



**RFP #15-2022: Onboarding and Continuing Education Training Program
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
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Cincinnati, OH 45202

AUTHORIZED REPRESENTATIVE: Catherine O’Shea
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PROPOSED PROJECT: Proposal for Solicitation #15-2022: Onboarding and Continuing Education Training Program

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 #15-20220. Untold Content provides instructional design and training development support. With specialized expertise in education and training, our diverse team of MA and PhD-level consultants empower organizations to create engaging and effective training programs.

The CoC Board aims to design and develop professional courses, community education classes, and general CoC member organization introductions that will be deployed digitally/virtually. Untold Content is a WBE teaming with VOSB instructional design partner CyberTrain, Inc to develop a comprehensive training program to support Lex End Homelessness’s mission. Our key personnel for this effort hold decades of experience in instructional design and training development—including expertise in curriculum assessment, training program development, curricula design and elearning development.

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Section 1: Qualifications of the Firm and Key Personnel

1.1 Untold Content's mission

Untold Content is a team of writers, instructional designers and storytellers with years of experience conducting research, providing instructional design and training support, and writing for corporate, nonprofit, university, state and federal government clients. Together, we have conducted over 250 interviews and written, edited, and designed over 300 articles, research studies, reports, marketing materials, training materials and analyses.

As a team of instructional designers and experts in technical communication, we are excellent curriculum designers and content developers. When it comes to training services, we have a broad range of expertise that would be available to LUF CG. Our collective 30+ years of experience with writing and instructional design make us seasoned experts of our craft.

We are expert instructional designers, graphic designers, and communicators in the public, social services space.

We have provided support for a large portfolio of clients in the public sector. For example, we wrote and designed patient-facing learning materials for a national advocacy organization in support of community-based health centers as they adapted content from the Center for Disease Control's (CDC's) National Diabetes Prevention Program for staff development and our federal government research studies and publications have supported multiple national public initiatives, including Rural Veterans Access to Care Initiative, MyVA

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Access, VHA Homeless Programs, and the National Women's Health Program. We conducted over 100 patient and provider interviews and co-authored a ten-chapter 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 the patient experience within healthcare services. We have developed engaging experiential content for the Department of Labor, and written award-winning research briefs for the Millennium Challenge Corporation.

Untold Content's experience in developing training deliverables for a variety of audiences and purposes prepares us to effectively participate as collaborative development partners, and support evaluation and assessment.

As professional instructional designers *and* technical writers, we approach writing and the development of learning content with a keen eye to user experience, accessible language, and the importance of document design. Our unique experience as technical writers working with highly technical content combined with our expertise in instructional design positions us to quickly understand and translate information for a variety of audiences. We also convert education materials into learner-centered, engaging educational experiences that incorporate best practices in adult learning and leverage technology when applicable and appropriate for learners at all levels.

Our clients span across higher education and private sector industries which allows us to leverage learning and design best practices in both spaces. We have supported learning projects from curriculum analysis to curriculum development to content creation to evaluation.

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Whether developing, instructor-led training, blended learning experiences, or standalone, asynchronous learning content, our instructional designers place the learner experience and retention of information at the center of our design and development process.

See Attachment A for Resumes/CVs of Key Personnel.

1.2 Qualifications: Experience in areas of homelessness and housing, including developing digital/virtual training and education programs at a city, county or state level

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, the Untold 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, Untold 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. 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.

Untold 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](https://www.lexendhomelessness.com) website; research

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As an instructional design team, our capabilities spread across many deliverables and uses. Our experts in instructional design have developed a variety of learning experiences, including webinars, virtual and face-to-face instructor-led training, presentations, manuals, and training program descriptions and summaries. Our team members have certifications in instructional design and teaching from renowned worldwide organizations focused on quality instruction and training, including Quality Matters and the Online Learning Consortium.

Through interviews and frequent communication, we collaborate with subject matter experts to glean the essential information needed to write and create engaging learning experiences.

