

[Un]told Content

**RFP #14-2022: Management of Communications and Marketing Strategy for the
Lex End Homelessness Continuum of Care (Marketing 2022)
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: Catherine O’Shea
COO, Untold Content, LLC
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(859) 907-1622

PROPOSED PROJECT: Proposal for Solicitation #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness 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 #14-20220. 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 CoC Board aims to continue the Lex End Homelessness’s united messaging campaign to further increase awareness and fund donations with the goal to end and prevent homelessness. Untold Content is a DWBE teaming with VOSB graphic design partner Qubit Creatives to craft communications that amplify data stories and human stories in support of the Lex End Homelessness’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

Section 1: Qualifications of the Firm and Key Personnel

1.1 Untold Content's mission

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 specifically in public sector communications for the Office of Homelessness Prevention and Intervention, 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. As a strategy firm with expertise in writing research and impact driven insights, 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.

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,

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communications and marketing materials. From infographics and animations to billboards and one-pagers, our content has reached hundreds of thousands of viewers.

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

1.2. Experience in areas of homelessness and housing, including developing and/or implementing communication plans

Untold Content has crafted communications strategies and public educational marketing campaigns for multiple national and city-level public health initiatives, including the Lexington-Fayette Urban County Government Office of Homelessness Prevention and Intervention, VHA Homeless Programs National Office, VHA National Women’s Health Office, MyVA Access Initiative, and Rural Veterans Access to Care Initiative.

1.3 Relevant programs and deliverables

In 2020-2021, Untold Content contracted with OHPI and LFUCG to strategize and execute a communications campaign to end homelessness in Lexington-Fayette County that also served to brand the Lex End Homelessness movement. To do this, our team developed audience personas and messaging, designed campaign branding, and crafted a style guide—launching a marketing campaign with purpose-driven, research-backed content that gained regional exposure, awareness, and funding for the Lex End Homelessness Continuum of Care (CoC) partners. As part of the educational component of this initiative, we created and

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distributed Housing Crisis Response and CoC system resource toolkits to an estimated 50 CoC stakeholders and partners to support system wide awareness and use of policies and best practices. We also made the CoC data publicly available through an interactive tableau dashboard that includes an instructional video to help the public best utilize the dashboard.

Our Untold team then created multiple, ongoing content deliverables to spread awareness of homelessness prevention and of the LEH and CoC's community efforts toward ending homelessness. Content created included: a new Lexendhomelessness.com website; research backed, informative articles; [lived experience stories](#) collected from people experiencing homelessness in the greater Lexington area, animated and [live action videos](#), an award nominated [bus ad campaign](#), billboard, and social media messaging across multiple platforms. In total, over 65 pieces of content was created and shared, along with social media messaging. This content was viewed over approximately 620,000 times by people in the Lexington community. As a result of Untold's efforts, donation campaign engagement increased with 500+ LEH donation page visits in 5 months, using Untold created donation strategy and materials to support sustained funding for LEH CoC programs.

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

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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.

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. We also 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.

Also see Attachment D (Case Stories & Past Performance).



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2. Program Proposal and Design – Scope of Work

The Office of Homeless Prevention and Intervention in the Lexington Fayette Urban County Government oversees the Lexington-Fayette County Continuum of Care (CoC) and the Lex End Homelessness (LEH) initiative. The mission of LEH is to ensure everyone in Lexington has access to housing by building a coordinated strategy that brings hope and stability to all. The aim for this project is to 1) build awareness and engagement of the larger Lexington-Fayette County community in LEH 2) engage effectively with stakeholders and ensure they understand the solutions to ending homelessness, our values, mission, and vision 3) demonstrate the success of the LEH CoC. To support the LEH CoC in achieving its mission, Untold Content is prepared and excited to extend the work we achieved in our previous contract with LFUCG/OHPI, to continue to build awareness and increase advocacy centered on ending and preventing homelessness, and to further amplify the LEH CoC's communication reach to its target audiences. To do this, Untold Content will provide a highly qualified content marketing team, including an account manager, content strategist, writer, designer and paid advertising opportunities dedicated to meeting the below project deliverables and efforts.

SOCIAL MEDIA CAMPAIGN	Monthly social media support includes campaign ideation, publication strategy, social media writing and graphic design, and scheduling. Three posts/week on Facebook, Instagram, and Twitter.
LIVED EXPERIENCE STORIES	We coordinate and conduct interviews, then write articles in an interview-style to bring to life stories of those experiencing homelessness



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THOUGHT ARTICLES	Content creation for research backed articles that communicate key takeaways or insights.
ADDITIONAL SUPPORT	Support for other content creation needs. Support could include the following: <ul style="list-style-type: none"> - Website updates - Presentation creation and design - Paid Ads - PR support - Press Release - Email marketing - And more!

- **Providing guidance on best messaging strategies for the general public**

An overarching objective of LEH’s communications strategy is to continue the centralized public education campaign and unified messaging that results in increased public understanding and funding streams for the LEH CoC’s mission. To achieve this, Untold Content typically begins each new client project with **Content Strategy Sessions**, during which identify your organization’s marketing and communications objectives, personas canvases, and content mission statement. From this, we develop **Persona Canvases** for key audiences—in this case:: 1) the general public, 2) policy makers and public funders, 3) community providers, and 4) people experiencing homelessness to create a **Messaging Grid** and **Style Guide** to ensure content best meets these audience needs. Next, we conduct a **Content Audit** during which our project team reviews existing materials, familiarizes ourselves with messaging and branding, organizes content and graphic assets, and audits those materials to create a seamless content strategy.



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Given that Untold held robust content strategy sessions with OHPI stakeholders, created detailed audience persona canvases, and developed LEH's brand and style guide, assets, messaging grid and content based on the strategy work, in this next phase our team will be able to quickly on-board and immediately tackle current communications and marketing needs. For this project then, our team will start by meeting with Lex End Homelessness CoC key stakeholders to review current organizational goals and communication priorities in order to ideate and establish content needs each month. The following content strategy deliverables will result from this on-boarding step:

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

2b. LEH Communications and Marketing Plan: This comprehensive communications and marketing plan will include objectives, personas, messaging grid, style guide, campaign concepts, timelines, roles and responsibilities.

2c. Editorial Calendar: We will create a robust editorial calendar featuring deliverables, descriptions, and deadlines. This will serve as a project plan for content creation.

2d. Success Metrics: We will align on ROI for social impact communications and marketing to include increased awareness of LEH CoC partner work, web traffic, engagement and donation dollars raised.

These deliverables, along with the content strategy deliverables updated from the previous project phase will become northstar from which Untold Content will write and design content, and share with LEH stakeholders for approval.

- **Developing content that can be duplicated on website or other marketing materials**

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Untold is adept at multi-channel publishing. Using the editorial calendar organized thematically and scheduled according to need and situation, Untold will research content by theme to use across deliverables: for example, if a theme for one month is “economic impact of affordable housing,” a data driven will be used to write social media posts, insights pulled for presentations, and the content will be added to the website. Research and content will be repurposed across all deliverables for efficiency and consistency.

- **Provide guidance on best messaging strategies for policymakers and public funders**

During tasks **2a and 2b** 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 LEH 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 June 2022-June 2023.

Deliverables can be one-pagers, articles, brochures, emails, event marketing and signage, information sheets, infographics and more.

- **Work with staff and board to determine data and performance analysis**

To engage key audiences in LEH’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 Graphic

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Designer to support the **analysis and design of data infographics and visualizations** that can be featured in LEH's educational and marketing campaigns. Untold will create 1-4 data visuals or analyses each month during the contract period.

- **Generate materials using the data provided to create visuals**

Untold will create a variety of infographics and data visualizations that can be brought to life with animated videos or circulated in PNG and PDF formats on the web and in print.

- **Determine communication with target audiences including frequency and type**

LEH CoC leaders have 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 Plan document described in Task 2b. We will create an editorial calendar to organize all campaigns and deliverables.

- **Provide guidance on best messaging strategies for people experiencing homelessness and community-based organizations providing services;**

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

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educational content. Untold will support marketing and education, assuming the creation of 2-4 content deliverables per month from June 2022-June 2023.

- **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 LEH 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.

- **Continuous management of materials, external websites/social media, and presentations.**

The LEH 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. Through weekly virtual meetings and an asynchronous collaborative Editorial Calendar, 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 Sprout Social so that LFUCG staff do not have to worry about posting messages at the perfect time to each platform every day.

