity each week, improving metabolic markers (BP, A1c, Lipids or Glucose), and reducing intake of empty calories. It includes a section "Let's start with the first goal" with a photo of a person running and a "Now for the physical activity goal" section.
- Getting More Active:** This page features a photo of a woman with glasses and discusses strategies for increasing activity, such as walking around the block and using resistance bands.
- Getting Active:** This page features a photo of a man with a dumbbell and discusses incorporating activity into a busy schedule, such as watching TV while kids play or volunteering at a community event.
- Ways to Cope With Stress:** This page features a photo of a person's feet and discusses stress management techniques, such as taking a break, getting a massage, and practicing deep breathing.



# |Un|told

## IN THE PRESS



# SCIENTIFIC & TECHNICAL PUBLICATIONS

## PEER-REVIEWED EXAMPLES

- Lord, D. J., Wright, J. R., Fung, R., Lederhaus, E., Taylor, K., Watts, S. A., et al. (2019). Integrated Physical Medicine Improves Quality of Care at Reduced Cost for Employee Populations. *Journal of Environmental and Occupational Medicine (JOEM)* (Manuscript accepted).
- *Journal of Radioanalytical and Nuclear Chemistry*. Improving the separation of strontium and barium with Sr Resin using chelating eluent solutions. March 2019.
- Taylor, S. D.; Hart Jr., R. T.; Huff, C.; Harrison, R. L.; Ramminger, G.; Joy, T.; "Environmental Ageing of Basic Copper Nitrate, 2018, Fraunhofer Airbag 2018 Conference Proceedings.
- Tibabuzo Perdomo, A. M.; Alberts, E. M.; Taylor, S. D.; Sherman, D. M.; Huang, C-P; Wilker, J. J.; "Changes in Cementation of Reef Building Oysters Transitioning from Larvae to Adults" *Appl. Mater. Interfaces*, 2018, 10, 14248-14253.
- Hydrolytically Stable Bismuth Catalysts - Extended Shelf Life and Performance Studies. *Polyurethanes Technical Conference Proceedings*. 2017.
- Surrao, A.; Smith, S.; Foerster, E.; Tsai, Y.; Chamberlain, D. B.; Graczyk, D. G.; Landero Figueroa, J.; Connick, W. B.; Steeb, J. L. Separating Strontium and Barium with Eichrom Technologies' Sr Resin Using Chelating Eluent Solutions. *Proceedings of the Institute for Nuclear Materials Management 2017 Annual Meeting*. 2017.
- Water Soluble Bismuth Based Curatives with Remarkable Activity and Shelf Life. *Polyurethanes Technical Conference Proceedings*. 2016.
- Herman, S; Hoffman, K.; Lavelle, K.; Trauth (Surrao), A.; Glover, S. E.; LaMont, S.; Hamilton, T.; Connick, W. B.; Spitz, H.B. Gamma Spectroscopy Analysis of Archived Marshall Island Soil Samples. *J. Radioanal. Nucl. Chem.* 2015.
- Chatterjee, S.; Norton, A. E.; Edwards, M. K.; Peterson, J. M.; Taylor, S. D.; Bryant, S. A.; Anderson, A.; Govind, N.; Connick, W. B.; Levitskai, T. G.; "Highly Selective Colorimetric and Luminescence Response of a Square-Planar Platinum(II) Terpyridyl Complex to Aqueous  $\text{TcO}_4^-$ ," *Inorg. Chem.*, 2015, 54, 20, 9914-9923.
- Alberts, E. M.; Taylor, S. D.; Edwards, S. L.; Sherman, D. M.; Huang, C-P; Kenny, P.; Wilker, J. J.; "Structural and compositional characterization of the adhesive produced by reef building oysters" *Appl. Mater. Interfaces*, 2015, 7, 8533-8538.
- "Deploying an Enterprise-Wide Quality Strategy within VHA: Challenges and Successes." With Heather Woodward-Hagg and Robin Hemphill. (2015). *Proceedings of the Industrial and Systems Engineering Research Conference (ISERC)*. Nashville, TN.
- Woodward-Hagg, H., Taylor, K. T., Workman-Germann, J., Bidassie, B., Bar-On, I., Johnson, S., et al. (2014). "Large Systems Transformation within Healthcare Organizations Utilizing Lean Deployment Strategies." *Proceedings of the Industrial and Systems Engineering Research Conference (ISERC)*. Montreal, Canada.
- Bidassie B, Zhang L, Gao Y, Duffy VG (2014) A Predictive Model of Occupational and Lifestyle Risk Factors and Pain Management Strategies for Participants in a Wellness Program Diagnosed with Chronic Low Back Pain. *J Ergonomics* 54:012.
- "VA Experience in Implementing Patient-Centered Medical Home Using a Breakthrough Collaborative" (published in *JGIM* in July 2014).
- "Key components of External Facilitation in an Acute Stroke Quality Improvement Collaborative in the Veterans Health Administration" (published in *Implementation Science*: <https://www.ncbi.nlm.nih.gov/pmc/articles/PMC4437451/>).
- Taylor, S. D.; Norton, A. E.; Hart Jr., R. T.; Abdolmaleki, M. K.; Krause, J. A.; Connick, W. B.; "Between red and yellow: evidence of intermediates in a vapochromic Pt(II) salt" *Chem. Commun.*, 2013, 80, 9161 - 9163.
- Kumpfer, J. R.; Taylor, S. D.; Connick, W. B.; Rowan, S. J.; "Vapochromic and mechanochromic films from square-planar platinum complexes in polymethacrylates" *J. Mater. Chem.*, 2012, 28, 14196-14204
- Rivera, E. J.; Barbosa, C.; Torres, R.; Grove, L.; Taylor, S. D.; Connick, W. B.; Clearfield, A.; Colon, J. L.; "Vapochromic and vapoluminescent response of materials based on platinum(II) complexes intercalated into layered zirconium phosphate", *J. Mater. Chem.*, 2011, 21, 15899-15902
- Taylor, S. D.; Howard, W. R.; Kaval, N.; Hart Jr., R.; Krause, J. A.; Connick, W. B.; "Solid-state materials for anion sensing in aqueous solution: highly selective colorimetric and luminescence-based detection of perchlorate using a platinum(II) salt" *Chem. Commun.*, 2010, 46, 1070 - 1072.
- Collins, S. N.; Taylor, S. D.; Krause, J. A.; Connick, W. B.; "2,6-Bis(azaindole)pyridine: reactivity with iron(III) and copper(II) salts" *Acta Crystallogr C*, 2007, 63, 436-439

# SCIENTIFIC & TECHNICAL

# PUBLICATIONS

## SCIENCE JOURNALISM EXAMPLES

- APS Science 2018 (Advanced Photon Source at Argonne National Lab). *Trapping Short-lived Intermediates to Peek at their Structures*. (pages 124-125, URL: [http://bit.ly/apsscience2018\\_1](http://bit.ly/apsscience2018_1)). February 2019.
- APS Science Highlights on [aps.anl.gov](http://aps.anl.gov). *Pressuring Jarosite to Reveal its Magnetostructural Mechanism*. (<https://www.aps.anl.gov/APS-Science-Highlight/2019-02-08/pressuring-jarosite-to-reveal-its-magnetostructural-mechanism>). February 2019.
- To be published in Argonne's APS Science Highlights. *Freeze! Cryogenic Electron Microscopy Reveals Mechanistic Details for Insulin-Related Diseases*. (<https://drive.google.com/open?id=1ZS9qnWXLOXEuy-UUOVtjtEddvh99Wpn>)
- To be published in Argonne's APS Science Highlights. *Pulling Back the Mechanistic Curtain on Iron Zeolite Catalysts*. (<https://drive.google.com/open?id=1SgRFafgAJMOq9b3-db44kbHJKxHSqpiC>)
- To be published in Argonne's APS Science Highlights. *Innovative Proteomics Platform Accelerates our Understanding of Lysine Methylation Signaling*. ([https://drive.google.com/open?id=0B8TI\\_H2ZLTzKeVU3eUpWd2tBaWI4X0I0cTRGYZ...](https://drive.google.com/open?id=0B8TI_H2ZLTzKeVU3eUpWd2tBaWI4X0I0cTRGYZ...))
- To be published in Argonne's APS Science Highlights. *Taking a Closer Look at the Reactions that Convert Shale Gas Ethane to Valuable Ethylene*. (<https://drive.google.com/open?id=1JltjJkyN6SCrwMCv6BKCPcxuBFE4Cjso>)
- To be published in Argonne's APS Science Highlights. *The Mechanism of Hemoglobin-ligand Allostery is Not a Closed Case*. ([https://drive.google.com/open?id=1jlo2HKqEjI9\\_LRlrdDXy-IAIrK8VUOrb](https://drive.google.com/open?id=1jlo2HKqEjI9_LRlrdDXy-IAIrK8VUOrb))

## GREY LITERATURE EXAMPLES

- Shepherd Chemical Company. *Environmental Ageing of Basic Copper Nitrate*. (<https://drive.google.com/file/d/1ehY8AQzJvMQVvm8q0oWF0M4d3Ljgyd/view?u...>). December 2018.
- Shepherd Chemical Company. *Heterogeneous Catalyst Booklet*. (<https://drive.google.com/open?id=1nuP8cz4N-0XfR3DUk37wzbfDgkH7Gq>)
- American Chemistry Council Keynote Presentation. *Opportunities and Challenges Brought about by Shale and Hydrocarbon Resources*. 2018. (<https://drive.google.com/file/d/1VG7AU4wJkN9G7cAOEXjFKjXZaRAWEGe/view?u...>)
- Orchidia Fragrances. *Candle Fragrance Optimization Report*. (<https://drive.google.com/open?id=1BkxzFcQjIH28Gg-WMP2003Plz2hE-64E>)
- Taylor, S.D; "Sensing problems in passive safety systems" University of Cincinnati Annual Sensor Community Retreat, 2016, Invited Speaker

AFFIDAVIT

Comes the Affiant, Kathryn Trauth Taylor, and after being first duly sworn, states under penalty of perjury as follows:

1. His/her name is Kathryn Trauth Taylor and he/she is the individual submitting the proposal or is the authorized representative of Untold Content, the entity submitting the proposal (hereinafter referred to as "Proposer").
2. Proposer will pay all taxes and fees, which are owed to the Lexington-Fayette Urban County Government at the time the proposal is submitted, prior to award of the contract and will maintain a "current" status in regard to those taxes and fees during the life of the contract.
3. Proposer will obtain a Lexington-Fayette Urban County Government business license, if applicable, prior to award of the contract.
4. Proposer has authorized the Division of Central Purchasing to verify the above-mentioned information with the Division of Revenue and to disclose to the Urban County Council that taxes and/or fees are delinquent or that a business license has not been obtained.
5. Proposer has not knowingly violated any provision of the campaign finance laws of the Commonwealth of Kentucky within the past five (5) years and the award of a contract to the Proposer will not violate any provision of the campaign finance laws of the Commonwealth.
6. Proposer has not knowingly violated any provision of Chapter 25 of the Lexington-Fayette Urban County Government Code of Ordinances, known as "Ethics Act."

Continued on next page

7. Proposer acknowledges that "knowingly" for purposes of this Affidavit means, with respect to conduct or to circumstances described by a statute or ordinance defining an offense, that a person is aware or should have been aware that his conduct is of that nature or that the circumstance exists.

Further, Affiant sayeth naught.