Collectively, our team possesses in-depth expertise to support this program:

- Reviewing and analyzing course curricula
- Developing training curricula
- Creating course alignment with training goals

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- Developing training program blueprints and course organization
- Interviewing subject matter experts to gather insights applicable to the learning materials
- Designing and developing mobile responsive learning materials including elearning videos, train-the-trainer experiences, facilitation guides, manuals, handouts and more
- Developing learning management systems and web-based courses or toolkits
- Implementing best practices in education and training
- Providing ongoing training consulting, sustainability and evaluation

Key Personnel Bios

Meredith Singleton, Ph.D. (Head of Training and Instructional Design Services / Account Manager / Instructional Design Strategist)

Meredith is the Head of Training and Instructional Design Services at Untold Content. Meredith has nearly 20 years of experience working with clients in the private and public sectors developing and delivering training programs and writing educational content. Specifically, Meredith has prior public sector experience directly implementing homeless services geared digital/virtual training and education programs at a city, county, or state level. She supported work with the Lex End Homelessness campaign developing fundraising models and supporting content strategy and development. Meredith has also supported education and training content development for LISC. As an instructional design consultant with a PhD in technical and professional communication and instructional design, she provides clients with a unique

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Laura Flangos (Project Manager)

Laura is an experienced project manager specifically for long-term and multi-phased instructional design projects. Laura has served in instructional design manager in educational leadership roles and is a certified project manager with over twenty years of experience analyzing, developing and implementing learning solutions in a collaborative cross-functional environment. Laura supports instructional designer clients by providing project management, communication plans, and learning management system support. Laura has prior public sector experience directly implementing homeless services geared digital/virtual training and education programs at a city, county, or state level through her support of the instructional design projects for LISC.

Victoria Schmidt (Instructional Designer)

Victoria is experienced working directly with clients at all levels to include executives while supporting the corporate vision and has managed numerous projects and consultants in the implementation and customization of training on many topics & systems. She is self-motivated and excels at developing and delivering workshops and interactive training courses (WBT &

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Instructor-led). Ms. Schmidt leads a team of Instructional Designers/Developers, Tech Writers, and Software Engineers and Architects. Victoria has no prior public sector experience directly implementing homeless services geared digital/virtual training and education programs at a city, county, or state level.

Aaron Burgess, Ed.D. (Instructional Designer)

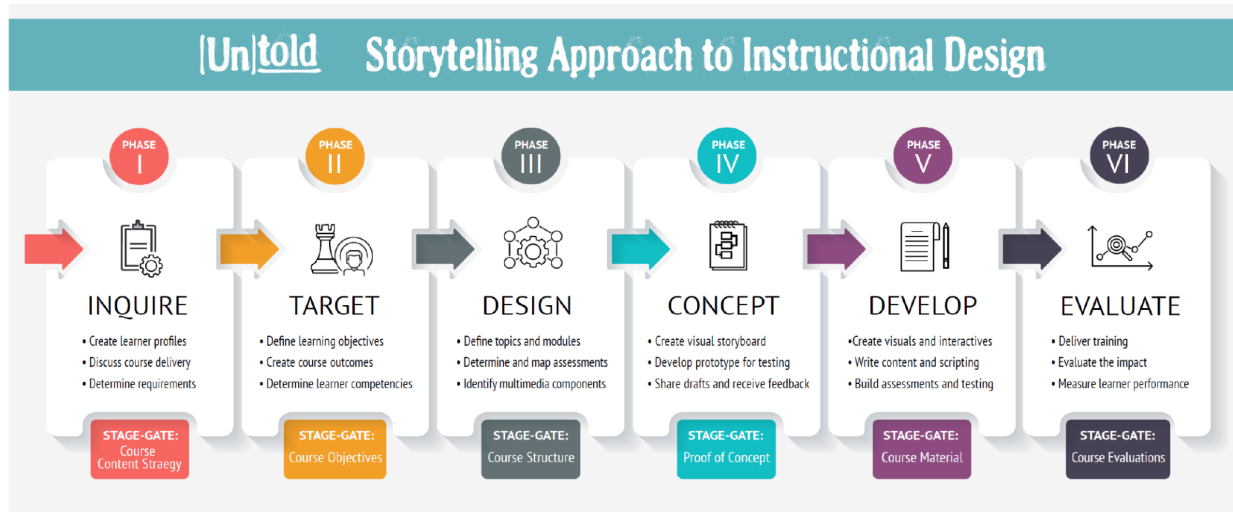
Aaron is an expert instructional designer and LMS administrator with nearly 15 years of experience. He has developed learning materials within the iSpring Suite, Articulate Storyline & Rise, Articulate Presenter, as well as Captivate, HTML5 and other tools. Aaron has developed courses for a variety of industries and clients including finance, construction, Marketing, IT, higher education, and the Department of Labor, among others. Aaron has prior public sector experience directly implementing homeless services geared digital/virtual training and education programs at a city, county, or state level through his support on the LISC instructional design project.