- **Identify and implement public relations opportunities**

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Untold will identify public relations and paid marketing and advertising opportunities that align with LEH CoC campaign strategic goals and leverage a variety of platforms. PR opportunities may include press conferences, interviews, billboards, paid ads, and other tactics to be determined based on the campaign purpose.

- **Program outcomes and performance measures**

The LEH 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 starting in June 2022. 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 LEH's campaigns. Outcome data reported will align with the objectives of the marketing and communications strategy.

Untold will track outcomes using Google Analytics, social media platform analytics, Sprout analytics, statistics offered by media partners where relevant, and funding data shared by the Bluegrass Community Foundation. As PhD-level human-based researchers, we will collect qualitative feedback from 6-12 representatives of LEH's key audiences through phone/email correspondence and/or surveys to understand the community and leadership response to

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messaging. These insights will be reported quarterly in September 2022, December 2022, March 2023, and in a final report delivered in May 2023.

3. Staff Availability and Past Performance.

See Attachment D for case studies of past performance. See Attachment E & F for the Detailed Timeline and Budget spreadsheet to see allocation of hours for each key personnel by task/deliverable.

Abbreviated Timeline

KICKOFF MONTH		
DATES	ACTION STEP	LEH/CoC STAFF MEMBER ACTIONS
June 1-June 30 2022	Pre-Launch - Kickoff Meeting <ul style="list-style-type: none"> • Deliverable: Meeting notes and updated project timeline Facilitate Campaign Ideation/Prioritization Sessions 1 & 2 Content Audit <ul style="list-style-type: none"> • Deliverable(s): Communications and Marketing Plan, Editorial Calendar (Draft) 	<ul style="list-style-type: none"> • Participate in Kickoff Meeting and support meeting scheduling (Pre-Launch) • Provide access to all existing marketing materials • Participate in Campaign Ideation Workshops (x2) • Offer feedback on communications marketing plan
MONTHLY CALENDAR		
July 1, 2022-April 2023 (Fully Operational)	Establishing the Editorial Calendar and Defining Success <ul style="list-style-type: none"> • Monthly Deliverables: Finalized editorial calendar and success metrics Content Drafting to start publishing in the month <ul style="list-style-type: none"> • Monthly Deliverables: Monthly social media; recruitment and writing for Lived Experience Stories; Thought Provoking Articles; additional scoped deliverables • Each Quarter: Quarterly analytics report 	<ul style="list-style-type: none"> • Offer feedback and final approval on editorial calendar and success metrics. • Monthly content strategy meetings to ideate, prioritize, and approve scoped deliverables, as well as social media and article topics. • Weekly sync meetings to offer ideas, guidance, feedback, and relevant updates
CLOSEOUT MONTH		
June 2023 (project end date)	Project Conclusion <ul style="list-style-type: none"> • Deliverable: 2-4 page final report on impacts and metrics of communications and marketing strategy 	<ul style="list-style-type: none"> • Participate in project conclusion meeting to review final report

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4. Program Sustainability, Cost and Overall Program Budget

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

ATTACHMENTS OVERVIEW

- Attachment A: Organizational Chart
- Attachment B: Key Personnel Bios
- Attachment C: Key Personnel Resumes/CVs
- Attachment D: Past Performance & Case Stories
- Attachment E: Detailed Timeline
- Attachment F: Budget Spreadsheet (Excel Spreadsheet)
- Attachment G: Budget Narrative
- Attachment H: Communication Plan, Quality Assurance Plan, & COVID-19 Procedures
- Attachment I: Certification Of Compliance For American Rescue Plan Act Expenditures
- Attachment J: Affirmative Action Plan
- Attachment K: Affidavit
- Attachment L: Equal Opportunity Agreement
- Attachment M: Workforce Analysis Form
- Attachment N: LFUCG MWDBE Participation Form
- Attachment O: MWDBE Quote Summary Form
- Attachment P: LFUCG Statement Of Good Faith Efforts
- Attachment Q: Signed General Provisions

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Attachment A: Organizational Chart

Role	Responsibilities	Key Personnel	Qualifications
Content Director / Team Leader	<ul style="list-style-type: none"> Manage staff in successfully creating content deliverables Guide the communications strategy and approve deliverables Report on metrics & outcomes <i>Serves as liaison with LEH and all program staff</i> 	Catherine O'Shea	<p>Senior Content Strategist</p> <p>Expertise in building and executing content marketing strategies and campaigns; , content marketing, public rhetorics, team success and operations.</p> <p><i>Past Content Strategist and Project Manager for LFUCG/OHPI communications project.</i></p>
Research Writer / Project Manager	<ul style="list-style-type: none"> Distills insights, data, stories, and state-of-the-art methods for preventing and ending homelessness to support communications objectives Communicate roles & deadlines among client and creative teams Coordinate project plans & editorial calendars for marketing <i>Reports to Content Director</i> 	Kendall Leon	<p>PhD-level research writer</p> <p>Expertise in community-based participatory research, content marketing, and cultural rhetorics</p> <p><i>Past lead research writer for LFUCG/OHPI communications project.</i></p>
Social Media/ Content Writer	<ul style="list-style-type: none"> Write copy for marketing materials, website content, and print deliverables <i>Reports to Content Director</i> 	Elena Kalodner-Martin	<p>PhD-level writer</p> <p>Professional and technical writer with expertise in social media writing and health communications</p> <p><i>Past social media writer for LFUCG/OHPI communications project.</i></p>
Content Writer	<ul style="list-style-type: none"> Interview and write copy for Lived Experience Stories and other content. 	Jannell Parsons	<p>PhD-level writer.</p> <p>Trained in oral history and interview techniques.</p>

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	<ul style="list-style-type: none"> • <i>Reports to Content Director</i> 		
Graphic and Data Visualization Designer	<ul style="list-style-type: none"> • Design marketing materials that embody core messages and bring insights/data to life • <i>Reports to Content Director</i> 	Adam Headrick	Principal & creative director for Qubit Creative. Expertise in print, digital and multimedia graphic design. Past clients range from Viking Penguin Press to The University of Pennsylvania.

Full resumes of team members are provided in the attachment section.

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Attachment B: Key Personnel Bios

Catherine O’Shea, MA (Content Director / Team Leader) leads 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 / Project Manager) 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.

Elena Kalodner-Martin, PhD (ABD) (Research Writer) is an experienced content writer and strategist who helps top industry leaders and subject matter experts share their knowledge through data-driven, highly-engaging, and memorable content experiences.

Jannell Parsons, MA is a PhD student and writing instructor at the University of Kentucky. She brings experience in oral history research, specifically in the Lexington area.

Adam Headrick is the principal & creative director for Qubit Creative. His work has been recognized in Print Magazine’s Design Annual, and his past clients range from Viking Penguin Press to The University of Pennsylvania. Adam possesses a Bachelor’s degree in Business from Oklahoma State University, and an Associate Degree in Applied Science in Graphic Design from Parsons School of Design.

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Attachment C: Key Personnel Resumes/CVs



Catherine O'Shea

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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

Chief Operating Officer - Untold Content, LLC
COVINGTON, KY, MARCH 2019 – PRESENT

- Lead multi-phase projects to meet client expectations and timelines
- Ensure staff has qualifications, skills, expertise, training and resources necessary to accomplish clients goals
- Ensure quality assurance process is implemented with all clients and projects through collaboration with Account and Project managers
- 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.

Catherine O'Shea

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

- Initiated creation of Parent Teacher Student Association (PTSA).
- Completed detailed administrative tasks, event planning, and volunteer onboarding.

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
363 Brookside Drive Chico, CA 95928
530-518-7608 * kendall@untoldcontent.com

CONTENT STRATEGIST | QUALITATIVE RESEARCHER | TECHNICAL WRITER

EDUCATION

Ph.D.	Michigan State University Rhetoric and Writing Areas of concentration: Communities, Technology and Culture University Enrichment Fellowship
M.A.	California State University, Chico English Concentration in Rhetoric and Literacy With Distinction Graduate Equity Fellowship
B.A.	California State University, Chico Multicultural and Gender Studies Honors in General Education Magna Cum Laude

PROFESSIONAL EXPERIENCE

Untold Content, LLC	6/2021-present
Content Director and Senior Content Strategist	
<ul style="list-style-type: none">● Provides professional writing and design services and trainings that accelerate innovation through the power of story.● Oversees services client projects and ensures quality and satisfaction.● Identifies and develops new and innovative service offerings.● Leads service sales strategy.● Identifies market size and opportunities for services.● Pursues and obtains growth opportunities for services.● Serves as account manager, content strategist, research writer and other roles on Untold client projects.	
CPSHR Consulting	2014-present
Subject Matter Expert	
<ul style="list-style-type: none">● Writing subject matter writing expert for public sector human resources consulting firm.● Strategize and design content for employee writing assessments.	