Kathryn Trauth Taylor CEO, Untold Content

STATE OF Kentucky

COUNTY OF Kenton

The foregoing instrument was subscribed, sworn to and acknowledged before me

by Kathryn Trauth Taylor on this the 6<sup>th</sup> day

of August, 2020

My Commission expires: Feb 14 2024

Sandra Elaine Eisencher  
NOTARY PUBLIC, STATE AT LARGE

**SANDRA ELAINE EISENECHER**  
Notary Public, Kentucky State at Large  
My Commission Expires Feb. 14, 2024  
Notary ID# KYNP2780

# EQUAL OPPORTUNITY AGREEMENT

## Standard Title VI Assurance

The Lexington Fayette-Urban County Government, (hereinafter referred to as the "Recipient") hereby agrees that as a condition to receiving any Federal financial assistance from the U.S. Department of Transportation, it will comply with Title VI of the Civil Rights Act of 1964, 78Stat.252, 42 U.S.C. 2000d-4 (hereinafter referred to as the "Act"), and all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, U.S. Department of Transportation, Subtitle A, Office of the Secretary, (49 CFR, Part 21) Nondiscrimination in Federally Assisted Program of the Department of Transportation – Effectuation of Title VI of the Civil Rights Act of 1964 (hereinafter referred to as the "Regulations") and other pertinent directives, no person in the United States shall, on the grounds of race, color, national origin, sex, age (over 40), religion, sexual orientation, gender identity, veteran status, or disability be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the Recipient receives Federal financial assistance from the U.S. Department of Transportation, including the Federal Highway Administration, and hereby gives assurance that will promptly take any necessary measures to effectuate this agreement. This assurance is required by subsection 21.7(a) (1) of the Regulations.

## The Law

- Title VII of the Civil Rights Act of 1964 (amended 1972) states that it is unlawful for an employer to discriminate in employment because of race, color, religion, sex, age (40-70 years) or national origin.
- Executive Order No. 11246 on Nondiscrimination under Federal contract prohibits employment discrimination by contractor and sub-contractor doing business with the Federal Government or recipients of Federal funds. This order was later amended by Executive Order No. 11375 to prohibit discrimination on the basis of sex.
- Section 503 of the Rehabilitation Act of 1973 states:

*The Contractor will not discriminate against any employee or applicant for employment because of physical or mental handicap.*

- Section 2012 of the Vietnam Era Veterans Readjustment Act of 1973 requires Affirmative Action on behalf of disabled veterans and veterans of the Vietnam Era by contractors having Federal contracts.
- Section 206(A) of Executive Order 12086, Consolidation of Contract Compliance Functions for Equal Employment Opportunity, states:

*The Secretary of Labor may investigate the employment practices of any Government contractor or sub-contractor to determine whether or not the contractual provisions specified in Section 202 of this order have been violated.*

\*\*\*\*\*

The Lexington-Fayette Urban County Government practices Equal Opportunity in recruiting, hiring and promoting. It is the Government's intent to affirmatively provide employment opportunities for those individuals who have previously not been allowed to enter into the mainstream of society. Because of its importance to the local Government, this policy carries the full endorsement of the Mayor, Commissioners, Directors and all supervisory personnel. In following this commitment to Equal Employment Opportunity and because the Government is the benefactor of the Federal funds, it is both against the Urban County Government policy and illegal for the Government to let contracts to companies which knowingly or unknowingly practice discrimination in their employment practices. Violation of the above mentioned ordinances may cause a contract to be canceled and the contractors may be declared ineligible for future consideration.

Please sign this statement in the appropriate space acknowledging that you have read and understand the provisions contained herein. Return this document as part of your application packet.

Bidders

*I/We agree to comply with the Civil Rights Laws listed above that govern employment rights of minorities, women, Vietnam veterans, handicapped and aged persons.*

*Kathryn Trauth Taylor*  
\_\_\_\_\_  
Signature

Untold Content, LLC  
\_\_\_\_\_  
Name of Business

**[Un]told Content**

**Affirmative Action Plan**

**[Un]told Content**

## **Affirmative Action Plan**

August 2020 - August 2022

1311 Vine Street

Cincinnati, OH 45202

859-866-1916

This document can be made available upon request in alternative formats by contacting Kathryn Trauth Taylor at [katie@untolcontent.com](mailto:katie@untolcontent.com) or 859-866-1916.



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## Affirmative Action Plan

### I. EXECUTIVE SUMMARY

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Review revealed underutilization of the following protected group(s) in the following job categories:

**Table 1: UNDERUTILIZATION ANALYSIS OF PROTECTED GROUPS**

<b>Job Categories</b>	<b>Women</b>	<b>Racial/Ethnic Minorities</b>	<b>Individuals With Disabilities</b>
Professionals		X	X

Once approved, information about how to obtain or view a copy of this plan will be provided to every employee of the company. Our intention is that every employee is aware of the Untold Content's commitments to affirmative action and equal employment opportunity. The plan will also be posted on our website and maintained in the Human Resources Office.

This Affirmative Action Plan meets the requirements as set forth by the US government, and contains affirmative action goals and timetables, as well as reasonable and sufficiently assertive hiring and retention methods for achieving these goals.

*Kathryn Trauth Taylor*  
Affirmative Action Officer / CEO

1/1/2020

Date Signed

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## Affirmative Action Plan

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### II. STATEMENT OF COMMITMENT

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This statement reaffirms Untold Content's affirmative action efforts and providing equal employment opportunity to all employees and applicants in accordance with equal opportunity and affirmative action laws.

I affirm my personal and official support of these policies which provide that:

- No individual shall be discriminated against in the terms and conditions of employment, personnel practices, or access to and participation in programs, services, and activities with regard to race, sex, color, creed, religion, age, national origin, sexual orientation, disability, marital status, status with regard to public assistance, or membership or activity in a local human rights commission.
- This company is committed to the implementation of the affirmative action policies, programs, and procedures included in this plan to ensure that employment practices are free from discrimination. Employment practices include, but are not limited to the following: hiring, promotion, demotion, transfer, recruitment or recruitment advertising, layoff, disciplinary action, termination, rates of pay or other forms of compensation, and selection for training, including apprenticeship. We will provide reasonable accommodation to employees and applicants with disabilities.
- This company will continue to actively promote a program of affirmative action, wherever minorities, women, and individuals with disabilities are underrepresented in the workforce, and work to retain all qualified, talented employees, including protected group employees.
- This company will evaluate its efforts, including those of its directors, managers, and supervisors, in promoting equal opportunity and achieving affirmative action objectives contained herein. In addition, this company will expect all employees to perform their job duties in a manner that promotes equal opportunity for all.

It is the company's policy to provide an employment environment free of any form of discriminatory harassment as prohibited by federal, state, and local human rights laws. I strongly encourage suggestions as to how we may improve. We strive to provide equal employment opportunities and the best possible service to all Minnesotans.

*Kathryn Trauth Taylor*

CEO

1/1/2020

Date Signed

### III. INDIVIDUALS RESPONSIBLE FOR DIRECTING/IMPLEMENTING THE AFFIRMATIVE ACTION PLAN

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#### A. Company Head

Kathryn Trauth Taylor, CEO

**Responsibilities:**

The CEO is responsible for the establishment of an Affirmative Action Plan that complies with all federal and state laws and regulations.

**Duties:**

The duties of the CEO shall include, but are not limited to the following:

- Include accountability for the administration of the company's Affirmative Action Plan in her position description;
- Take action, if needed, on complaints of discrimination and harassment;
- Ensure the Affirmative Action Plan is effectively communicated to all employees on an annual basis;
- Make decisions and changes in policy, procedures, or accommodations as needed to facilitate effective affirmative action and equal employment opportunity;
- Actively promote equal opportunity employment; and
- Require all company directors, managers, and supervisors include responsibility statements for supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in their position descriptions and annual objectives.

**Accountability:**

The CEO is accountable directly to the Untold Content Board Members on matters pertaining to equal opportunity and affirmative action.

#### B. Directors, Managers, and Supervisors

**Responsibilities:**

Directors, Managers, and Supervisors are responsible for implementation of equal

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## Affirmative Action Plan

opportunity and affirmative action within their respective areas of supervision and compliance with the company's affirmative action programs and policies to ensure fair and equal treatment of all employees and applicants.

### **Duties:**

The duties of directors, managers, and supervisors include, but are not limited to the following:

- Assist the CEO in identifying and resolving problems and eliminating barriers which inhibit equal employment opportunity;
- Communicate the company's affirmative action policy to assigned staff;
- Carry out supervisory responsibilities in accordance with the equal employment opportunity and affirmative action policies embodied in this plan;
- Maintain a consistent standard within the workforce so that employees are evaluated, recognized, developed, and rewarded on a fair and equitable basis;
- Include responsibility statements for supporting affirmative action, equal opportunity, diversity, and/or cultural responsiveness in staff position descriptions and annual objectives;
- To provide a positive and inclusive work environment; and
- To refer complaints of discrimination and harassment to the appropriate parties.

### **Accountability:**

Directors, managers, and supervisors are accountable directly to the company's CEO.

## **C. All Employees**

### **Responsibilities:**

All employees are responsible for conducting themselves in accordance with the company's equal opportunity and Affirmative Action Plan and policies.

### **Duties:**

The duties of all employees shall include, but are not limited to the following:

- Exhibit an attitude of respect, courtesy, and cooperation towards fellow

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employees and the public; and

- Refrain from any actions that would adversely affect the performance of a coworker with respect to their race, sex, color, creed, religion, age, national origin, disability, marital status, status with regard to public assistance, sexual orientation, gender identity, gender expression, or membership or activity in a local human rights commission.

### **Accountability:**

Employees are accountable to their designated supervisor and the company's CEO.

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### IV. **COMMUNICATION OF THE AFFIRMATIVE ACTION PLAN**

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The following information describes the methods that the company takes to communicate the Affirmative Action Plan to employees and the general public:

#### **A. Internal Methods of Communication**

- A memorandum detailing the location of the Affirmative Action Plan and the responsibility to read, understand, support, and implement equal opportunity and affirmative action will be sent from the company's leadership or alternatively, the Affirmative Action Officer, to all staff on an annual basis.
- The company's Affirmative Action Plan is available to all employees on the company's internal Google Drive or in print copy to anyone who requests it. As requested, the company will make the plan available in alternative formats.
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented and accessible to employees.

#### **B. External Methods of Communication**

- The company's Affirmative Action Plan is available in print copy to anyone who requests it. As requested, the company will make the plan available in alternative formats.
- The company's website homepage, letterhead, publications, and all job postings, will include the statement "an equal opportunity employer."
- Nondiscrimination and equal opportunity statements and posters are prominently displayed and available in areas frequented by and accessible to members of the public. Examples of posters displayed include: Equal Employment Opportunity is the law, Employee Rights under the Fair Labor Standards Act, and the Americans with Disabilities Act Notice to the Public.

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### **STATEWIDE POLICY PROHIBITING DISCRIMINATION AND**

### **V. HARASSEMENT**

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It is the policy of the of the State of Ohio to prohibit harassment of its employees based on race, color, creed, religion, national origin, sex, marital status, status with regard to

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public assistance, membership or activity in a local human rights, disability, sexual orientation, or age. This prohibition with respect to harassment includes both overt acts of harassment and those acts that create a negative work environment.

Any employee subjected to such harassment should file a complaint internally with the company's CEO or manager. If the employee chooses, a complaint can be filed externally with the Ohio Department of Human Rights, the Equal Employment Opportunity Commission, or through other legal channels. These agencies have time limits for filing complaints, so individuals should contact the agencies for more information.

Each employee is responsible for the application of this policy. This includes initiating and supporting programs and practices designed to develop understanding, acceptance, commitment, and compliance within the framework of this policy. All employees must be informed that harassment is unacceptable behavior.

### ***Definitions:***

Discriminatory harassment is any behavior based on protected class status which is not welcome, which is personally offensive, which, therefore, may effect morale and interfere with the employee's ability to perform. For example, harassment based on national origin has been defined by the U.S. Equal Employment Opportunity Commission as "Ethnic slurs and other verbal or physical conduct relating to an individual's national origin."