1.3 Past Experience

Building on our expertise as storytellers and technical communicators, we've created a unique approach to instructional design that places the learner's experience and engagement with the course at the center of the design process. Our team of learner-centered design experts guides your organization in mapping out your outcomes, curating and creating course content, designing prototypes, revising based on user feedback, and providing support to ensure that the course is evaluated effectively. Our approach is depicted below.

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Our extensive experience providing instructional design support to clients within the public sector is a unique asset that Untold Content brings to this project. Our portfolio of clients includes a broad array of community advocacy and health-oriented agencies that have entered into our process at various phases to receive the right support at the right time.

Designing and Developing Training Materials for the National Association of Community Health Centers

Our instructional design team provided support in designing training material for national and regional community health center employees. With a goal of developing new provider and patient-facing learning materials, our instructional designers and designers designed and edited materials to train center employees on implementing a national Diabetes Prevention and Management Program. Materials focused on training staff to discuss and recommend a holistic,

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healthy living educational program. Our team of instructional designers and graphic designers supported content editing, handout design, presentation slide deck design, and branding.

Designing and Developing Trauma-informed Training for National Sexual Violence Hotline

Staff

Our instructional design team provided support in developing a series of training videos for RAINN (Rape, Abuse & Incest National Network). Each video explored a different element of responding to and supporting those affected by sexual assault and violence. Our instructional designer created interactive, highly visual elearning modules using scripts and videos provided by the client. Following basic graphic standards, we developed all on-screen graphic elements. The target audience for the series was helpline counselors for both civilian and military applications. Content included best practices in responding to reports of trauma and providing intervention guidance.

Collecting Patient Stories and Building Empathy with the VA

Sharing relatable stories can change clinical outcomes. At Untold Content, we have developed workflows for collecting, writing, and editing patient stories with integrity and alignment toward organizational goals. We are fascinated by global initiatives like My VA, My Story, and have supported academic medical centers and healthtech startups with patient story collection both for marketing and clinical purposes. Recently, we created a patient story and empathy-building workshop for clinical providers aimed at leveraging best practices in narrative medicine.

Developing Training Materials for National Community Development Organization

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Our team of instructional designers support the development of training materials for staff and service providers within the Local Initiatives Support Corporation (LISC). LISC serves as an intermediary between government agencies, foundations, and for-profit entities and the communities they serve to attract investments in programs such as affordable housing, economic development, financial stability and health programs. Our IDs served as the instructional design partner to develop a series of elearning videos for a hybrid virtual instructor-led training program teaching service providers about the national SNAP (Supplemental Nutrition Assistance Program) Employment and Training Program. Our team designed presentation decks, created elearning videos, supported LMS development and provided curriculum recommendations to create engagement opportunities with the learners.

Also see Attachment B (Case Stories & Past Performance) and Attachment C (Past Client Matrix).

Section 2. Proposed Method to Accomplish the Work

We have identified key deliverables for the project:

1. Resource Analysis
2. New Hire Welcome Packet/Toolkit (Training and onboarding documents)
3. Case Manager Orientation Program (Toolkit, elearning and resources)
4. Strategic Partnership Development
5. Case Manager On-demand Content
6. Community Education Content

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Training 7. Responsive eLearning Content

2.1 Scope of Work

Based on the key deliverables identified above, we have developed the following project scope:

1. **Curriculum Assessment / Strategy Development:** Our team of instructional designers and strategists will evaluate the current materials available in collaboration with the CoC staff and the CoC's Advocacy, Issues and Program Committee. We will review all components of the participating homeless services systems. Through focus groups, interviews, and virtual meetings, we will develop a **Content Audit** which will inform a **Curriculum Blueprint** for the courses and learning programs developed. These Curriculum Blueprints will also be prepared in presentation format to be shared with the CoC board to receive feedback and input on the development of the onboarding and community awareness programs.
2. **Community Awareness Curriculum:** Our team of instructional designers will recommend a curriculum that aligns with the Curriculum Blueprint. In collaboration with key stakeholders, our team will recommend a blended learning approach that leverages multimodal materials including, but not limited to, video and media, downloadables and elearning. We will create a new **Course Framework**, identifying topic areas, content, and delivery mode. From the Course Framework, instructional designers and writers will develop learning content.