California State University, Chico

8/2016-6/2021

Program Director, First Year Experience Program

Composition Coordinator, Department of English

Associate Professor, Department of English

Courses taught in Technical and Professional writing; Literacy Studies; Academic Writing for Nurses, Rhetoric and Writing; and Teaching Writing.

- Designed curriculum for courses that integrated client work, applied qualitative research, and service-learning projects for community organizations.
- Served as the English graduate student teaching advisor.
- Member of the assessment, undergraduate and graduate curriculum committees.
- Received training and certification in Quality Online Teaching and Learning; and Inclusive Pedagogy.

Director, Professional and Technical Writing Graduate Program

9/2013-5/2016

Assistant Professor, Rhetoric and Composition, Department of English

Portland State University

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

- Directed online graduate program in Technical and Professional Writing with high graduate placement rate.
- Created an innovative localized curriculum to meet industry needs in the Pacific Northwest.

Assistant Professor, Rhetoric and Composition, Department of English

8/2010-5/2013

Purdue University

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)

- Advised graduate student writing instructor and provided comprehensive professional development and feedback to new teachers.
- Taught client based professional writing courses.
- Served as a board member Latino Center for Wellness and Education in Lafayette, IN

Research Assistant, Writing in Digital Environments Research Center, Michigan State University,
May 2006-May 2008

- Co-authored 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 publicity materials, and conference presentations.

ELENA KALODNER- MARTIN



CONTACT

- elena@untoldcontent.com
- 443-878-7283
- Northampton, MA 01060

EDUCATION AND TRAINING

Expected May 2023

Ph.D. - English, Composition And Rhetoric

University Of Massachusetts
Amherst

Amherst, MA

Dissertation: *Evidence, Expertise,
and Experiential Knowledges: A
Study of Patients' Communication
Practices on Social Media*

December 2019

Master of Arts - English, Composition And Rhetoric

University Of Massachusetts
Amherst

Amherst, MA

SUMMARY

Experienced content writer and strategist who helps top industry leaders and subject matter experts share their knowledge through data-driven, highly-engaging, and memorable content experiences.

SKILLS

- MS Office and Google Suite proficiency
- HTML/CSS
- Technical writing
- Content strategy
- Social media management

EXPERIENCE

Research Writing Contractor **Untold Content** | Cincinnati, OH

02/2021 - Current

- Research and compose company templates
- Works collaboratively to develop training materials for innovative storytelling
- Composes a wide range of written deliverables for clients, including blogs, social media posts, reports, interviews, and more

May 2017

Bachelor of Science - English and Public Health Sciences

Towson University

Towson, MD

- Summa cum laude graduate
- Honors College graduate
- Dean's List (2013-2017)

RECENT AWARDS

Research Travel Grant

April 2022

Council for Programs in Technical and Scientific Communication

Graduate Development Award

June 2021

Rhetoric Society of America

Graduate Diversity Scholarship

May 2021

Council for Programs in Technical and Scientific Communication

Associate Editor

Kairos: A Journal of Rhetoric, Technology, & Pedagogy | Amherst, MA

07/2020 - Current

- Revise webtexts with grammar, word choice, design in mind
- Edit in HTML/CSS to ensure accessibility standards for all publications

Graduate Teaching Associate

University of Massachusetts Amherst | Amherst, MA

09/2017 - Current

- Teach upper-level writing courses in the College of Information and Computer Sciences (Spring 2022 – Present)
- Teach courses in the Professional Writing and Technical Communication certificate program (Sept. 2019 - Present)
- Taught first-year composition courses in the Writing Program (Sept. 2017 - Aug. 2019)
- Completed training as a Diversity Fellow, Technology Fellow, and a practicum in basic writing education

FEATURED PUBLICATIONS

- Kalodner-Martin, Elena (forthcoming summer 2022). "(Un)housed and (Un)heard: The Power of Narrative in Reimagining Long-Term Crisis Communication." Proceedings of the IEEE International Conference on Professional Communication (ProComm).
- Etzel, Dennis, **Elena Kalodner-Martin**, Miller Hizer, and Liz Miller (fall 2022). "Our Embodied Selves: Neurodivergent and Disabled Writers Navigating the Pandemic." *Journal of Multimodal Rhetorics*.
- Banville, Morgan, Meghalee Das, Katlynnne Davis, Evelyn Dsouza, Emily Gresbrink, **Elena Kalodner-Martin**, and Danielle Stambler (2021). "Identity, Agency, and Positionality: A Graduate Student Committee's Considerations." *Programmatic Perspectives*, 12(2).

Jannell McConnell Parsons

Dept. of English / 1215 Patterson Office Tower / University of Kentucky / Lexington, KY 40506
(407) 405-4163 / jmccconnellparsons@uky.edu

Education

Ph.D. English, University of Kentucky, expected 2023

Committee: Jeffory Clymer, Peter Kalliney, Marion Rust, Karrieanne Soto Vega, Amy Clukey

M.F.A. Poetry, Boston University, 2014

M.A. English, Mississippi State University, 2012

B.A. English and History, Samford University, 2010

Dissertation & Research Interests

Transnational Imaginaries: Negotiating Difference in Post First-Wave Feminist American Literature, 1923-1936

19th-21st century American literature, Southern studies, white womanhood & critical whiteness studies, critical feminist pedagogies, first-year writing, oral history and archival pedagogies, course-based undergraduate research experiences (CUREs)

Publications

2021 Joshua R. McConnell Parsons, **Jannell C. McConnell Parsons**, Kathryn Kohls, and Jim Ridolfo. "Piloting an Oral History-Based CURE in a General Education Writing Course for First-Year Students." *Scholarship and Practice of Undergraduate Research*, Winter 2020, Vol. 4, No. 2. [second author]

Teaching

University of Kentucky / 2017-present

Introduction to English Literature: [This Is America](#)

Composition & Communication I: [Researching Oral Histories of the Univ. of Kentucky](#)

Composition & Communication II: [#Hashtag & Campus Activism](#)

CARES Freshman Summer Program Composition & Communication I

Boston University / 2014

Introduction to Creative Writing

Mississippi State University / 2010-2013

Composition & Communication I

Composition & Communication II

Developmental Composition & Communication I

Conversational English (English Language Learning)

Pedagogical Experience & Service

2020 EGSO pedagogy panel

2020 "Teaching in an Election Year" panel organizer & moderator, University of Kentucky

2018-2021 Co

2018-2020 Graduate School TA Orientation invited panel member, University of Kentucky

- 2019-2020 Writing, Rhetoric, and Digital Studies mentor, University of Kentucky
- 2019-2020 Tutor Advisory Board member, University of Kentucky
- 2019 Peer Research Consultant program developer & advisor, University of Kentucky
(secured \$3,000 university funding)
- 2010-2013 Athletic Academics tutor, Mississippi State University
- 2010-2013 Writing Center tutor, Mississippi State University

Invited Talks & Presentations

McCONNELL PARSONS, J. C., KOHLS, K., M. PARSONS, J. R., ROBERTS, S. (2021). BEYOND THE SINGLE STORY: FRESHMAN RESEARCHERS EXPLORING INSTITUTIONAL HISTORIES IN THE ARCHIVES. MINNESOTA STATE UNIVERSITY, UNDERGRADUATE RESEARCH CENTER SYMPOSIUM.