Sexual harassment has also been specifically defined by the Ohio Human Rights Act, which states in regard to employment, that:

"Sexual harassment" includes unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact or other verbal or physical conduct or communication of a sexual nature when:

- Submission to that conduct or communication is made a term or condition, either explicitly or implicitly, of obtaining employment;
- Submission to or rejection of that conduct or communication by an individual is used as a factor in decision affecting that individual's employment; or

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- That conduct or communication has the purpose or effect of substantially interfering with an individual's employment, and in the case of employment, the employer knows or should know of the existence of the harassment and fails to take timely and appropriate action.

It is possible for discriminatory harassment to occur:

- Among peers or coworkers;
- Between managers and subordinates; or
- Between employees and members of the public.

Employees who experience discrimination or harassment should bring the matter to the attention of Untold Content's CEO. In fulfilling our obligation to maintain a positive and productive work environment, the Affirmative Action Officer or designee and all employees are expected to address or report any suspected harassment or retaliation.

Varying degrees of discriminatory harassment violations can occur and require varying levels of progressive discipline. Individuals who instigate harassment are subject to serious disciplinary actions up to and including suspension, demotion, transfer, or termination. Additionally, inappropriate behaviors that do not rise to the level of discriminatory harassment, but are none the less disruptive, should be corrected early and firmly in the interests of maintaining a barrier-free work place. Individuals who participate in inappropriate behaviors at work are also subject to disciplinary actions.

Any employee or applicant who believes that they have experienced discrimination or harassment based on race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age may file a complaint of discrimination.

Complaints of discrimination or harassment can be filed using the internal complaint procedure included in this Affirmative Action Plan.

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## VI. COMPLAINT PROCEDURE FOR PROCESSING COMPLAINTS FOR ALLEGED DISCRIMINATION/HARASSMENT

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Untold Content has established the following discrimination/harassment complaint procedure to be used by all employees and applicants. Coercion, reprisal, or intimidation against anyone filing a complaint or serving as a witness under this procedure is prohibited.



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### **Responsibility of Employees:**

All employees shall respond promptly to any and all requests by the Affirmative Action Officer or designee for information and for access to data and records for the purpose of enabling the Affirmative Action Officer or designee to carry out responsibilities under this complaint procedure.

### **Who May File:**

Any employees or applicants who believes that they have been discriminated against or harassed by reason of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age may file a complaint. Employees who are terminated are encouraged to file their internal complaint prior to their actual separation; however, complaints will be taken for a reasonable period of time subsequent to the actual separation date.

### **Complaint Procedure:**

The internal complaint procedure provides a method for resolving complaints involving violations of this company's policy prohibiting discrimination and harassment within the company. Employees and applicants are encouraged to use this internal complaint process. Retaliation against a person who has filed a complaint either internally or through an outside enforcement company or other legal channels is prohibited. The CEO may contact the Office of Diversity and Equal Opportunity if more information is needed about filing a complaint.

### **Filing Procedures:**

1. The employee or applicant completes the "Complaint of Discrimination/Harassment Form" provided by the CEO. Employees are encouraged to file a complaint within a reasonable period of time after the individual becomes aware that a situation may involve discrimination or harassment. The CEO will, if requested, provide assistance in filling out the form.
2. The Affirmative Action Officer or designee determines if the complaint falls under the purview of Equal Employment Opportunity law, i.e., the complainant is alleging discrimination or harassment on the basis of race, color, creed, religion, national origin, sex, marital status, status with regard to public assistance, membership or activity in a local human rights commission, disability, sexual orientation, or age; or if the complaint is of a general personnel concern. The

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Affirmative Action Officer or designee shall also discuss other options for resolution, such as the workplace mediation. If it is determined that the complaint is not related to discrimination but rather to general personnel concerns, the Affirmative Action Officer designee will inform the complainant, in writing, within ten (10) working days. If the complaint is related to discrimination, the Affirmative Action Officer or designee will, within ten (10) working days, contact all parties named as respondents and outline the basic facts of the complaint. The respondents will be asked to provide a response to the allegations within a specific period of time.

3. The Affirmative Action Officer or designee shall then investigate the complaint. At the conclusion of the investigation, the Affirmative Action Officer or designee shall notify the complainants and respondents that the investigation is completed. The Affirmative Action Officer or designee shall then review the findings of the investigation.
  - If there is sufficient evidence to substantiate the complaint, appropriate action will be taken.
  - If insufficient evidence exists to support the complaint, a letter will be sent to the complainants and the respondents dismissing the complaint.
4. A written answer will be provided to the parties within sixty (60) days after the complaint is filed. The complainants will be notified should extenuating circumstances prevent completion of the investigation within sixty (60) days.
5. Disposition of the complaint will be filed with the CEO of the Untold Content within thirty (30) days after the final determination.
6. All documentation associated with a complaint shall be considered investigative data. The status of the complaint will be shared with the complainants and respondents.
7. All data collected may at some point become evidence in civil or criminal legal proceedings pursuant to state or federal statutes. An investigation may include, but is not limited to, the following types of data:
  - Interviews or written interrogatories with all parties involved in the complaint, i.e., complainants, respondents, and their respective witnesses; officials having pertinent records or files, etc.; and
  - All records pertaining to the case i.e., written, recorded, filmed, or in any other form.

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8. The Affirmative Action Officer or designee shall maintain records of all complaints and any pertinent information or data for three (3) years after the case is closed.

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## VII. **REASONABLE ACCOMMODATION POLICY**

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Untold Content, LLC complies with all state and federal laws that prohibit discrimination against qualified individuals with disabilities in all employment practices. All state agencies must provide reasonable accommodations to qualified applicants and employees with disabilities unless to do so would cause an undue hardship or pose a direct threat. Agencies must provide reasonable accommodation when:

- A qualified applicant with a disability needs an accommodation to have an equal opportunity to compete for a job;
- A qualified employee with a disability needs an accommodation to perform the essential functions of the employee's job; and

A qualified employee with a disability needs an accommodation to enjoy equal access to benefits and privileges of employment (e.g., trainings, office sponsored events).

### **Applicant**

A person who expresses interest in employment and satisfies the minimum requirements for application established by the job posting and job description.

### **Direct Threat**

A significant risk of substantial harm to the health or safety of the individual or others that cannot be eliminated or reduced by reasonable accommodation.

The determination that an individual poses a direct threat shall be based on an individualized assessment of the individual's present ability to safely perform the essential functions of the job.

### **Essential Functions**

Duties so fundamental that the individual cannot do the job without being able to perform them. A function can be essential if:

- The job exists specifically to perform the function(s); or
- There are a limited number of other employees who could perform the function(s); or
- The function(s) is/are specialized and the individual is hired based on the

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employee's expertise.

### **Interactive Process**

A discussion between the employer and the individual with a disability to determine an effective reasonable accommodation for the individual with a disability. To be interactive, both sides must communicate and exchange information.

### **Individual with a Disability**

An individual who:

- Has a physical, sensory, or mental impairment that substantially limits one or more major life activities; or
- Has a record or history of such impairment; or
- Is regarded as having such impairment.

### **Qualified Individual with a Disability**

An individual who:

- Satisfies the requisite skill, experience, education, and other job-related requirements of the job that the individual holds or desires; and
- Can perform the essential functions of the position with or without reasonable accommodation.

### **Major Life Activities**

May include, but are not limited to, caring for oneself, performing manual tasks, seeing, hearing, eating, sleeping, walking, standing, lifting, bending, speaking, breathing, learning, reading, concentrating, thinking, communicating, and working.

Major life activities also include the operation of a major bodily function, including but not limited to, functions of the immune system, normal cell growth, digestive, bowel, bladder, neurological, brain, respiratory, circulatory, endocrine, and reproductive functions.

### **Medical Documentation**

Information from the requestor's treating provider which is sufficient to enable the employer to determine whether an individual has a disability and whether and what type of reasonable accommodation is needed when the disability or the need for accommodation is not obvious.

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### Reasonable Accommodation

An adjustment or alteration that enables a qualified individual with a disability to apply for a job, perform job duties, or enjoy the benefits and privileges of employment.

Reasonable accommodations may include:

- Modifications or adjustments to a job application process to permit a qualified individual with a disability to be considered for a job; or
- Modifications or adjustments to enable a qualified individual with a disability to perform the essential functions of the job; or
- Modifications or adjustments that enable qualified employees with disabilities to enjoy equal benefits and privileges of employment.

Modifications or adjustments may include, but are not limited to:

- Providing materials in alternative formats like large print or Braille;
- Providing assistive technology, including information technology and communications equipment, or specially designed furniture;
- Modifying work schedules or supervisory methods;
- Granting breaks or providing leave;
- Altering how or when job duties are performed;
- Removing and/or substituting a marginal function;
- Moving to a different office space;
- Providing telework;
- Making changes in workplace policies;
- Providing a reader or other staff assistant to enable employees to perform their job functions, where a reasonable accommodation cannot be provided by current staff;
- Removing an architectural barrier, including reconfiguring work spaces;
- Providing accessible parking; or
- Providing a reassignment to a vacant position.

### Reassignment

Reassignment to a vacant position for which an employee is qualified is a “last resort” form of a reasonable accommodation. This type of accommodation must be provided to an employee, who, because of a disability, can no longer perform the essential functions of the position, with or without reasonable accommodation, unless the

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employer can show that it will be an undue hardship.

### Support Person

Any person an individual with a disability identifies to help during the reasonable accommodation process in terms of filling out paperwork, attending meetings during the interactive process to take notes or ask clarifying questions, or to provide emotional support.

### Undue Hardship

A specific reasonable accommodation would require significant difficulty or expense. Undue hardship is always determined on a case-by-case basis considering factors that include the nature and cost of the accommodation requested and the impact of the accommodation on the operations of the company. A state company is not required to provide accommodations that would impose an undue hardship on the operation of the company.

### General Standards and Expectations

#### ***Individuals who may request a reasonable accommodation include***

- Any qualified applicant with a disability who needs assistance with the job application procedure or the interview or selection process; or
- Any qualified company employee with a disability who needs a reasonable accommodation to perform the essential functions of the position; or
- A third party, such as a family member, friend, health professional or other representative, on behalf of a qualified applicant or employee with a disability, when the applicant or employee is unable to make the request for reasonable accommodation. When possible, the company must contact the applicant or employee to confirm that the accommodation is wanted. The applicant or employee has the discretion to accept or reject the proposed accommodation.

#### ***How to request a reasonable accommodation***

A company applicant or employee may make a reasonable accommodation request to any or all of the following:

- Immediate supervisor or manager in the employee's chain of command;
- company CEO;

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- Any company official with whom the applicant has contact during the application, interview and/or selection process.

### ***Timing of the request***

An applicant or employee may request a reasonable accommodation at any time, even if the individual has not previously disclosed the existence of a disability or the need for an accommodation. A request is any communication in which an individual asks or states that he or she needs the company to provide or change something because of a medical condition.

The reasonable accommodation process begins as soon as possible after the request for accommodation is made.

### ***Form of the request***

The applicant or employee is responsible for requesting a reasonable accommodation or providing sufficient notice to the company that an accommodation is needed.

An initial request for accommodation may be made in any manner (e.g., writing, electronically, in person or orally).

The individual requesting an accommodation does not have to use any special words and does not have to mention the ADA or use the phrase "reasonable accommodation" or "disability."

Oral requests must be documented in writing to ensure efficient processing of requests.

When a supervisor or manager observes or receives information indicating that an employee is experiencing difficulty performing the job due to a medical condition or disability, further inquiry may be required. Supervisors or managers should consult with the company CEO for advice on how to proceed.

When an employee needs the same reasonable accommodation on a repeated basis (e.g., the assistance of a sign language interpreter), a written request for accommodation is required the first time only. However, the employee requesting an accommodation must give appropriate advance notice each subsequent time the accommodation is needed. If the accommodation is needed on a regular basis (e.g., a weekly staff meeting), the company must make appropriate arrangements without requiring a request in advance of each occasion.