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3. **New Hire Welcome Packet:** In collaboration with other project partners, leveraging templates and existing content where possible, we will develop a **New Hire Welcome Packet**, that will include, but not be limited to, elearning elements, handouts and presentations, and on-screen content, scripting, and graphic elements. The packet will be designed to engage with both in print and online.
4. **Orientation Program for New Case Managers:** Our instructional design team will develop an orientation program for new case managers. This training will include topics such as motivational interviewing, relationship building and working with interdisciplinary teams, trauma-informed care, processes and procedures for assessment and intake, as well as care planning and coordination, the importance of accurate data collection and entry, completing effective home visits and working with special populations and their needs. Our team will collaborate with the appropriate stakeholders to determine program needs and goals. We will develop a **Program Blueprint** to serve as a guide in developing the materials within the program. Content developed may include elearning videos and multimedia, handouts and downloadable materials, and case studies. All content will be developed in collaboration with subject matter experts and stakeholders throughout the network of partners.
5. **Partnership Development:** Our instructional design team and strategists will support the development of external relationships with local stakeholders to provide the training content developed within the new courses and programs. Our team will ensure that

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content is delivered in an online space that is accessible to any external partners. We will support LMS integration and user tracking for partnership training opportunities.

6. **Provider Overview Videos:** Our instructional design team will create a series of provider overview videos. We will coordinate with all CoC members as well as key community-based organizations to provide an opportunity to record an educational video about their agency, services, how to engage, and any other items of community interest. Some members will be asked to assist in the development of more than one online training course based on services provided and integrated care models in the community. Through a series of interviews, we will write **Video Scripts** and create **Video Storyboards** for each video. Our team will coordinate on-site recording or virtual interview sessions, or leverage animation where possible, to create video content. Stakeholders will have the opportunity to review both scripts and storyboards for approval and input throughout the video development process.
7. **Provider Overview Downloadables:** Our instructional design team will support the development and creation of a series of downloadable materials that will overview provider services. Leveraging content from other parts of the new courses and programs, our team will write and design a series of downloadable documents targeted to community members and new staff within the network. The materials will be loaded into the online toolkit or course site and made available to the appropriate users.

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8. **Website Toolkit Development:** Our instructional design team will support the construction of an online web-based toolkit to house all new learning content and materials. In collaboration with CoC stakeholders and partners, the team will determine the best use of existing tools or adopt new ones based on a thorough analysis of users and functionality. We anticipate the ability to use the existing website to house the new materials. However, should new tools need to be adopted, we will provide strategy and oversight of the process. Our team will create a **Site Framework** and **Page Design** and will support content uploads, user testing, and revisions required to prepare the site for launch.

9. **Ongoing Training Curriculum Support:** Our team of instructional designers and strategists will be available for an additional 20 hours per month to support ongoing instructional design and development needs that may arise outside of those deliverables scoped here. These needs may include, but are not limited to, course design, content development, elearning/video design and development, writing, graphic design, web/LMS support, or curriculum strategy.

2.2 Timeline and Project Plan

We propose a phased approach to the development of the deliverables outlined above. The work will be completed in three phases: 1. Strategy & Curricula Development; 2. New Program Development; and 3. Multimedia & Materials Development. These three phases of development

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Phased Timeline

Start	End	Deliverable
PHASE 1 - Strategy & Curricula Development		
6/6/2022	6/26/2022	Curriculum Assessment / Strategy Development
6/27/2022	7/10/2022	Community Awareness Curriculum
PHASE 2 - New Program Development		
6/13/2022	7/10/2022	New Hire Welcome Packet
7/11/2022	10/28/2022	Orientation Program for New Case Managers
8/1/2022	1/27/2023	Partnership Development
PHASE 3 - Multimedia & Materials Development		
1/9/2023	4/30/2023	Provider Overview Videos
4/3/2023	5/8/2023	Provider Overview Downloadables
5/8/2023	6/30/2023	Website Toolkit Development

Based on the phased approach above, we have created the preliminary milestone-based timeline below. These dates may be adjusted as deliverables become defined and finalized. The instructional design team will provide all project management required to meet the timelines when finalized. The Project Manager and Head of Training and Instructional Design will create a regular meeting schedule to ensure all deliverables are in scope and on time based on an approved schedule and project plan. When adjustments are necessary, the project manager will create a revised plan and schedule for approval by the CoC and client decision-makers.