Conference Presentations

- 2021 [“Beyond the Single Story: Freshmen Researchers Exploring Institutional Histories in the Archives.”](#) Conference on College Composition and Communication, Digital Poster Presentations. April 2021.
 - 2020 “A CURE for the First Year: Exploring the impact of a first-year humanities-based CURE on students.” Council on Undergraduate Research (CUR) Biennial Conference, Jun. 2020.
 - 2019 “Feeling at Home: The Transnational Feminist Politics of Edna O’Brien’s *The Little Red Chairs*,” National Women’s Studies Association (NWSA) conference, Nov. 2019.
 - 2019 “Assessing Skill Acquisition in a Humanities-based First-Year CURE.” Mid-West Education Research Association (MWERA) Annual Conference, Oct. 2019. (2nd author)
 - 2019 “Pedagogies of Underground Histories: A Case Study for Exposing First-Year Students to Oral Histories of Appalachia Using High-Impact Undergraduate Experiences,” Multi-Ethnic Literature of the United States (MELUS) conference, Mar. 2019.
 - 2019 “SLOs for All Stakeholders: A Model for Instructors and Students to Make University Student Learning Outcomes (SLOs) Work for Them,” College English Association of Ohio (CEAO) conference, April 2019.
 - 2018 “Diverse and Diverging Bodies in Jean Toomer’s *Cane*,” Purdue Linguistics, Literature, and Second Language Studies Conference, Purdue Univ., Mar. 2018.
 - 2011 “The Secrets of the Dark Will Be the Truths of the Body: Situating the Secret in Eavan Boland’s *Domestic Violence*,” EGO/LASGO Conference, Western Illinois Univ., Oct. 2011.
- Awarded Sebastian Melmoth Prize for Best Graduate Student Presentation.

University & Departmental Service

- 2020-2021 English Graduate Student Organization President
(wrote & won \$500 grant for Symposium keynote speaker)
- 2019-2020 Graduate Student Congress Representative
- 2019 Forte Panel participant
- 2018-2019 English Graduate Student Organization Faculty Representative



About Qubit Creative

Qubit is a collective of creative individuals based out of Oklahoma City, Oklahoma.

We share a mutual goal of providing our hand-selected Clients a distinctive voice through clear visual communication.

Our goal is not only to promote our Clients' product or service, but to ensure we provide them the tools needed to accurately demonstrate who they are, and what sets them apart from the competition.

Our Clients include a broad range of commercial, non-profit, and educational entities ranging from the East Coast to West Coasts.

Some of our recent clients include:

ATC Drivetrain (engine manufacturing, Oklahoma City, OK)
CCEAL @ San Diego State University (education, San Diego, CA)
Fields & Futures (not-for-profit, Oklahoma City, OK)
Oklahoma City Public Schools (education, Oklahoma City, OK)
Oklahoma State University-OKC (education, Oklahoma City, OK)
POM Capital & Financing (real estate financing, Centerport, NY)
Standley Systems (business technology, Oklahoma City, OK)
Strength for Service, Inc. (not-for-profit, Nashville, TN)
The University of Southern California (education, Los Angeles, CA)

The Design Team

Adam Headrick is the principal & creative director for Qubit Creative. His work has been recognized in Print Magazine's Design Annual, and his past clients range from Viking Penguin Press to The University of Pennsylvania. Adam possesses a Bachelor's degree in Business from Oklahoma State University, and an Associate Degree in Applied Science in Graphic Design from Parsons School of Design.

Adam has served in the Army National Guard for 25 years and earned two Bronze Stars and a Combat Infantryman's Badge while serving in combat tours in Iraq (2004-2005), Afghanistan (2011-2012), and on a joint multi-national training mission in Ukraine (2016-2017).

Ashley Glueck joined the Qubit Creative team in mid-2016 as the senior graphic designer. Prior to her time with Qubit, she gained experience in branding, packaging, layout, and print design working for a large corporation headquartered in Oklahoma. She now enjoys working with a smaller team and for a variety of projects and clients. Outside of work, her creative hobbies include various styles of illustration and painting as well as hand-lettering and modern calligraphy.

Jason Ihekona joined Qubit in June 2018 as a graphic designer and illustrator. He attended Oklahoma State University and graduated in 2017 with a BFA in graphic design. There he refined his skills in print, web, and motion design. He's also passionate about digital illustration and animation, as well as custom lettering and book design.

(Un)told Content

RFP #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

Attachment D: Past Performance and 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 #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

Project 1: Marketing Campaign for Office of Homelessness Prevention and Intervention

Services Provided:	Content Strategy, Brand and Style Guide, Data Dashboard, Toolkits, Presentations, Website Development and Design, Public Relations, Ads, Videos and Animations, Donation Drives, Social Media Messaging, Lived Experience Stories, and Articles.
Beginning & End Dates:	Dec 2020-Dec 2021
Primary Client Contact:	Polly A Ruddick pruddick@lexingtonky.gov

Scope of Services:

- Strategized and executed a communications campaign that engaged effectively with a range of audiences to ensure they understood the solutions to ending homelessness, as well as the values, mission, vision, and successes of the multi sector collaborative system of agencies and organizations working to end and prevent homelessness in Lexington-Fayette County.
- Led stakeholders through content strategy sessions that identified the mission and vision, goals and measures for success, and targeted audiences.
- Developed audience personas and messaging, designed campaign branding, and crafted a style guide.
- Launched and executed a marketing campaign with purpose-driven, research-backed content.

Supervisory Personnel & Their Roles:

- Our content director managed a team consisting of two research writers, two graphic designers, a data design, PR specialist, and an assistant research writer for the strategy, writing, editing, and design of marketing, communications publicity materials.
- Our account manager ensured timely delivery of content that aligned with the client's needs and quarterly assessed the project success based on agreed upon metrics.

Relevance:

Our content work amplified the successes of and increased audiences' understanding and engagement in Lex End Homelessness' (LEH) efforts to end and prevent homelessness in Lexington-Fayette County.

LEH content was viewed over approximately 620,000 times by people in the Lexington community. We created and distributed Housing Crisis Response and CoC system resource toolkits to an estimated 50 CoC stakeholders and partners to support system wide awareness and use of policies and best practices. Donation campaign engagement increased with 500+ LEH donation page visits in 5 months.



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RFP #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

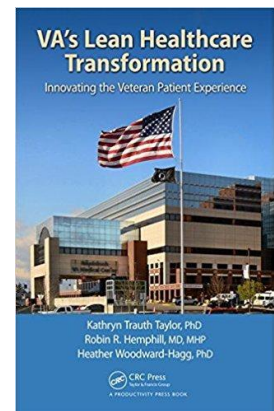
Project 2: VA's Lean Healthcare Transformation

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.

RFP #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

Project 3: 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:

- Translated 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](#).
- Produced over 50 evaluation briefs and develop a streamlined content workflow with evaluation and monitoring experts.

Supervisory Personnel & Their Roles:

- Served 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 managed 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 distilled lengthy evaluation reports into impactful and accurate 4-page briefs that captured 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.

MILLENNIAL CHALLENGE CORPORATION

ADRESSING BARRIERS TO EDUCATION IN MAMBILA
Interventions did not yield consistent improvements in educational outcomes

Program Overview

Key Findings

- School Infrastructure Improvement**
 - While school personnel reported the improved facilities, they often did not use educational funds. For example, water and water services were not used for their intended purposes and materials damaged other items in the schools.
 - The presence of qualified teachers at concept supported schools in several districts of Mambila (2018 and 2019) has the most significant impact on the number of children in school. However, the impact was not consistent across all districts.
- Improved Access to Learning Resources**
 - In schools that reported that they improved teaching and learning resources, such as the adoption of workbooks and textbooks, there was a positive impact on the number of children in school.
 - The Supply Chain Management Unit, established with concept support in 2018, has been instrumental in ensuring the timely delivery of materials to schools.
- Standard Learning Outcomes**
 - Concept supported schools received over five times the number of standardized learning tests that did not receive concept support in the first year of implementation.
 - Exam scores achieved by an above-average number of schools. Girls were more likely to score higher than boys in the first year of implementation. For the second year, girls were more likely to score higher than boys in the first year of implementation.

Level	2018	2019
Program	0.0%	100%
Concept	0.0%	0.0%
Concept	0.0%	0.0%
Concept	0.0%	0.0%
Concept	0.0%	0.0%
Concept	0.0%	0.0%

School Infrastructure

including cost results, administrative data, and reported schools, along with regional and national rollout reports.