### ***The interactive process entails***

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Communication is a priority and encouraged throughout the entire reasonable accommodation process. The interactive process is a collaborative process between the employee and/or applicant and the company to explore and identify specific reasonable accommodation(s). (For information on the Interactive Process see the U.S. Department of Labor, Job Accommodation Network at <http://askjan.org/topics/interactive.htm>). This process is required when:

- The need for a reasonable accommodation is not obvious;
- The specific limitation, problem or barrier is unclear;
- An effective reasonable accommodation is not obvious;
- The parties are considering different forms of reasonable accommodation;
- The medical condition changes or fluctuates; or,
- There are questions about the reasonableness of the requested accommodation.

The interactive process should begin as soon as possible after a request for reasonable accommodation is made or the need for accommodation becomes known.

The process should ensure a full exchange of relevant information and communication between the individual and the company. An individual may request that the company CEO, a union representative, or support person be present.

The company CEO shall be consulted when:

- Issues, conflicts or questions arise in the interactive process; and
- Prior to denying a request for accommodation.

### ***Company responsibilities for processing the request***

As the first step in processing a request for reasonable accommodation, the person who receives the request must promptly forward the request to the appropriate decision maker. At the same time, the recipient will notify the requestor who the decision maker is.

#### CEO

The CEO of the company or company head has the ultimate responsibility to ensure compliance with the ADA and this policy and appoint an CEO.

#### CEO

The company CEO is the company's decision maker for reasonable accommodation



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requests for all types of requests outside of the supervisors' and managers' authority. The company CEO will work with the supervisor and manager, and where necessary, with company Human Resources, to implement the approved reasonable accommodation.

### Supervisors and Managers

Agencies have the authority to designate the level of management approval needed for reasonable accommodation requests for low-cost purchases. For example:

- Requests for standard office equipment that is needed as a reasonable accommodation and adaptive items costing less than \$100. [Agencies can adjust the dollar amount based on their needs]; and
- Requests for a change in a condition of employment such as modified duties, or a change in schedule, or the location and size of an employee's workspace.

### ***Analysis for processing requests***

Before approving or denying a request for accommodation, the company decision maker with assistance from the company CEO will:

1. Determine if the requestor is a qualified individual with a disability;
2. Determine if the accommodation is needed to:
  - Enable a qualified applicant with a disability to be considered for the position the individual desires;
  - Enable a qualified employee with a disability to perform the essential functions of the position; or
  - Enable a qualified employee with a disability to enjoy equal benefits or privileges of employment as similarly situated employees without disabilities;
3. Determine whether the requested accommodation is reasonable;
4. Determine whether there is a reasonable accommodation that will be effective for the requestor and the company; and
5. Determine whether the reasonable accommodation will impose an undue hardship on the company's operations.

An employee's accommodation preference is always seriously considered, but the

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company is not obligated to provide the requestor's accommodation of choice, so long as it offers an effective accommodation, or determines that accommodation would cause an undue hardship.

### ***Obtaining medical documentation in connection with a request for reasonable accommodation***

In some cases, the disability and need for accommodation will be reasonably evident or already known, for example, where an employee is blind. In these cases, the company will not seek further medical documentation. If a requestor's disability and/or need for reasonable accommodation are not obvious or already known, the company CEO may require medical information showing that the requestor has a covered disability that requires accommodation. The company CEO may request medical information in certain other circumstances. For example when:

- The information submitted by the requestor is insufficient to document the disability or the need for the accommodation;
- A question exists as to whether an individual is able to perform the essential functions of the position, with or without reasonable accommodation; or
- A question exists as to whether the employee will pose a direct threat to himself/herself or others.

Only medical documentation specifically related to the employee's request for accommodation and ability to perform the essential functions of the position will be requested. When medical documentation or information is appropriately requested, an employee must provide it in a timely manner, or the company may deny the reasonable accommodation request. Agencies must not request medical records; medical records are not appropriate documentation and cannot be accepted. **Supervisors and managers *must not* request medical information or documentation from an applicant or employee seeking an accommodation.** Such a request will be made by the company CEO, if appropriate.

### ***Confidentiality requirements***

#### Medical Information

Medical information obtained in connection with the reasonable accommodation process must be kept confidential. All medical information obtained in connection with such requests must be collected and maintained on separate forms and in separate physical or electronic files from

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non-medical personnel files and records. Electronic copies of medical information obtained in connection with the reasonable accommodation process must be stored so that access is limited to only the company CEO. Physical copies of such medical information must be stored in a locked cabinet or office when not in use or unattended. Generally, medical documentation obtained in connection with the reasonable accommodation process should only be reviewed by the company CEO.

The company CEO may disclose medical information obtained in connection with the reasonable accommodation process to the following:

- Supervisors, managers or company HR staff who have a need to know may be told about the necessary work restrictions and about the accommodations necessary to perform the employee's duties. However, information about the employee's medical condition should only be disclosed if strictly necessary, such as for safety reasons;
- Government officials assigned to investigate company compliance with the ADA.

Whenever medical information is appropriately disclosed as described above, the recipients of the information must comply with all confidentiality requirements.

## Accommodation Information

The fact that an individual is receiving an accommodation because of a disability is confidential and may only be shared with those individuals who have a need to know for purposes of implementing the accommodation, such as the requestor's supervisor and the company CEO.

## General Information

General summary information regarding an employee's or applicant's status as an individual with a disability may be collected by company equal opportunity officials to maintain records and evaluate and report on the company's performance in hiring, retention, and processing reasonable accommodation requests.

## ***Approval of requests for reasonable accommodation***

As soon as the decision maker determines that a reasonable accommodation will be provided, the company CEO will process the request and provide the reasonable accommodation in as short of a timeframe as possible. The time necessary to process a request will depend on the nature of the accommodation requested and whether it is necessary to obtain supporting information. If an approved accommodation cannot be provided within a reasonable time, the decision maker will inform the requestor of the

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status of the request before the end of 30 days. Where feasible, if there is a delay in providing the request, temporary measures will be taken to provide assistance.

Once approved, the reasonable accommodation should be documented for record keeping purposes and the records maintained by the company CEO.

### ***Funding for reasonable accommodations***

The company will determine funding for reasonable accommodations on a per-need basis.

### ***Procedures for reassignment as a reasonable accommodation***

Reassignment to a vacant position is an accommodation that must be considered if there are no effective reasonable accommodations that would enable the employee to perform the essential functions of his/her current job, or if all other reasonable accommodations would impose an undue hardship.

The company CEO will identify appropriate vacant positions within the company for which the employee may be qualified and can perform the essential functions of the vacant position, with or without reasonable accommodation. Vacant positions which are equivalent to the employee's current job in terms of pay, status, and other relevant factors will be considered first. If there are none, the company will consider vacant lower level positions for which the individual is qualified. The EEOC recommends that the company consider positions that are currently vacant or will be coming open within at least the next 60 days.

### ***Denial of requests for reasonable accommodation***

The company CEO must be contacted for assistance and guidance prior to denying any request for reasonable accommodation. The company may deny a request for reasonable accommodation where:

- The individual is not a qualified individual with a disability;
- The reasonable accommodation results in undue hardship or the individual poses a direct threat to the individual or others. Undue hardship and direct threat are determined on a case-by-case basis with guidance from the company CEO; or
- Where no reasonable accommodation, including reassignment to a vacant position, will enable the employee to perform all the essential functions of the job.

The explanation for denial must be provided to the requestor in writing. The explanation

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should be written in plain language and clearly state the specific reasons for denial. Where the decision maker has denied a specific requested accommodation, but has offered a different accommodation in its place, the decision letter should explain both the reasons for denying the accommodation requested and the reasons that the accommodation being offered will be effective.

### ***Consideration of undue hardship***

An interactive process must occur prior to the company making a determination of undue hardship. Determination of undue hardship is made on a case-by-case basis and only after consultation with the company's CEO. In determining whether granting a reasonable accommodation will cause an undue hardship, the company considers factors such as the nature and cost of the accommodation in relationship to the size and resources of the company and the impact the accommodation will have on the operations of the company.

The company may deny reasonable accommodations based upon an undue hardship. Prior to denying reasonable accommodation requests due to lack of financial resources, the company will consult with the CEO.

### ***Determining direct threat***

The determination that an individual poses a "direct threat," (i.e., a significant risk of substantial harm to the health or safety of the individual or others) which cannot be eliminated or reduced by a reasonable accommodation, must be based on an individualized assessment of the individual's present ability to safely perform the essential functions of the job with or without reasonable accommodation. A determination that an individual poses a direct threat cannot be based on fears, misconceptions, or stereotypes about the individual's disability. Instead, the company must make a reasonable medical judgment, relying on the most current medical knowledge and the best available objective evidence.

In determining whether an individual poses a direct threat, the factors to be considered include:

- Duration of the risk;
- Nature and severity of the potential harm;
- Likelihood that the potential harm will occur; and
- Imminence of the potential harm.

### ***Appeals process in the event of denial***

# [Un]told Content

## Affirmative Action Plan

In addition to providing the requestor with the reasons for denial of a request for reasonable accommodation, agencies must designate a process for review when an applicant or employee chooses to appeal the denial of a reasonable accommodation request. This process:

- Must include review by a company official;
- May include review by the CEO; and/or

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## GOALS AND TIMETABLES

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Through the utilization analysis, the company has determined which job categories are underutilized for women, minorities, and individuals with disabilities within the company and has set the following hiring goals for the next two years (Reference Table 2).

**Table 2. Underutilization Analysis and Hiring Goals for 2020-2022**

Job Categories	Underutilization - # of Individuals			Hiring Goals		
	Women	Racial/Ethnic Minorities	Individuals With Disabilities	Women	Racial/Ethnic Minorities	Individuals With Disabilities
Professionals	0	5	0	0	4	0
Office/Clerical	0	1	0	0	1	1

### Availability:

The company determined the recruitment area to be Cincinnati metropolitan area for each job category listed in the table. In conducting its underutilization analysis, the company used the two factor analysis. The company determined it was best to use this type of analysis because a majority of our positions are located in the metropolitan area.

### Hiring Goals:

Untold Content has a strong workforce of women professionals. The Professionals job group is the largest job group in the company and typically has the largest amount of turn-over. The company had 16 women employees and subcontractors in 2020. It is important to note that there were 7 males employees and subcontractors.

For the 2016 – 2018 plan, the company will continue to strive to improve the



### Affirmative Action Plan

underutilization of racial/ethnic minorities in the Professional group.

The Office/Clerical job group was underutilized in 2019. The company will strive to meet a goal of hiring at least 1 racial/ethnic minority and/or person with disabilities in this labor category in 2020-2022.

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## AFFIRMATIVE ACTION PROGRAM OBJECTIVES

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In pursuing the company's commitment to affirmative action, the company will take the following actions during the 2020-2022 plan years:

Objective #1: To increase the overall hiring of racial/ethnic minorities, particularly in the Professionals job category.

### ***Action Steps:***

- Provide information to supervisors and managers on the underutilization of protected group members and the company's commitment to meeting affirmative action goals.
- Research, discuss and recommend additional recruitment methods to supervisors and managers.
- Post all job announcements on City of Cincinnati African American Chamber of Commerce and Hispanic Chamber of Commerce.
- Increase the use of preferred qualifications in job announcements. This will aide in selecting the best qualified candidate for the position and assists in justifying why minimally qualified candidates were not selected.
- Offer a \$500 bonus to Untold Content employees who recommend a candidate who is a racial/ethnic minority if that employee is hired.

### ***Evaluation:***

A similar objective was set in the 2017-2019 plan and we were able to complete most of the action steps outlined in it, especially for the recruitment of diverse subcontractors. However we were unable to meet our goal of hiring more minorities to decrease the underutilization in the Professionals job category. New action steps outlined in this plan are aimed at improving upon our goals.

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### **XI. METHODS OF AUDITING, EVALUATING, AND REPORTING PROGRAM SUCCESS**

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#### **A. Pre-Employment Review Procedure/Monitoring the Hiring Process**

The company will evaluate its selection process to determine if its requirements unnecessarily screen out a disproportionate number of women, minorities, or individuals with disabilities. The company will use the monitoring the hiring process form to track the number of women, minorities, and individuals with disabilities in each stage of the selection process. Directors, managers, and supervisors will work closely with the CEO in reviewing the requirements for the position, posting the position, and interviewing and selection to ensure that equal opportunity and affirmative action is carried out. Directors, managers, and supervisors will be asked to document their hiring decisions and the CEO will review for bias.

When candidates are offered interviews, employees scheduling interviews will describe the interview format to the candidate and provide an invitation to request a reasonable accommodation for individuals with disabilities to allow the candidate equal opportunity to participate in the interview process. For example, describe if interview questions are offered ahead of time or what technology may be used during the interview process. This allows for an individual with a disability to determine if they may need a reasonable accommodation in advance of the interview.

All personnel involved in the selection process will be trained and accountable for the company's commitment to equal opportunity and the affirmative action program and its implementation.

#### **B. Other Methods of Program Evaluation**

The company submits the following compliance reports to its Board to evaluate the company's affirmative action program:

- Annual Monitoring the Hiring Process Reports;
- Annual Affirmative Action Plan;
- Annual Americans with Disabilities Act Report;
- Annual Internal Complaint Report; and
- Disposition of Internal Complaint (within 30 days of final disposition).

The company also evaluates the Affirmative Action Plan in the following ways :



# [Un]told Content

## Affirmative Action Plan

- Monitors progress toward stated goals by job category;
- Analyzes employment activity (hires, promotions, and terminations) by job category to determine if there is adverse impact;
- Analyzes compensation program to determine if there are patterns of discrimination;
- Reviews the accessibility of online systems, websites, and ensures that reasonable accommodations can be easily requested; and
- Discusses progress with company leadership on a periodic basis and makes recommendations for improvement.

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## XII. RECRUITMENT PLAN

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The objective of this recruitment plan is to ensure the company's recruitment programs are publicly marketed, attract, and obtain qualified applicants, enhance the image of state employment, and to assist in meeting the affirmative action goals to achieve a diverse workforce.

The company has the following recruitment plans for the upcoming plan years:

- o Discuss recruitment strategies with the City of Cincinnati African American and Hispanic Chambers of Commerce.
- o Research, discuss and recommend additional recruitment methods to supervisors and managers.
- o Update and modify (as needed) promotional materials for career fairs and attend at a minimum two career fairs per fiscal year with at least one fair focused on diversity and one on veterans.
- o Through relationship building and outreach, increase interest in others to work for Untold Content.

# [Un]told Content

## Affirmative Action Plan

### A. Relationship Building and Outreach

The company has a strong commitment to relationship building and outreach. Examples include:

- MORTAR Cincinnati
- Cintrifuse
- Flywheel
- US Department of Veterans Affairs
- Northern Kentucky Chamber of Commerce
- Ohio River Valley Women's Business Enterprise Network
- HUBZone National Chamber
- National Women's Chamber of Commerce
- Women-Owned Association

The company will continue to form relationships and provide outreach to strengthen ties.

### B. Internships

The company utilizes interns through the Ohio Third Frontier Diversity and Inclusion Internship Program, which has led to great success recruiting and hiring part-time and full-time women interns. We will strive in 2020-2022 to recruit and hire more minority interns through this program.

### C. Supported Employment (M.S. 43A.191, Subd. 2(d))

The company supports the employment of individuals with disabilities and will review vacant positions to determine if job tasks can be performed by a supported employment workers. We will work with community organizations that provide employment services to individuals with disabilities to recruit for these positions.

---

## RETENTION PLAN

XIII.

The company is committed to not just the recruitment of women, minorities, individuals with disabilities, and veterans, but also to the retention of these protected groups.

# [Un]told Content

## Affirmative Action Plan

### A. Methods of Retention of Protected Groups

The company will focus on the following retention methods over the next two years:

- The Employee Exit Interview will continue to be offered to voluntarily separating employees. The interviews may be oral or on paper. Summary data will be reviewed once every two years to determine if there are any patterns of separation.
- Create employee engagements surveys.
- In an effort to retain talented employees, we will strive to:
  - o Set clear expectations for employees
  - o Provide feedback to employees
  - o Recognize good performance and reinforce positive performance
  - o Set clearly defined performance goals and objectives
  - o Complete annual performance reviews
  - o Provide a diverse workforce
  - o Provide effective communication and conflict management
  - o Provide a flexible and supportive work environment by offering options such as telecommuting, alternative work schedules, and when possible part time employment
  - o Provide training, offer varying job assignments, and educational and promotional opportunities
  - o Effectively recognize employees through performance reviews, service and achievement awards
  - o Provide a strong, dependable team environment
- Create opportunities for training and professional development around cultural competence, unconscious bias, disability awareness, etc.
- Conduct an annual recognition event.
- Ensure accessibility of electronic systems, physical office spaces, and other aspects of the employment experience.
- Continue to improve the company new employee orientation program so employees feel welcomed, valued and engaged.

Untold Content will strive to create an environment that promotes the retention of a diverse workforce. We are committed to our affirmative action efforts and equal employment opportunity.



Affirmative Action Plan

APPENDIX

**Complaint of Discrimination/Harassment Form**

**Please Read Before Completion of Form**

Any complaint of discrimination/harassment is considered confidential data. This information is being collected for the purpose of determining whether discrimination/harassment has occurred. You are not legally required to provide this information, but without it, an investigation cannot be conducted. This information may only be released to the Affirmative Action Officer or designee, the complainant, the respondent and appropriate personnel.

Complainant (You)		
Complainant's Name	Job Title	
Work Address	Telephone	
company	Division	Manager

Respondent (Individual Who Discriminated Against/Harassed You)		
Respondent's Name	Respondent's Job Title	
Respondent's Work Address	Respondent's Telephone	
Respondent's company	Division	Manager

# [Un]told Content

## Affirmative Action Plan

### The Complaint

**Basis of Complaint**  
 Place an "X" in the box for all that apply:

<input type="checkbox"/> Race	<input type="checkbox"/> Disability	<input type="checkbox"/> Sexual Orientation
<input type="checkbox"/> Sex	<input type="checkbox"/> Marital Status	<input type="checkbox"/> Status with Regard to Public Assistance
<input type="checkbox"/> Age	<input type="checkbox"/> National Origin	<input type="checkbox"/> Membership or Activity in a Local Human Rights Commission
<input type="checkbox"/> Color	<input type="checkbox"/> Creed	<input type="checkbox"/> Religion

Date most recent act of discrimination/harassment took place:	If you filed this complaint with another company, give the name of that company:

Describe how you believe that you have been discriminated/harassed against (names, dates, places, etc.). Use a separate sheet of paper if needed and attach to this form.

### Information on Witnesses Who Can Support Your Case

Witness Names	Witness Work Addresses	Witness Work Telephones
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# [Un]told Content

## Affirmative Action Plan


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Additional witnesses may be listed in "Additional Information" or on a separate sheet attached to this form.

This complaint is being filed on my honest belief that the State of Minnesota has discriminated against/harassed me. I hereby certify that the information I have provided in this complaint is true, correct, and complete to the best of my knowledge and belief.

---

Complainant Signature Date

---

Affirmative Action Officer Signature Date



Affirmative Action Plan

Employee/Applicant Request for ADA Reasonable Accommodation Form

Untold Content

Employee/Applicant Request for ADA Reasonable Accommodation Form

Untold Content is committed to complying with the Americans with Disabilities Act (“ADA”) and the Minnesota Human Rights Act (“MHRA”). To be eligible for an ADA accommodation, you must be 1) qualified to perform the essential functions of your position and 2) have a disability that limits a major life activity or function. The CEO/Designee will review each request on an individualized case-by-case basis to determine whether or not an accommodation can be made.

Employee Name

Job Title

Work Location

Data Privacy Statement: This information may be used by your company human resources representative, CEO or designee, your company legal counsel, or any other individual who is authorized by your company to receive medical information for purposes of providing reasonable accommodations under the ADA and MHRA. This information is necessary to determine whether you have a disability as defined by the ADA or MHRA, and to determine whether any reasonable accommodation can be made. The provision of this information is strictly voluntary; however, if you refuse to provide it, your company may refuse to provide a reasonable accommodation.

Questions to clarify accommodation requested.

- 1. What specific accommodation are you requesting?
2. If you are not sure what accommodation is needed, do you have any suggestions about what options we can explore.
a. If yes, please explain.

Questions to document the reason for the accommodation request (please attach

# [Un]told Content

## Affirmative Action Plan

*additional pages if necessary).*

1. What, if any job function are you having difficulty performing?
2. What, if any employment benefit are you having difficulty accessing?
3. What limitation as result of your physical or mental impairment is interfering with your ability to perform your job or access an employment benefit?
4. If you are requesting a specific accommodation, how will that accommodation be effective in allowing you to perform the functions of your job?

### Information Pertaining to Medical Documentation

In the context of assessing an accommodation request, medical documentation may be needed to determine if the employee has a disability covered by the ADA and to assist in identifying an effective accommodation.

The CEO or designee is tasked with collecting necessary medical documentation. In the event that medical documentation is needed, the employee will be provided with the appropriate forms to submit to their medical provider. The employee has the responsibility to ensure that the medical provider follows through on requests for medical information.

**This authorization does not cover, and the information to be disclosed should not contain, genetic information. "Genetic Information" includes: Information about an individual's genetic tests; information about genetic tests of an individual's family members; information about the manifestation of a disease or disorder in an individual's family members (family medical history); an individual's request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by the individual or a family member of the individual; and genetic information of a fetus carried by an individual or by a pregnant woman who is a family member of the individual and the genetic information of any embryo legally held by the individual or family member using an assisted reproductive technology.**

---

Employee Signature

Date

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**WORKFORCE ANALYSIS FORM**

Name of Organization: Untold Content, LLC

Categories	Total	White (Not Hispanic or Latino)		Hispanic or Latino		Black or African- American (Not Hispanic or Latino)		Native Hawaiian and Other Pacific Islander (Not Hispanic or Latino)		Asian (Not Hispanic or Latino)		American Indian or Alaskan Native (not Hispanic or Latino)		Two or more races (Not Hispanic or Latino)		Total		
		M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
<b>Administrators</b>																		
<b>Professionals</b>		3	8		1	1	3			1	1			2	3	7	16	
<b>Superintendents</b>																		
<b>Supervisors</b>																		
<b>Foremen</b>																		
<b>Technicians</b>																		
<b>Protective</b>																		
<b>Para-</b>																		
<b>Office/Clerical</b>																		
<b>Skilled Craft</b>																		
<b>Service/Maintena</b>																		
<b>Total:</b>																7	16	

Prepared by: Kathryn Trauth Taylor, CEO Date: 8 / 6 / 2020

*(Name and Title)*

*Revised 2015-Dec-15*

Firm Submitting Proposal: Untold Content, LLC

Complete Address: 1311 Vine Street Cincinnati, OH 45202  
Street City Zip

Contact Name: Kathryn Trauth Taylor Title: CEO

Telephone Number: 859-866-1916 Fax Number: \_\_\_\_\_

Email address: katie@untoldcontent.com



**LFUCG MWDBE PARTICIPATION FORM**  
**Bid/RFP/Quote Reference #17-2020 Communications Strategy - Untold Content**

The MWDBE and/or veteran subcontractors listed have agreed to participate on this Bid/RFP/Quote. If any substitution is made or the total value of the work is changed prior to or after the job is in progress, it is understood that those substitutions must be submitted to Central Purchasing for approval immediately. **Failure to submit a completed form may cause rejection of the bid.**

MWDBE Company, Name, Address, Phone, Email	MBE WBE or DBE	Work to be Performed	Total Dollar Value of the Work	% Value of Total Contract
1. Untold Content, LLC 1311 Vine Street Cincinnati, OH 45202 859-866-1916 katie@untoldcontent.com	WBE	Communications Strategy	\$262,167.00	90%
2. Warrant Technologies 115 North College Ave Suite 111 Bloomington, IN 47404 812-361-6721 Mike_Norris@Warranttek.com	SDVOSB	Data Analysis & Design	\$29,115.00	10%
3.				
4.				