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RFP #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

Attachment E: Detailed Timeline

JUNE 2022

Labor Category	June 2022	% FTE	Kick-off Meeting	Campaign Ideation/ Prioritization	Communications and Marketing Plan	Editorial Calendar
Content Director / Team Lead (Catherine O'Shea)	24	15.00%	6	6	6	6
Research Writer / Project Manager (Kendall Leon)	24	15.00%	6	6	6	6
Research & Content Writer (Elena Kalodner-Thomas)	18	11.25%	4	6	4	4
Content Writer & Interviewer (Jannell Parsons)	6	3.75%			4	2
Communications and Website Designer (Adam Headrick)	14	8.75%	2	6	4	2
Paid Marketing and Communications spend	0	0.00%				
	86		18	24	24	20
Total Hours Per Month	86					

JULY 2022

Labor Category	July 2022	% FTE	Content Strategy Support	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables
Content Director / Team Lead (Catherine O'Shea)	20	12.50%	6	4	2	2	6
Research Writer / Project Manager (Kendall Leon)	30	18.75%	6	4	6	6	8

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RFP #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

Research & Content Writer (Elena Kalodner-Thomas)	71	44.38%	4	20	8	24	15
Content Writer & Interviewer (Jannell Parsons)	20	12.50%			20		
Communications and Website Designer (Adam Headrick)	45	28.13%	4	15	3	8	15
Paid Marketing and Communications spend	10	6.25%					10
	196		20	43	39	40	54
Total Hours Per Month	196						

AUGUST 2022

Labor Category	August 2022	% FTE	Content Strategy Support	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables
Content Director / Team Lead (Catherine O'Shea)	20	12.50%	6	4	2	2	6
Research Writer / Project Manager (Kendall Leon)	30	18.75%	6	4	6	6	8
Research & Content Writer (Elena Kalodner-Thomas)	71	44.38%	4	20	8	24	15
Content Writer & Interviewer (Jannell Parsons)	20	12.50%			20		
Communications and Website Designer (Adam Headrick)	45	28.13%	4	15	3	8	15
Paid Marketing and Communications spend	10	6.25%					10
	196		20	43	39	40	54
Total Hours Per Month	196						

[Un]told Content

RFP #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

SEPTEMBER 2022

Labor Category	Sept 2022	% FTE	Content Strategy Support	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables
Content Director / Team Lead (Catherine O'Shea)	20	12.50%	6	4	2	2	6
Research Writer / Project Manager (Kendall Leon)	30	18.75%	6	4	6	6	8
Research & Content Writer (Elena Kalodner-Thomas)	71	44.38%	4	20	8	24	15
Content Writer & Interviewer (Jannell Parsons)	20	12.50%			20		
Communications and Website Designer (Adam Headrick)	45	28.13%	4	15	3	8	15
Paid Marketing and Communications spend	10	6.25%					10
	196		20	43	39	40	54
Total Hours Per Month	196						

OCTOBER 2022

Labor Category	Oct 2022	% FTE	Content Strategy Support	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables
Content Director / Team Lead (Catherine O'Shea)	20	12.50%	6	4	2	2	6
Research Writer / Project Manager (Kendall Leon)	30	18.75%	6	4	6	6	8

(Un)told Content

RFP #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

Research & Content Writer (Elena Kalodner-Thomas)	71	44.38%	4	20	8	24	15
Content Writer & Interviewer (Jannell Parsons)	20	12.50%			20		
Communications and Website Designer (Adam Headrick)	45	28.13%	4	15	3	8	15
Paid Marketing and Communications spend	10	6.25%					10
	196		20	43	39	40	54
Total Hours Per Month	196						

NOVEMBER 2022

Labor Category	Nov 2022	% FTE	Content Strategy Support	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables
Content Director / Team Lead (Catherine O'Shea)	20	12.50%	6	4	2	2	6
Research Writer / Project Manager (Kendall Leon)	30	18.75%	6	4	6	6	8
Research & Content Writer (Elena Kalodner-Thomas)	71	44.38%	4	20	8	24	15
Content Writer & Interviewer (Jannell Parsons)	20	12.50%			20		
Communications and Website Designer (Adam Headrick)	45	28.13%	4	15	3	8	15
Paid Marketing and Communications spend	10	6.25%					10
	196		20	43	39	40	54
Total Hours Per Month	196						

[Un]told Content

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DECEMBER 2022

Labor Category	Dec 2022	% FTE	Content Strategy Support	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables
Content Director / Team Lead (Catherine O'Shea)	20	12.50%	6	4	2	2	6
Research Writer / Project Manager (Kendall Leon)	30	18.75%	6	4	6	6	8
Research & Content Writer (Elena Kalodner-Thomas)	71	44.38%	4	20	8	24	15
Content Writer & Interviewer (Jannell Parsons)	20	12.50%			20		
Communications and Website Designer (Adam Headrick)	45	28.13%	4	15	3	8	15
Paid Marketing and Communications spend	10	6.25%					10
	196		20	43	39	40	54
Total Hours Per Month	196						

JANUARY 2023

Labor Category	Jan 2023	% FTE	Content Strategy Support	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables
Content Director / Team Lead (Catherine O'Shea)	20	12.50%	6	4	2	2	6
Research Writer / Project Manager (Kendall Leon)	30	18.75%	6	4	6	6	8
Research & Content Writer (Elena	71	44.38%	4	20	8	24	15

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RFP #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

Kalodner-Thomas)							
Content Writer & Interviewer (Jannell Parsons)	20	12.50%				20	
Communications and Website Designer (Adam Headrick)	45	28.13%	4	15	3	8	15
Paid Marketing and Communications spend	10	6.25%					10
	196		20	43	39	40	54
Total Hours Per Month	196						

FEBRUARY 2023

Labor Category	Feb 2023	% FTE	Content Strategy Support	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables
Content Director / Team Lead (Catherine O'Shea)	20	12.50%	6	4	2	2	6
Research Writer / Project Manager (Kendall Leon)	30	18.75%	6	4	6	6	8
Research & Content Writer (Elena Kalodner-Thomas)	71	44.38%	4	20	8	24	15
Content Writer & Interviewer (Jannell Parsons)	20	12.50%			20		
Communications and Website Designer (Adam Headrick)	45	28.13%	4	15	3	8	15
Paid Marketing and Communications spend	10	6.25%					10
	196		20	43	39	40	54
Total Hours Per Month	196						

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RFP #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

MARCH 2023

Labor Category	March 2023	% FTE	Content Strategy Support	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables
Content Director / Team Lead (Catherine O'Shea)	20	12.50%	6	4	2	2	6
Research Writer / Project Manager (Kendall Leon)	30	18.75%	6	4	6	6	8
Research & Content Writer (Elena Kalodner-Thomas)	71	44.38%	4	20	8	24	15
Content Writer & Interviewer (Jannell Parsons)	20	12.50%			20		
Communications and Website Designer (Adam Headrick)	45	28.13%	4	15	3	8	15
Paid Marketing and Communications spend	10	6.25%					10
	196		20	43	39	40	54
Total Hours Per Month	196						

APRIL 2023

Labor Category	April 2023	% FTE	Content Strategy Support	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables
Content Director / Team Lead (Catherine O'Shea)	20	12.50%	6	4	2	2	6
Research Writer / Project Manager (Kendall Leon)	30	18.75%	6	4	6	6	8
Research & Content Writer (Elena	71	44.38%	4	20	8	24	15

[Un]told Content

RFP #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

Kalodner-Thomas)							
Content Writer & Interviewer (Jannell Parsons)	20	12.50%			20		
Communications and Website Designer (Adam Headrick)	45	28.13%	4	15	3	8	15
Paid Marketing and Communications spend	10	6.25%					10
	196		20	43	39	40	54
Total Hours Per Month	196						

MAY 2023

Labor Category	May 2023	% FTE	Content Strategy Support	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables
Content Director / Team Lead (Catherine O'Shea)	20	12.50%	6	4	2	2	6
Research Writer / Project Manager (Kendall Leon)	30	18.75%	6	4	6	6	8
Research & Content Writer (Elena Kalodner-Thomas)	71	44.38%	4	20	8	24	15
Content Writer & Interviewer (Jannell Parsons)	20	12.50%			20		
Communications and Website Designer (Adam Headrick)	45	28.13%	4	15	3	8	15
Paid Marketing and Communications spend	10	6.25%					10
	196		20	43	39	40	54
Total Hours Per Month	196						

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RFP #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