The undersigned company representative submits the above list of MWDBE firms to be used in accomplishing the work contained in this Bid/RFP/Quote. Any misrepresentation may result in the termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and false claims.

Untold Content, LLC  
 \_\_\_\_\_  
**Company**  
 8-5-2020  
 \_\_\_\_\_  
**Date**

Kathryn Trauth Taylor  
 \_\_\_\_\_  
**Company Representative**  
 CEO  
 \_\_\_\_\_  
**Title**



**MWDBE QUOTE SUMMARY FORM**

**Bid/RFP/Quote Reference #** 17-2020 Communications Strategy - Untold Content

The undersigned acknowledges that the minority and/or veteran subcontractors listed on this form did submit a quote to participate on this project. Failure to submit this form may cause rejection of the bid.

<b>Company Name</b> Untold Content, LLC	<b>Contact Person</b> Kathryn Trauth Taylor
<b>Address/Phone/Email</b> 1311 Vine Street Cincinnati, OH 45202 859-866-1916 katie@untoldcontent.com	<b>Bid Package / Bid Date</b> #17-2020 Communications Strategy for Lexington Fayette Continuum of Care - Untold Content Proposal August 6, 2020 2pm EST Bid Date

MWDBE Company Address	Contact Person	Contact Information (work phone, Email, cell)	Date Contacted	Services to be performed	Method of Communication (email, phone meeting, ad, event etc)	Total dollars \$\$ Do Not Leave Blank (Attach Documentation)	MBE * AA HA AS NA Female	Veteran
Untold Content, LLC 1311 Vine Street Cincinnati, OH 45202	Kathryn Trauth Taylor, CEO	859-866-1916 katie@untoldcontent.com	July 30, 2020	Communications Strategy	Meeting	\$262,167.00	Female	No
Warrant Technologies 115 North College Ave Suite 111 Bloomington, IN 47404	Michael Norris, CEO	812-361-6721 Mike_Norris@Warrantek.com	July 30, 2020	Data Analysis & Design	Phone & Email	\$29,115.00		Yes

(MBE designation / AA=African American / HA= Hispanic American/AS = Asian American/Pacific Islander/ NA= Native American)

The undersigned acknowledges that all information is accurate. Any misrepresentation may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and claims.

Untold Content, LLC  
 \_\_\_\_\_  
**Company**  
 August 5, 2020  
 \_\_\_\_\_  
**Date**

Kathryn Trauth Taylor  
 \_\_\_\_\_  
**Company Representative**  
 CEO  
 \_\_\_\_\_  
**Title**

## LFUCG STATEMENT OF GOOD FAITH EFFORTS

Bid/RFP/Quote #\_17-2020 Communications Strategy - Untold Content, LLC

By the signature below of an authorized company representative, we certify that we have utilized the following Good Faith Efforts to obtain the maximum participation by MWDBE and Veteran-Owned business enterprises on the project and can supply the appropriate documentation.

Advertised opportunities to participate in the contract in at least two (2) publications of general circulation media; trade and professional association publications; small and minority business or trade publications; and publications or trades targeting minority, women and disadvantaged businesses not less than fifteen (15) days prior to the deadline for submission of bids to allow MWDBE firms and Veteran-Owned businesses to participate.

Included documentation of advertising in the above publications with the bidders good faith efforts package

Attended LFUCG Central Purchasing Economic Inclusion Outreach event

Attended pre-bid meetings that were scheduled by LFUCG to inform MWDBEs and/or Veteran-Owned Businesses of subcontracting opportunities

Sponsored Economic Inclusion event to provide networking opportunities for prime contractors and MWDBE firms and Veteran-Owned businesses

Requested a list of MWDBE and/or Veteran subcontractors or suppliers from LFUCG and showed evidence of contacting the companies on the list(s).

Contacted organizations that work with MWDBE companies for assistance in finding certified MWDBE firms and Veteran-Owned businesses to work on this project. Those contacted and their responses should be a part of the bidder's good faith efforts documentation.

Sent written notices, by certified mail, email or facsimile, to qualified, certified MWDBEs soliciting their participation in the contract not less than seven (7) days prior to the deadline for submission of bids to allow them to participate effectively.

Followed up initial solicitations by contacting MWDBEs and Veteran-Owned businesses to determine their level of interest.

Provided the interested MWDBE firm and/or Veteran-Owned business with adequate and timely information about the plans, specifications, and requirements of the contract.

Selected portions of the work to be performed by MWDBE firms and/or Veteran-Owned businesses in order to increase the likelihood of meeting the contract goals. This includes, where appropriate, breaking out contract work items

into economically feasible units to facilitate MWDBE and Veteran participation, even when the prime contractor may otherwise perform these work items with its own workforce

X  Negotiated in good faith with interested MWDBE firms and Veteran-Owned businesses not rejecting them as unqualified without sound reasons based on a thorough investigation of their capabilities. Any rejection should be so noted in writing with a description as to why an agreement could not be reached.

X  Included documentation of quotations received from interested MWDBE firms and Veteran-Owned businesses which were not used due to uncompetitive pricing or were rejected as unacceptable and/or copies of responses from firms indicating that they would not be submitting a bid.

X  Bidder has to submit sound reasons why the quotations were considered unacceptable. The fact that the bidder has the ability and/or desire to perform the contract work with its own forces will not be considered a sound reason for rejecting a MWDBE and/or Veteran-Owned business's quote. Nothing in this provision shall be construed to require the bidder to accept unreasonable quotes in order to satisfy MWDBE and Veteran goals.

X  Made an effort to offer assistance to or refer interested MWDBE firms and Veteran-Owned businesses to obtain the necessary equipment, supplies, materials, insurance and/or bonding to satisfy the work requirements of the bid proposal

X  Made efforts to expand the search for MWBE firms and Veteran-Owned businesses beyond the usual geographic boundaries.

X  Other--any other evidence that the bidder submits which may show that the bidder has made reasonable good faith efforts to include MWDBE **and Veteran participation.**

**NOTE: Failure to submit any of the documentation requested in this section may be cause for rejection of bid. Bidders may include any other documentation deemed relevant to this requirement which is subject to approval by the MBE Liaison. Documentation of Good Faith Efforts must be submitted with the Bid, if the participation Goal is not met.**

The undersigned acknowledges that all information is accurate. Any misrepresentations may result in termination of the contract and/or be subject to applicable Federal and State laws concerning false statements and claims.

Untold Content, LLC  
Company  
August 5, 2020  
Date

Kathryn Trauth Taylor  
Company Representative  
CEO  
Title

## **GENERAL PROVISIONS**

1. Each Respondent shall comply with all Federal, State & Local regulations concerning this type of service or good.

The Respondent agrees to comply with all statutes, rules, and regulations governing safe and healthful working conditions, including the Occupational Health and Safety Act of 1970, *29 U.S.C. 650 et. seq.*, as amended, and KRS Chapter 338. The Respondent also agrees to notify the LFUCG in writing immediately upon detection of any unsafe and/or unhealthful working conditions at the job site. The Respondent agrees to indemnify, defend and hold the LFUCG harmless from all penalties, fines or other expenses arising out of the alleged violation of said laws.

2. Failure to submit ALL forms and information required in this RFP may be grounds for disqualification.
3. Addenda: All addenda and IonWave Q&A, if any, shall be considered in making the proposal, and such addenda shall be made a part of this RFP. Before submitting a proposal, it is incumbent upon each proposer to be informed as to whether any addenda have been issued, and the failure to cover in the bid any such addenda may result in disqualification of that proposal.
4. Proposal Reservations: LFUCG reserves the right to reject any or all proposals, to award in whole or part, and to waive minor immaterial defects in proposals. LFUCG may consider any alternative proposal that meets its basic needs.
5. Liability: LFUCG is not responsible for any cost incurred by a Respondent in the preparation of proposals.
6. Changes/Alterations: Respondent may change or withdraw a proposal at any time prior to the opening; however, no oral modifications will be allowed. Only letters, or other formal written requests for modifications or corrections of a previously submitted proposal which is addressed in the same manner as the proposal, and received by LFUCG prior to the scheduled closing time for receipt of proposals, will be accepted. The proposal, when opened, will then be corrected in accordance with such written request(s), provided that the written request is contained in a sealed envelope which is plainly marked "modifications of proposal".
7. Clarification of Submittal: LFUCG reserves the right to obtain clarification of any point in a bid or to obtain additional information from a Respondent.
8. Bribery Clause: By his/her signature on the bid, Respondent certifies that no employee of his/hers, any affiliate or Subcontractor, has bribed or attempted to bribe an officer or employee of the LFUCG.

9. Additional Information: While not necessary, the Respondent may include any product brochures, software documentation, sample reports, or other documentation that may assist LFUCG in better understanding and evaluating the Respondent's response. Additional documentation shall not serve as a substitute for other documentation which is required by this RFP to be submitted with the proposal,
10. Ambiguity, Conflict or other Errors in RFP: If a Respondent discovers any ambiguity, conflict, discrepancy, omission or other error in the RFP, it shall immediately notify LFUCG of such error in writing and request modification or clarification of the document if allowable by the LFUCG.
11. Agreement to Bid Terms: In submitting this proposal, the Respondent agrees that it has carefully examined the specifications and all provisions relating to the work to be done attached hereto and made part of this proposal. By acceptance of a Contract under this RFP, proposer states that it understands the meaning, intent and requirements of the RFP and agrees to the same. The successful Respondent shall warrant that it is familiar with and understands all provisions herein and shall warrant that it can comply with them. No additional compensation to Respondent shall be authorized for services or expenses reasonably covered under these provisions that the proposer omits from its Proposal.
12. Cancellation: If the services to be performed hereunder by the Respondent are not performed in an acceptable manner to the LFUCG, the LFUCG may cancel this contract for cause by providing written notice to the proposer, giving at least thirty (30) days notice of the proposed cancellation and the reasons for same. During that time period, the proposer may seek to bring the performance of services hereunder to a level that is acceptable to the LFUCG, and the LFUCG may rescind the cancellation if such action is in its best interest.

#### A. Termination for Cause

- (1) LFUCG may terminate a contract because of the contractor's failure to perform its contractual duties
- (2) If a contractor is determined to be in default, LFUCG shall notify the contractor of the determination in writing, and may include a specified date by which the contractor shall cure the identified deficiencies. LFUCG may proceed with termination if the contractor fails to cure the deficiencies within the specified time.
- (3) A default in performance by a contractor for which a contract may be terminated shall include, but shall not necessarily be limited to:
  - (a) Failure to perform the contract according to its terms, conditions and specifications;
  - (b) Failure to make delivery within the time specified or according



- to a delivery schedule fixed by the contract;
- (c) Late payment or nonpayment of bills for labor, materials, supplies, or equipment furnished in connection with a contract for construction services as evidenced by mechanics' liens filed pursuant to the provisions of KRS Chapter 376, or letters of indebtedness received from creditors by the purchasing agency;
  - (d) Failure to diligently advance the work under a contract for construction services;
  - (e) The filing of a bankruptcy petition by or against the contractor; or
  - (f) Actions that endanger the health, safety or welfare of the LFUCG or its citizens.

#### B. At Will Termination

Notwithstanding the above provisions, the LFUCG may terminate this contract at will in accordance with the law upon providing thirty (30) days written notice of that intent, Payment for services or goods received prior to termination shall be made by the LFUCG provided these goods or services were provided in a manner acceptable to the LFUCG. Payment for those goods and services shall not be unreasonably withheld.

13. **Assignment of Contract:** The contractor shall not assign or subcontract any portion of the Contract without the express written consent of LFUCG. Any purported assignment or subcontract in violation hereof shall be void. It is expressly acknowledged that LFUCG shall never be required or obligated to consent to any request for assignment or subcontract; and further that such refusal to consent can be for any or no reason, fully within the sole discretion of LFUCG.
14. **No Waiver:** No failure or delay by LFUCG in exercising any right, remedy, power or privilege hereunder, nor any single or partial exercise thereof, nor the exercise of any other right, remedy, power or privilege shall operate as a waiver hereof or thereof. No failure or delay by LFUCG in exercising any right, remedy, power or privilege under or in respect of this Contract shall affect the rights, remedies, powers or privileges of LFUCG hereunder or shall operate as a waiver thereof.
15. **Authority to do Business:** The Respondent must be a duly organized and authorized to do business under the laws of Kentucky. Respondent must be in good standing and have full legal capacity to provide the services specified under this Contract. The Respondent must have all necessary right and lawful authority to enter into this Contract for the full term hereof and that proper corporate or other action has been duly taken authorizing the Respondent to enter into this Contract. The Respondent will provide LFUCG with a copy of a corporate resolution authorizing this action and a letter from an attorney confirming that the proposer is authorized to do business in the State of Kentucky if requested. All proposals must

be signed by a duly authorized officer, agent or employee of the Respondent.

16. **Governing Law:** This Contract shall be governed by and construed in accordance with the laws of the Commonwealth of Kentucky. In the event of any proceedings regarding this Contract, the Parties agree that the venue shall be the Fayette County Circuit Court or the U.S. District Court for the Eastern District of Kentucky, Lexington Division. All parties expressly consent to personal jurisdiction and venue in such Court for the limited and sole purpose of proceedings relating to this Contract or any rights or obligations arising thereunder. Service of process may be accomplished by following the procedures prescribed by law.
17. **Ability to Meet Obligations:** Respondent affirmatively states that there are no actions, suits or proceedings of any kind pending against Respondent or, to the knowledge of the Respondent, threatened against the Respondent before or by any court, governmental body or agency or other tribunal or authority which would, if adversely determined, have a materially adverse effect on the authority or ability of Respondent to perform its obligations under this Contract, or which question the legality, validity or enforceability hereof or thereof.
18. Contractor understands and agrees that its employees, agents, or subcontractors are not employees of LFUCG for any purpose whatsoever. Contractor is an independent contractor at all times during the performance of the services specified.
19. If any term or provision of this Contract shall be found to be illegal or unenforceable, the remainder of the contract shall remain in full force and such term or provision shall be deemed stricken.
20. Contractor [or Vendor or Vendor's Employees] will not appropriate or make use of the Lexington-Fayette Urban County Government (LFUCG) name or any of its trade or service marks or property (including but not limited to any logo or seal), in any promotion, endorsement, advertisement, testimonial or similar use without the prior written consent of the government. If such consent is granted LFUCG reserves the unilateral right, in its sole discretion, to immediately terminate and revoke such use for any reason whatsoever. Contractor agrees that it shall cease and desist from any unauthorized use immediately upon being notified by LFUCG.

*Kathryn Trauth Taylor*  
\_\_\_\_\_  
Signature

August 5, 2020  
\_\_\_\_\_  
Date



**U.S. SMALL BUSINESS ADMINISTRATION  
WASHINGTON, DC 20416**

Original  
Certification  
Date: 10/22/2018

Kathryn Taylor - Owner/ceo  
Untold Content, LLC  
3716 Montgomery Rd Ste B,  
Cincinnati, OH, 45207-1131

Dear Kathryn Taylor:

**Congratulations! . . . Welcome to the HUBZone Program!**

I am pleased to advise you that effective this date, Untold Content, LLC has been approved for certification as a "qualified HUBZone small business concern (SBC)". The firm is now eligible for HUBZone opportunities and will be included on the list of qualified HUBZone small business concerns found at [http://dsbs.sba.gov/dsbs/search/dsp\\_searchhubzone.cfm](http://dsbs.sba.gov/dsbs/search/dsp_searchhubzone.cfm). This certification will remain in effect unless SBA later determines that the firm does not meet the eligibility requirements of the program or the firm submits a [voluntary decertification form](#). The information below sets forth facts concerning the company's continued eligibility and its responsibilities.

**The Firm's Responsibilities as a HUBZone certified concern**

As a HUBZone certified concern, the program benefits the firm may receive come with important responsibilities, including:

- **Keeping up-to-date on the HUBZone geographical designations by visiting the HUBZone website at <http://www.sba.gov/content/hubzone-maps>.**

Check SBA's HUBZone mapping pages to determine whether changes in HUBZone area designations impact, or will impact, the firm's eligibility. Note that changes in geographical designations may critically affect the firm's compliance with Program requirements that its principal office be located in a HUBZone, and/or that at least 35% of its employees reside in a HUBZone.

Sign up to receive HUBZone News Updates by entering your email address at <https://public.govdelivery.com/accounts/USSBA/subscriber/new>. Once there, expand the "SBA Initiatives" subscription topic, select HUBZone News, and click "Next." This is the simplest single step you can take to keep current on key program changes that may affect the firm's eligibility.

**Note:** In accordance with the National Defense Authorization Act of 2018 - Section 1701, areas that would have lost HUBZone geographical eligibility during 2018 and 2019, through expiration of redesignated status, will retain their geographical eligibility until the results of the 2020 Census that impact HUBZone areas are released - expected to be December 31, 2021. For forward planning purposes, if the firm's principal office is located, or some of its employees reside, in such areas, you should consider actions necessary to maintain program compliance that date.

- **Remaining in compliance at all times and staying updated on Program changes.** It is the firm's responsibility to continually ensure that it meets the requirements of the Program. This includes, for example, continuously meeting the 35% HUBZone residency requirement. The firm can make good faith efforts to "attempt to maintain" (see definition at [13 C.F.R. § 126.103](#)) having 35% of its employees reside in a HUBZone during the performance of a HUBZone contract it received (as a prime, not as a subcontractor). But, the business must meet this residency requirement anytime it submits an offer on and receives a new HUBZone contract. This also includes complying with contract performance requirements in connection with any HUBZone contracts awarded to the firm as a qualified HUBZone SBC (e.g., the subcontracting limitations requirements set forth in [13 C.F.R. § 126.700](#), and/or the non-manufacturer rule set forth in [13 C.F.R. § 126.601\(e\)](#)).
- **Informing the HUBZone Program of any material changes to the concern.** If there are material changes to the concern that may affect its continued eligibility, you must notify the HUBZone Program by sending an e-mail to [HZMCN@sba.gov](mailto:HZMCN@sba.gov). Material changes include a change in name, size, ownership, business structure, or principal office location, in addition to falling below the 35% employee HUBZone residency requirement when the firm is not performing on a HUBZone contract. Failure to notify the HUBZone Program of material changes may result in decertification from the program. If at any time the concern no longer qualifies for the HUBZone Program, the individual authorized to represent the firm can complete the "Voluntary Decertification Agreement" available at <http://www.sba.gov/content/maintaining-hubzone-certification>.

**Note:** The HUBZone Program sends notices regarding program examinations, proposed decertifications, and re-certifications to the firm's physical and email addresses of record. If the firm fails to respond to these notices because the firm relocated without updating its SAM and DSBS profiles and informing the HUBZone Program, SBA will propose the firm for decertification and may subsequently decertify it from the Program. Therefore, it is critical that you check your email's SPAM folder to make sure that you are receiving emails from SBA, notify us of any change in the physical address and keep the firm's SAM and DSBS profiles current.

- **Participating in SBA eligibility monitoring initiatives.** In order to ensure the integrity of the Program, firms will be required to recertify their status and may be subject to program examinations, proposed decertifications, or protests designed to verify eligibility, including:
  - SBA requiring the concern to certify in writing under penalty of perjury that it continues to meet all the eligibility criteria of the HUBZone Program or voluntarily decertify
  - SBA requiring the concern to submit updated documentation, similar to the information and documents you provided for the firm to obtain initial certification, in order to verify that it remains eligible for the program.
  - SBA requiring the concern to demonstrate that it was eligible for the Program both at the time of its initial offer and award of a HUBZone contract.
  - SBA making unannounced site visits to any or all of the concern's locations to verify the accuracy of any information provided to SBA.
- **Keeping the firm's System for Award Management (SAM) and Dynamic Small Business Search (DSBS) records up-to-date.** To apply for HUBZone Program certification, the firm had to be registered in SAM and DSBS. For the firm to receive benefits from the HUBZone Program (i.e., to be identified by contracting officers as eligible to receive HUBZone contracts and to be paid under any such contracts), these records must remain up-to-date. You must validate the firm's information at least annually or its SAM registration will become inactive. If you need assistance in updating the firm's SAM or DSBS information, please go to the SAM Help Desk at <https://fsd.gov/fsd-gov/home.do>.
- **Misrepresentation:** By bidding on any Federal solicitation that is set-aside or reserved only for HUBZone SBCs or for which a HUBZone preference will be applied, the firm's submission of that offer is deemed to be a representation to the United States that the company is fully in compliance with the HUBZone regulatory requirements, and that there have been no material changes since it received the HUBZone certification. ANY SBC FOUND TO MISREPRESENT ITS HUBZONE STATUS IN OBTAINING SUCH AN AWARD MAY BE SUBJECT TO A RANGE OF CIVIL OR CRIMINAL PENALTIES, TREBLE DAMAGES UNDER THE FALSE CLAIMS ACT, AND/OR SUSPENSION OR DEBARMENT FROM FEDERAL CONTRACTING.

**How to get the most out of the Program**

Although the firm's status as a certified HUBZone SBC greatly improves its access to Federal awards, this certification does not guarantee contract awards. Your ability to research opportunities and competitively bid on them will be the key to your success in this program. I recommend you utilize the following additional web resources designed to help you maximize the Program's benefits:

- SBA's Government Contracting Classroom website at (<http://www.sba.gov/gcclassroom>) provides valuable information on Federal contracting. Please note that while your concern was approved under the primary North American Industry Classification System (NAICS) Code found in your firm's SAM and DSBS profiles, you may be awarded contracts under other NAICS Codes. You may benefit from researching and identifying potential HUBZone contracting opportunities outside your profile's NAICS code.
- Federal Business Opportunities (<https://www.fbo.gov/>) serves as a central listing for Federal procurement solicitations to the public. The [Federal Procurement Data System](#) is a database accessible to the public at no cost and you may use it to learn about contract awards to businesses in various socioeconomic categories, including HUBZone.

- [www.USAspending.gov](http://www.USAspending.gov) is a single searchable website, accessible to the public at no cost, which includes for each Federal award: the name of the entity receiving the award; the amount of the award; information on the award including transaction type, funding agency, etc.; and the location of the entity receiving the award.
- SBA's Surety Bond Guarantee program (SBG) website ([www.sba.gov/osg](http://www.sba.gov/osg)) provides information on how to apply for an SBA surety bond guarantee and a listing of participating sureties and agents. For immediate questions, please call 202-205-6540. The SBG program guarantees bid, performance and payment bonds for individual private or public contracts up to \$6.5 million, and up to \$10 million with a federal contracting officer's certification that the bond guarantee is necessary, for small and emerging contractors having difficulties obtaining surety bonds through regular commercial channels.