Attachment F: Budget Spreadsheet

Line Item	Total	Amount Cash Matched	Amount Leveraged	Amount Requested
A-B. Personnel & Fringe Benefits	\$46,892.84	\$42,807.16	\$0	\$46,893
C. Equipment	\$300.00	\$100.00	\$0	\$200
D. Travel	\$1,165.32	\$0.00	\$0	\$1,165
E. Contractual	\$128,180.00	\$7,000.00	\$0	\$121,180
F. Operating Expenses	\$9,840.00	\$6,930.00	\$450.00	\$2,460.00
TOTAL				\$171,898

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RFP #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

Attachment G: Budget Narrative

IMPORTANT NOTE ABOUT PRICING: Untold Content did our very best to scope a robust communications strategy program for the LEH CoC and a detailed approximation of hours for each personnel member and contractor. **It is our desire to work within the budget of the LEH CoC and to negotiate our firm fixed price as needed to offer the best rate to the government.** If we included too many marketing materials, content strategy or creation support, we can scale these back to fit within a small budget as needed. **Please contact our COO, Catherine O'Shea at catherine@untoldcontent.com or 859-907-1622 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 \$164,402 discount (\$150/ hour x 2,242 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. These trips can be used at the discretion of OHPI and Untold Content and may be used for one-day visits for the kickoff meeting,

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RFP #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

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.

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RFP #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

Attachment H: Communication Plan and Quality Assurance Plan

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.

AMERICAN RESCUE PLAN ACT

CERTIFICATION OF COMPLIANCE FOR AMERICAN RESCUE PLAN ACT EXPENDITURES

The Lexington-Fayette Urban County Government (“LFUCG”) may classify the subject matter of this bid as an expenditure under the American Rescue Plan Act of 2021. Expenditures under the American Rescue Plan Act of 2021 require evidence of the contractor’s compliance with Federal law. Therefore, by the signature below of an authorized company representative, you certify that the information below is understood, agreed, and correct. Any misrepresentations may result in the termination of the contract and/or prosecution under applicable Federal and State laws concerning false statements and false claims.

The bidder agrees and understands that in addition to all conditions stated within the attached bid documents, the following conditions will also apply to any Agreement entered between bidder and LFUCG, if LFUCG classifies the subject matter of this bid as an expenditure under the American Rescue Plan Act. The bidder further certifies that it can and will comply with these conditions, if this bid is accepted and an Agreement is executed:

1. Any Agreement executed as a result of acceptance of this bid may be governed in accordance with 2 CFR Part 200 and all other applicable Federal law and regulations and guidance issued by the U.S. Department of the Treasury.
2. Pursuant to 24 CFR 85.43, any Agreement executed as a result of acceptance of this bid can be terminated if the contractor fails to comply with any term of the award. This Agreement may be terminated for convenience in accordance with 24 CFR 85.44 upon written notice by LFUCG. Either party may terminate this Agreement with thirty (30) days written notice to the other party, in which case the Agreement shall terminate on the thirtieth day. In the event of termination, the contractor shall be entitled to that portion of total compensation due under this Agreement as the services rendered bears to the services required. Either party may terminate this Agreement for good cause shown with forty-five (45) days written notice, which shall explain the party’s cause for the termination. If the parties do not reach a settlement before the end of the 45 days, then the Agreement shall terminate on the forty-fifth day.
3. The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, sex, sexual orientation, gender identity, or national origin. The contractor will take affirmative action to ensure that applicants are employed and that employees are treated during employment without regard to their race, color, religion, sex, sexual orientation, gender identity, or national origin. Such action shall include, but not be limited to the following:
 - (1) Employment, upgrading, demotion, or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices to be provided setting forth the provisions of this nondiscrimination clause.
 - (2) The contractor will, in all solicitations or advertisements for employees placed by or on behalf of the contractor, state that all qualified applicants will receive consideration for employment without regard to race, color, religion, sex, sexual orientation, gender identity, or national origin.
 - (3) The contractor will not discharge or in any other manner discriminate against any employee or applicant for employment because such employee or applicant has inquired about, discussed, or disclosed the compensation of the employee or applicant or another employee or applicant. This provision shall not apply to instances in which an employee who has access to the compensation information of other employees or applicants as a part of such employee's essential job functions discloses the compensation of such other employees or applicants to individuals who do not otherwise have access to such information, unless such disclosure is in response to a formal complaint or charge, in furtherance of an

investigation, proceeding, hearing, or action, including an investigation conducted by the employer, or is consistent with the contractor's legal duty to furnish information.

- (4) The contractor will send to each labor union or representative of workers with which he has a collective bargaining agreement or other contract or understanding a notice to be provided advising the said labor union or workers' representatives of the contractor's commitments under this section and shall post copies of the notice in conspicuous places available to employees and applicants for employment.
- (5) The contractor will comply with all provisions of Executive Order 11246 of September 24, 1965, and of the rules, regulations, and relevant orders of the Secretary of Labor.
- (6) The contractor will furnish all information and reports required by Executive Order 11246 of September 24, 1965, and by rules, regulations, and orders of the Secretary of Labor, or pursuant thereto, and will permit access to his books, records, and accounts by the administering agency and the Secretary of Labor for purposes of investigation to ascertain compliance with such rules, regulations, and orders.
- (7) In the event of the contractor's noncompliance with the nondiscrimination clauses of this contract or with any of the said rules, regulations, or orders, this contract may be canceled, terminated, or suspended in whole or in part, and the contractor may be declared ineligible for further government contracts or federally assisted construction contracts in accordance with procedures authorized in Executive Order 11246 of September 24, 1965, and such other sanctions may be imposed and remedies invoked as provided in Executive Order 11246 of September 24, 1965, or by rule, regulation, or order of the Secretary of Labor, or as otherwise provided by law.
- (8) The contractor will include the portion of the sentence immediately preceding paragraph (1) and the provisions of paragraphs (1) through (8) in every subcontract or purchase order unless exempted by rules, regulations, or orders of the Secretary of Labor issued pursuant to section 204 of Executive Order 11246 of September 24, 1965, so that such provisions will be binding upon each subcontractor or vendor. The contractor will take such action with respect to any subcontract or purchase order as the administering agency may direct as a means of enforcing such provisions, including sanctions for noncompliance.

Provided, however, that in the event a contractor becomes involved in or is threatened with litigation with a subcontractor or vendor as a result of such direction by the administering agency, the contractor may request the United States to enter into such litigation to protect the interests of the United States.

4. If fulfillment of the contract requires the contractor to employ mechanic's or laborers, the contractor further agrees that it can and will comply with the following:

- (1) *Overtime requirements: No contractor or subcontractor contracting for any part of the contract work which may require or involve the employment of laborers or mechanics shall require or permit any such laborer or mechanic in any workweek in which he or she is employed on such work to work in excess of forty hours in such a workweek unless such laborer or mechanic receives compensation at a rate not less than one and one-half times the basic rate of pay for all hours worked in excess of forty hours in such a workweek.*
- (2) *Violation: liability for unpaid wages; liquidated damages. In the event of any violation of the clause set forth in paragraph (1) of this section, the contractor and any subcontractor responsible therefor shall be liable for the unpaid wages. In addition, such contractor and subcontractor shall be liable to the United States (in the case of work done under contract for the District of Columbia or a territory, to such District or to such territory) for liquidated damages. Such liquidated damages shall be computed with respect to each individual laborer or mechanic, including watchmen and guards, employed in violation of the clause set forth in paragraph (1) of this section, in the sum of \$10 for each calendar day on which such individual was required or permitted to work in excess of the standard workweek of forty hours without payment of the overtime wages required by the clause set forth in paragraph (1) of this section.*
- (3) *Withholding for unpaid wages and liquidated damages. LFUCG shall upon its own action or upon written request of an authorized representative of the Department of Labor withhold or cause to be*

withheld, from any moneys payable on account of work performed by the contractor or subcontractor under any such contract or any other federal contract with the same prime contractor, or any other federally-assisted contract subject to the Contract Work Hours and Safety Standards Act, which is held by the same prime contractor, such sums as may be determined to be necessary to satisfy any liabilities of such contractor or subcontractor for unpaid wages and liquidated damages as provided in the clause set forth in paragraph (2) of this section.

(4) Subcontracts. The contractor or subcontractor shall insert in any subcontracts the clauses set forth in paragraph (1) through (4) of this section and also a clause requiring the subcontractors to include these clauses in any lower-tier subcontracts. The prime contractor shall be responsible for compliance by any subcontractor or lower-tier subcontractor with the clauses set forth in paragraphs (1) through (4) of this section.

5. The contractor shall comply with all applicable standards, orders, or regulations issued pursuant to the Clean Air Act, as amended, 42 U.S.C. § 7401 et seq.

6. The contractor shall report each violation to LFUCG and understands and agrees that LFUCG will, in turn, report each violation as required to assure notification to the Treasury Department and the appropriate Environmental Protection Agency Regional Office.

7. The contractor shall include these requirements in numerical paragraphs 5 and 6 in each subcontract exceeding \$100,000 financed in whole or in part with American Rescue Plan Act funding.

8. The contractor shall comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.

9. The contractor shall report each violation to LFUCG and understands and agrees that LFUCG will, in turn, report each violation as required to assure notification to the Treasury Department and the appropriate Environmental Protection Agency Regional Office.

10. The contractor shall include these requirements in numerical paragraphs 8 and 9 in each subcontract exceeding \$100,000 financed in whole or in part with American Rescue Plan Act funds.

11. The contractor shall comply with all applicable standards, orders, or regulations issued pursuant to the Federal Water Pollution Control Act, as amended, 33 U.S.C. 1251 et seq.

12. The contractor shall report each violation to LFUCG and understands and agrees that LFUCG will, in turn, report each violation as required to assure notification to the Treasury Department and the appropriate Environmental Protection Agency regional office.

13. The contractor shall include these requirements in numerical paragraphs 11 and 12 in each subcontract exceeding \$100,000 financed in whole or in part with American Rescue Plan Act funds.

14. The contractor shall include this language in any subcontract it executes to fulfill the terms of this bid: “the sub-grantee, contractor, subcontractor, successor, transferee, and assignee shall comply with Title VI of the Civil Rights Act of 1964, which prohibits recipients of federal financial assistance from excluding from a program or activity, denying benefits of, or otherwise discriminating against a person on the basis of race, color, or national origin (42 U.S.C. § 2000d et seq.), as implemented by the Department of the Treasury’s Title VI regulations, 31 CFR Part 22, which are herein incorporated by reference and made a part of this contract (or agreement). Title VI also includes protection to persons with ‘Limited English Proficiency’ in any program or activity receiving federal financial assistance, 42 U.S.C. § 2000d et seq., as implemented by the Department of the Treasury’s Title VI regulations, 31 CFR Part 22, and herein incorporated by reference and made a part of this contract or agreement.”

15. Contractors who apply or bid for an award of \$100,000 or more shall file the required certification that it will not and has not used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency. Each tier certifies to the tier above that it will not and has not used federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any federal contract, grant, or any other award covered by 31 U.S.C. § 1352. Each tier shall also disclose any lobbying with non-federal funds that takes place in connection with obtaining any federal award. Such disclosures are forwarded from tier to tier, up to the recipient. The required certification is included here:

- a. The undersigned certifies, to the best of his or her knowledge and belief, that:
 - (1) No Federal appropriated funds have been paid or will be paid, by or on behalf of the undersigned, to any person for influencing or attempting to influence an officer or employee of an agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with the awarding of any Federal contract, the making of any Federal grant, the making of any Federal loan, the entering into of any cooperative agreement, and the extension, continuation, renewal, amendment, or modification of any Federal contract, grant, loan, or cooperative agreement.
 - (2) If any funds other than Federal appropriated funds have been paid or will be paid to any person for influencing or attempting to influence an officer or employee of any agency, a Member of Congress, an officer or employee of Congress, or an employee of a Member of Congress in connection with this Federal contract, grant, loan, or cooperative agreement, the undersigned shall complete and submit Standard Form-LLL, "Disclosure Form to Report Lobbying," in accordance with its instructions.
 - (3) The undersigned shall require that the language of this certification be included in the award documents for all subawards at all tiers (including subcontracts, subgrants, and contracts under grants, loans, and cooperative agreements) and that all subrecipients shall certify and disclose accordingly.
- b. This certification is a material representation of fact upon which reliance was placed when this transaction was made or entered into. Submission of this certification is a prerequisite for making or entering into this transaction imposed by section 1352, title 31, U.S. Code. Any person who fails to file the required certification shall be subject to a civil penalty of not less than \$10,000 and not more than \$100,000 for each such failure.

Catherine O'Shea

Signature

April 25, 2022

Date

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Affirmative Action Plan

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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 or 859-866-1916.

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Affirmative Action Plan

I. EXECUTIVE SUMMARY

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

Table 1: UNDERUTILIZATION ANALYSIS OF PROTECTED GROUPS

Job Categories	Women	Racial/Ethnic Minorities	Individuals With Disabilities
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.

Affirmative Action Officer / CEO

Date Signed

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II. STATEMENT OF COMMITMENT

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.

CEO

Date Signed

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

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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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.

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

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.

STATEWIDE POLICY PROHIBITING DISCRIMINATION AND HARASSEMENT

V.

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.

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

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.

VII. **REASONABLE ACCOMMODATION POLICY**

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

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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

GOALS AND TIMETABLES

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



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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.

AFFIRMATIVE ACTION PROGRAM OBJECTIVES

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.

XI. METHODS OF AUDITING, EVALUATING, AND REPORTING PROGRAM SUCCESS

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 :

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- 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.

XII. RECRUITMENT PLAN

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.

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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.

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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.



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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

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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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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



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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*

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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

AFFIDAVIT

Comes the Affiant, Catherine O'Shea, and after being first duly sworn, states under penalty of perjury as follows:

1. His/her name is Catherine O'Shea and he/she is the individual submitting the proposal or is the authorized representative of Untold Content, LLC, 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.

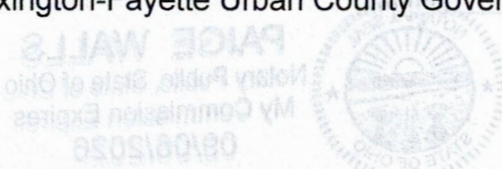
3. Proposer will obtain a Lexington-Fayette Urban County Government business license, if applicable, prior to award of the contract.

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.

C. O'Shea

STATE OF Ohio

COUNTY OF Hamilton

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

by Catherine O'Shea on this the 27th day

of April, 2022

My Commission expires: 9-6-2026

Paige Walls
NOTARY PUBLIC, STATE AT LARGE



PAIGE WALLS
Notary Public, State of Ohio
My Commission Expires
09/06/2026

Continued on next page

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.

Catherine O'Shea

Signature

Untold Content

Name of Business

WORKFORCE ANALYSIS FORM

Name of Organization: Untold Content

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
Administrators		1	5													1	5
Professionals																	
Superintendents																	
Supervisors																	
Foremen																	
Technicians																	
Protective																	
Para-																	
Office/Clerical																	
Skilled Craft																	
Service/Maintena																	
Total:	1	5														1	5

Prepared by: Catherine O'Shea, COO Date: 04 / 25 / 2022

(Name and Title)

Revised 2015-Dec-15

Firm Submitting Proposal: Untold Content

Complete Address: 1311 Vine St. Cincinnati, OH 45202
Street City Zip

Contact Name: Catherine O'Shea Title: COO

Telephone Number: 859-907-1622 Fax Number: _____

Email address: Catherine@untoldcontent.com



Bid/RFP/Quote Reference # 14-2022

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. Qubit Creative, LLC Adam Headrick 3325 Robin Ridge Rd. OKC, OK 73120 adam@qubitcreative.com 405.503.0016	VOSB	Content graphic design and website design support	\$45,355.00	26%
2.				
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
 Company
April 25, 2022
 Date

Catherine O'Shea
 Company Representative
COO
 Title



Bid/RFP/Quote Reference # 14-2022

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.

Company Name Untold Content	Contact Person Catherine O'Shea
Address/Phone/Email 1311 Vine St. Cincinnati, OH 45202 859-907-1622 catherine@untoldcontent.com	Bid Package / Bid Date #14-2022; Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care April 28, 2022

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
Qubit Creative, LLC 3325 Robin Ridge Rd. OKC, OK 73120	Adam Headrick	adam@qubitcreative.com 405.503.0016	April 12, 2022	Graphic design and website support	email and phone meeting	\$45,355.00		Veteran

(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
Company

April 25, 2022
Date

Catherine O'Shea
Company Representative

COO
Title

LFUCG STATEMENT OF GOOD FAITH EFFORTS

Bid/RFP/Quote # #14-2022: Management of Communications and Marketing Strategy for the Lex End Homelessness Continuum of Care

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

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.