**Thank you for contributing to US economic development**

We wish you the best of luck as a HUBZone certified concern - your success will help improve the economic future of the HUBZone(s) in which the firm operates. If at any time you have any questions about the Program or how the SBA may be able to support your business objectives, the HUBZone Office offers assistance via an interactive conference call where we can respond to general questions and concerns in real-time. Visit our website at <http://www.sba.gov/hubzone>, for additional information or contact the HUBZone Help Desk at [HUBZone@sba.gov](mailto:HUBZone@sba.gov)

Sincerely,



Mariana Pardo  
Director  
Office of HUBZone Program

**HUBZone Certification Number: 60228**

**Ref:** IAF-19L

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Office of the HUBZone Program, U.S. Small Business Administration, 409 Third Street, SW, Washington, DC 20416



Warrant Technologies, LLC is a team of system and software engineers who design, build, and test solutions to solve complex problems every day. We pride ourselves on being flexible and responsive to our customers' needs. Our focus is providing quality system and software engineering support. Additionally, Warrant has demonstrated capabilities in Artificial Intelligence and acquisition logistics. Warrant designs, builds and tests solutions for customers including Naval Surface Warfare Center, Crane Division (NSWC Crane), Naval Sea Systems Command (NAVSEA), Naval Education and Training Command (NETC), National Aeronautics and Space Administration (NASA), Department of Homeland Security (DHS), and the and the State of Indiana. Warrant supports NASA in the development of evolvable hardware artificial intelligence. We also support NSWC Crane information technology (IT) across the departments providing network and systems administration, software design and development, and cyber/IA. Warrant also supports NSWC Crane's Maritime Electronic Warfare (MEW) group providing logistics data management in accordance with 13882b / GEIA 0007 and training systems support for Surface Electronic Warfare Improvement Program (SEWIP) and Advanced Off-board Electronic Warfare (AOEW). Finally, Warrant was awarded a SBIR Phase I to conduct artificial intelligence research for deep neural net and neuromorphic processors for in-space autonomy and cognition. Warrant is an Indiana based SDVOSB / HUBZONE with offices in Bloomington, IN and Westgate, Crane, IN.

Whether developing customized software solutions or supporting embedded training system solutions, our team tackles your challenges so you can focus on your mission. Our Government and Industry partners turn to Warrant because they want increased efficiency, enhanced security, and compliant systems. Our clients don't have time to waste – which is why we pride ourselves on our flexibility, responsiveness, and reliability. And because we emphasize detailed reporting and documentation in every engagement, they know they'll have the tools and knowledge needed for success even after our work is done.

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*Warrant is an Indiana based SDVOSB / HUBZONE with offices in Bloomington, IN and Westgate, Crane.*

For more information about Warrant Technologies, visit us at; <https://warranttek.com/>.



WOMEN'S BUSINESS ENTERPRISE  
NATIONAL COUNCIL

JOIN FORCES. SUCCEED TOGETHER.

hereby grants

# National Women's Business Enterprise Certification

to

Untold Content, LLC

who has successfully met WBENC's standards as a Women's Business Enterprise (WBE).  
This certification affirms the business is woman-owned, operated and controlled and is valid through the date herein.

WBENC National WBE Certification was processed and validated by Women's Business Enterprise Council Ohio River Valley, a WBENC Regional Partner Organization.

Certification Granted: May 15, 2018

Expiration Date: May 31, 2021

WBENC National Certification Number: WBE1800894



Authorized by Sheila Mixon, Executive Director Women's Business Enterprise Council Ohio River Valley

NAICS: 561990, 541519, 541611, 541613, 541690, 541720, 541810, 541820, 541990, 561410, 561499, 711510  
UNSPSC: 60105409, 80000000, 80101504, 80101508, 80101509, 80101510, 80101513, 80141604, 80161500, 80170000, 80171600, 80171603, 80171702, 80171903, 80171907, 80171908, 80172000, 80172101, 81000000, 81141901, 82101800, 82110000, 82111500, 82111503, 82111704, 82111800, 82150000, 82151511, 86132000, 86132200, 86141704, 92111700, 93141705, 93142009

Center for Women & Enterprise



# [Un]told Content

## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

### SAMPLE AGENDA FOR STRATEGIC COMMUNICATIONS WORKSHOPS

### AMPLIFYING STRATEGIC TELLING

### KEY TAKEAWAYS

### KEY TAKEAWAYS

**AGENDA**

**PURPOSE**

**AUDIENCE**

TOPIC	ACTIVITIES	TIME
1. Introduction/Purpose		30 minutes
2. Audience	Persona Mapping	60 minutes
BREAK 10 minutes		
3. Empathy	Practicing Active Listening	30 minutes
LUNCH 30 minutes		
7. Bias	Discussion	75 minutes
4. Messaging	Talking Points/Evidence Mapping	45 minutes
6. Preparation	Quick Fire: Questions/Pushback	45 minutes
BREAK 10 minutes		
8. Pivoting	Scenarios	60 minutes
9. Wrap-up	Discussion	15 minutes

#### KEY TAKEAWAYS

- Understanding purpose is key to effective communication.
- Purpose can take three forms: inform, persuade and motivate.

#### KEY QUESTIONS

- How can you inform leadership of progress?
- How can you inform legislators of success?
- How can you inform the public of the need for prevention?
- How can you gain strategic support from leadership?
- How can you gain buy-in from legislators that programs are working?
- What happens if prevention works?
- What happens if prevention doesn't work?

#### KEY TAKEAWAYS

- Health literacy varies, and approximately 95% of adult Americans have basic or below basic literacy.
- Newsayers have different motivations: to poke holes, to find easy pushback and to question.
- Believers can heavily influence the public more than facts.
- Leadership wants all information up front.
- Policymakers have timelines and priorities - fitting into them is key.

#### KEY QUESTIONS

- Have you assessed audience in detail?
- Have you aligned your messaging with their motivations?
- Are you creating a sense of empathy with a direct connection to audience?
- How can we ensure that audience feels like they understand and believe the data?

#### RECOMMENDED READING

- Practical Considerations for Communicating Evidence to Policy Makers
- Public Participation Guide: Tools to Inform the Public
- Cultural Cognition of Scientific Consensus

### KEY TAKEAWAYS

### KEY TAKEAWAYS

### KEY TAKEAWAYS

**PREPARATION**

**SHARING MISSION**

**BIAS**

#### KEY TAKEAWAYS

- Understand the audience.
- Be prepared-know the material.
- Use questions to bridge to messages.
- Stay cool.

#### KEY QUESTIONS

- Have you studied the data?
- Who's the audience?
- Have you developed your key themes and messages?
- Do you understand what you want your audience to know?

#### KEY TAKEAWAYS

- Aligning with your audience makes it easy for them to get on board.
- Creating empathy is central to connecting with a critical audience.
- Clarity and brevity with detail make for high impact.
- Repeat. Repeat. Repeat key messages.

#### KEY QUESTIONS

- How can we create empathy in our messaging?
- Are we clear on our talking points for each specific engagement and audience?
- Can we clearly articulate impact?
- Have we used a variety of evidence to support messaging?
- Are we creating trust and portraying sincerity?

#### RECOMMENDED READINGS

- Made to Stick: Why some ideas survive and others die
- Understanding the Impact of Research Through Storytelling
- Where Good Ideas Come From
- Buy In

#### KEY TAKEAWAYS

- People want consistency and easy processing of information.
- Judgments are influenced by perception and memory.
- You're not always arguing facts but values.
- Empathy is the key to overcoming many biases.

#### KEY QUESTIONS

- Have you considered potential bias in your communication?
- Does your communication avoid the pitfalls of certain biases?
- Are you creating a sense of empathy with your audience?
- Have you avoided being defensive or frustrated?

#### RECOMMENDED READINGS

- Why Facts Don't Change Our Minds
- People with extreme anti-science views know the least, but think they know the most: study
- Denying to the Grave: Why We Ignore the Facts that Will Save Us
- The Debunking Handbook

# [Un]told Content

RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

## SAMPLE UNTOLD PERSONA CANVAS

PERSONA CANVAS			
Who comprises this audience? (Position, Identity, Responsibilities)	Values	Needs	How will this audience use the information you share?
	Interests	Style	
Character Archetype(s)	How does the presentation change the audience? From                      To	What is most important to this audience?	Actions You Want Audience to Take



# [Un]told Content

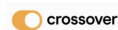
## RFP #17-2020 (Communications Strategy for Lexington Fayette Continuum of Care)

### SAMPLE MESSAGING GRID

**OVERARCHING BRAND MESSAGE:** Green Cat Bookshop creates unique, intimate book-finding experiences for people everywhere by curating a diverse selection of voices and housing them in a travelling book shop. Green Cat promises to:

	Encourage Curiosity + Play	Be a Place for Community Togetherness	Expand World Frameworks
<i>A little book shop can go a long way.</i>			
<b>BRAND MESSAGE</b>	Curated for curiosity		Nerd out with us
<b>NARRATIVE</b>	Curious? We thought so. It's scary to leave what you know and enter a new space, especially one that's literally full of other worlds. But don't worry, we've got you covered. Minds like yours belong with books like ours, curated for the curious. We favor banned books to bestsellers and fill our shelves with the boundary-pushing voices of our time. So, trust your curiosity and enter our travelling bookshop, where we have fun with book-finding. Just like us, we have a feeling you'll be moved by the experience.		There's always that book. The one that somehow makes the world stop and your mind move all at once. We know that feeling and it lives here at Green Cat Bookshop. Whether you're a seasoned reader or just want to get started, come stay awhile at our home for hand-picked stories. Your stories shape the selection with our ever-changing inventory and individualized ordering services. Nerd out with us over works from around the world and down the street.
<b>PROOF POINTS</b>	Custom, curated book selection	Unconventional book-finding space and experience	Ever-changing and moving environment for ever-changing and moving thought
		Inviting, cozy corners where people can read together in and around the bus	Thought-provoking social media, events, and happenstantial in-person encounters
		Featuring local writers and readers all in the same place	The shop journeys across city and state lines
			Books take you to real and imagined places
			Founder's NYC experience of many cultures living in the same neighborhood
<b>AUDIENCES</b>	Young, Open Minds Millennial Teachers, Creatives		City Fleas & Farmer's Market-Goers Local Business Supporters
			Quirky, Nostalgia Lovers & Bibliophiles Progressive Parents Future Avid Readers

### SAMPLE STYLE GUIDE



#### Crossover Health Content Style Guide

**Content Mission Statement:** The XO Platform is where employees of Silicon Valley's top tech companies find patient education materials to inspire a thriving life.

**Overall Feel:** Member-facing content should be comfortable, engaging and friendly. Crossover content engages readers in a conversation about their overall health and should feel welcoming in that way. Understanding that discussing our health can be overwhelming and sometimes scary, Crossover content should invite readers to engage in a learning journey about their health, with us as their guides and support.

#### Overall Brand Style & Tone

- **Human** – No sterile, corporate jargon found here. We lead with sincerity and empathy, infused with humor and grace. We speak human.
- **Swagger** – We have some flair in our voice, "slightly edgy", mildly controversial but always incontrovertible. We have a clear point of view and are unafraid and unassailable in our advocacy. Others look to us to see how it's done because we've earned our seat at the table.
- **Refreshing** – We bring the unexpected – energizing and genuine – infusing a little charm into everything we do. Our work is clever with a "minty" aftertaste.
- **Sharp** – We are savvy and agile, but also substantive and solid. We have clear conviction and can clearly articulate our decisions and plan of action. You know where we stand. We bring our A-game, always.

#### Tense & Voice

- **Present tense** – Content should always be written in present tense because it encourages readers to engage in the material. Present tense language is more dynamic and keeps readers in the present state of mind.
- **Active voice** – Member-facing content should use active voice. Using active voice engages readers and reads more conversationally than passive voice.

#### Best Practices

- Use plain, nontechnical language accessible at an 8th grade reading level (Kripalani, 2007). Understand that 77 million adult Americans (approximately 35%) have basic or below basic health literacy skills ("America's Health Literacy," 2008) and that, "Nearly 9 out of 10 adults have difficulty using the everyday health information that is routinely available in our health care facilities, retail outlets, media, and communities" (National Action Plan to Improve Literacy 2010).