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.

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.

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

Made efforts to expand the search for MWBE firms and Veteran-Owned businesses beyond the usual geographic boundaries.

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

Company
April 25, 2022

Date

Catherine O'Shea

Company Representative
COO

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.

Catherine O'Shea

Signature

April 25, 2022

Date

Labor Category	June 2022	% FTE	Kick-off Meeting	Campaign Ideation/Prioritization	Communications and Marketing Plan	Editorial Calendar	July 2022	% FTE
Content Director / Team Lead (Catherine O'Shea)	24	15.00%	6	6	6	6	20	12.50%
Research Writer / Project Manager (Kendall Leon)	24	15.00%	6	6	6	6	30	18.75%
Research & Content Writer (Elena Kalodner-Thomas)	18	11.25%	4	6	4	4	71	44.38%
Content Writer & Interviewer (Jannell Parsons)	6	3.75%			4	2	20	12.50%
Communications and Website Designer (Adam Headrick)	14	8.75%	2	6	4	2	45	28.13%
Paid Marketing and Communications spend	0	0.00%					10	6.25%
Total Hours Per Month	86		18	24	24	20	196	

Content Strategy Support (campaign ideation and strategy)	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables	August 2022 % FTE		Content Strategy Support (campaign ideation and strategy)	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	
	6	4	2	2	6	20 12.50%		6	4	2	2
	6	4	6	6	8	30 18.75%		6	4	6	6
	4	20	8	24	15	71 44.38%		4	20	8	24
			20			20 12.50%				20	
	4	15	3	8	15	45 28.13%		4	15	3	8
					10	10 6.25%					
	20	43	39	40	54	196		20	43	39	40
						196					

Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought- Provoking Articles (2x/month)	Additional Content Marketing Deliverables	November 2022 % FTE		Content Strategy Support (campaign ideation and strategy)	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought- Provoking Articles (2x/month)	Additional Content Marketing Deliverables
	4	2	2	6	20 12.50%	6	4	2	2	6
	4	6	6	8	30 18.75%	6	4	6	6	8
	20	8	24	15	71 44.38%	4	20	8	24	15
		20			20 12.50%			20		
	15	3	8	15	45 28.13%	4	15	3	8	15
				10	10 6.25%					10
	43	39	40	54	196	20	43	39	40	54
					196					

December 2022 % FTE		Content Strategy Support (campaign ideation and strategy)	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables	January 2023 % FTE		Content Strategy Support (campaign ideation and strategy)	Social Media (content and graphics)
20	12.50%	6	4	2	2	6	20	12.50%	6	4
30	18.75%	6	4	6	6	8	30	18.75%	6	4
71	44.38%	4	20	8	24	15	71	44.38%	4	20
20	12.50%			20			20	12.50%		
45	28.13%	4	15	3	8	15	45	28.13%	4	15
10	6.25%					10	10	6.25%		
196		20	43	39	40	54	196		20	43
196							196			

Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables	February 2023 % FTE		Content Strategy Support (campaign ideation and strategy)	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables
2	2	6	20	12.50%	6	4	2	2	6
6	6	8	30	18.75%	6	4	6	6	8
8	24	15	71	44.38%	4	20	8	24	15
20			20	12.50%			20		
3	8	15	45	28.13%	4	15	3	8	15
		10	10	6.25%					10
39	40	54	196		20	43	39	40	54
			196						

March 2023 % FTE		Content Strategy Support (campaign ideation and strategy)	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables	April 2023 % FTE		Content Strategy Support (campaign ideation and strategy)	Social Media (content and graphics)
20	12.50%	6	4	2	2	6	20	12.50%	6	4
30	18.75%	6	4	6	6	8	30	18.75%	6	4
71	44.38%	4	20	8	24	15	71	44.38%	4	20
20	12.50%			20			20	12.50%		
45	28.13%	4	15	3	8	15	45	28.13%	4	15
10	6.25%					10	10	6.25%		
196		20	43	39	40	54	196		20	43
196							196			

Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables	May 2023 % FTE		Content Strategy Support (campaign ideation and strategy)	Social Media (content and graphics)	Lived Experience Stories (2x/month)	Thought-Provoking Articles (2x/month)	Additional Content Marketing Deliverables
2	2	6	20	12.50%	6	4	2	2	6
6	6	8	30	18.75%	6	4	6	6	8
8	24	15	71	44.38%	4	20	8	24	15
20			20	12.50%			20		
3	8	15	45	28.13%	4	15	3	8	15
		10	10	6.25%					10
39	40	54	196		20	43	39	40	54
			196						

Total	% FTE
244	152.50%
354	221.25%
799	499.38%
226	141.25%
509	318.13%
110	68.75%

2242

Line Item	Total	Amount Cash Matched	Amount Leveraged	Amount Requested
A-B. Personnel & Fringe Benefits	\$46,892.84	\$42,807.16	\$0	\$46,893
C. Equipment	\$300.00	\$100.00	\$0	\$200
D. Travel	\$1,165.32	\$0.00	\$0	\$1,165
E. Contractual	\$128,180.00	\$7,000.00	\$0	\$121,180
F. Operating Expenses	\$9,840.00	\$6,930.00	\$450.00	\$2,460.00
TOTAL				\$171,898

Personnel	Role	Total Hours	% FTE	Annual Salary	Fringe Benefit Rate	G&A	Fee
Catherine O'Shea	Content Director / Team Lead	244	11.73%	\$100,000	46%	18%	15%
Kendall Leon	Research Writer & Project Manager	354	17.02%	\$85,000	46%	18%	15%
TOTAL PERSONNEL COSTS							

OHPI Discounted Total	Standard Industry Rate	Amount Cash Matched	Amount Leveraged	Amount Requested
\$20,998.08	\$36,600.00	\$15,601.92	\$0.00	\$20,998.08
\$25,894.76	\$53,100.00	\$27,205.24	\$0.00	\$25,894.76
\$46,892.84	\$89,700.00	\$42,807.16	\$0.00	\$46,892.84

Equipment	Total	Amount Cash Matched	Amount Leveraged	Amount Requested
Hard drives (one-time)	\$300.00	\$100.00	\$0.00	\$200.00
TOTAL EQUIPMENT COSTS	\$300.00	\$100.00	\$0.00	\$200.00

Mileage	Roundtrip M	Cents per Mile	Cost Per Trip	No. Trips	Total Travel Costs
Cincinnati to Lexington	166	0.585	\$97.11	12	\$1,165.32

Amount Cash Matched	Amount Leveraged	Amount Requested
\$0.00	\$0.00	\$1,165.32

Contractor	Role	Hours	Hourly Rate	Total	Amount Cash Matched	Amount Leveraged
Elena Kalodner-Tho	Research & Content Writer	799	\$65.00	\$51,935.00	\$2,000.00	\$0.00
Jannell Parsons	Content Writer & Interviewer	226	\$65.00	\$14,690.00	\$2,000.00	\$0.00
Adam Headrick (Qu	Communications and Wesbite Designer	509	\$95.00	\$48,355.00	\$3,000.00	\$0.00
	Paid Marketing and Communications spend	110	\$120.00	\$13,200.00		\$0.00
TOTAL CONTRACTUAL				\$128,180.00	\$7,000.00	\$0.00

Amount Requested

\$49,935.00

\$12,690.00

\$45,355.00

\$13,200.00

\$121,180.00

Operating Expenses	Description	Total
Office Supplies	Includes printing of materials for internal use and reference, pens, Post-Its, etc.	\$600.00
Adobe Creative Suite Licenses	Required for illustrative and design services	\$3,600.00
Microsoft Office Licenses	Required for content services	\$1,440.00
Google Suite	Required for collaboration, content services, and project management	\$1,800.00
Shutterstock Image Licenses	Required for illustrative and design services	\$1,200.00
Creative Market Fonts/Assets	Required for illustrative and design services	\$1,200.00
TOTAL OPERATING EXPENSES		\$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	\$2,460.00