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Date	Milestone
PHASE 1 - Strategy & Curricula Development	
6/6/2022	Kickoff
6/17/2022	Completed Content Audit
6/24/2022	Recommended Curriculum Blueprint
PHASE 2 - New Program Development	
6/17/2022	New Hire Welcome Packet Outline
7/1/2022	New Hire Welcome Packet Draft
7/8/2022	Final New Hire Welcome Packet
7/22/2022	Orientation Program for New Case Managers Blueprint
7/27/2022	Learning Content Development Plan
9/14/2020	Learning Content Drafts
10/28/2020	Final Learning Content Files
PHASE 3 - Multimedia & Materials Development	
1/20/2023	Provider Video 1
Date	Milestone
1/30/2023	Provider Video 2
2/10/2023	Provider Video 3
2/17/2023	Provider Video 4
3/1/2023	Provider Video 5
3/10/2023	Provider Video 6

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3/22/2023	Provider Video 7
3/31/2023	Provider Video 8
4/5/2023	Provider Video 9
4/14/2023	Provider Video 10
4/14/2023	Draft Provider Video Downloadables
5/8/2023	Final Provider Video Downloadables
5/19/2023	Website Toolkit Wireframe
6/2/2023	V1 Website Toolkit User Testing
6/30/2023	V1 Website Toolkit Live

Section 3. Staff Availability and Past Performance

Key personnel outlined in this proposal will be made available to support the scopes required to produce the deliverables as assigned in this proposal. Additional support personnel will be brought onto the project team as dedicated resources to produce specific deliverables for this project. Additional support personnel may include instructional designers, writers, and graphic designers.

Cost Proposal, Line Item Budget and Budget Narrative

The table below provides a line-item budget plan to produce the deliverables outlined in this proposal's Scope of Work. All fees are inclusive of any personnel costs, software uses and licenses, travel. Narratives that define deliverables in detail are provided within the table entries.

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IMPORTANT NOTE ABOUT PRICING: Untold Content did our very best to scope a robust instructional design strategy program for the LEH CoC and a detailed approximation of scope for each deliverable identified. **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 overestimated the deliverables needed and project plans, 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.

PROJECT BUDGET		
DELIVERABLE	DETAILS	COST
Comprehensive onboarding and continuing education curriculum that the whole community can utilize to create a more cohesive, reliable, consistent, and community-response level approach to ending the experience of homelessness.		Approximate Cost
Curriculum Assessment/Strategy Development	Instructional design team will work with CoC staff and the CoC's Advocacy, Issues and Program Committee to review all components of the participating homeless services systems, inclusive of all staff, programs, and service delivery points. Collection and assessment of content may include focus groups, interviews, and virtual meetings. ID team will develop the curriculum strategy and create a presentation of the course design to share with the CoC Board, all partners, stakeholders, and the public. Draft presentations will be available two weeks in advance of any stakeholder or CoC meeting to allow partners and participants an opportunity to review the information in advance. ID team will provide all project management and	\$11,500

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	project plans including milestone-based timelines.	
Community Awareness Curriculum	Instructional design team will develop a community awareness curricula targeted toward community members interested in learning more about LFUCG's mission and vision and the strategic partnership of organizations throughout the community and the services they provide. Content will be gathered from educational materials created throughout the project and collected together into a cohesive learning experience made available online.	\$14,375
New Hire Welcome Packet	Instructional design team will create a welcome packet for new hires of participating organizations with valuable information about OHPI, the CoC and their organization's role, as well as the CoC's mission, vision, and case manager expectations. Packet development will include the design and content development of handouts and elearning materials. ID team will gather information from partnership organizations and stakeholders to write and develop content, develop packet design, and create a final downloadable packet. ID team will provide all project management and project plans including milestone-based timelines.	\$17,250
Orientation Program for New Case Managers	Instructional design team will develop an orientation program for new case managers including training on such topics as motivational interviewing, relationship building and working with interdisciplinary teams, trauma-informed care, processes and procedures for assessment and intake, as well as care planning and coordination, the importance of accurate data collection and entry, completing effective home visits, and working with special populations and their needs. ID team will coordinate with SMEs among partner organizations and stakeholders to write and develop content for the program and create materials. ID team will provide all project management and project plans including milestone-based timelines.	\$11,500

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<p>Partnership Development</p>	<p>Instructional design team will support the consultation, coordination and availability of the learning content with organizations or local universities to provide the trainings, and make it available through an online learning management system.</p>	<p>\$13,800</p>
<p>Provider Overview Videos</p>	<p>Instructional design team will create a series of provider overview videos. ID team will coordinate with all CoC members as well as key community-based organizations to provide an opportunity to record an educational video about their agency, services, how to engage, and any other items of community interest. Some members will be asked to assist in the development of more than one online training course based on services provided and integrated care models in the community. ID team will provide all project management and project plans including milestone-based timelines. Estimate based on 10, 3-minute videos.</p>	<p>\$57,500</p>
<p>Provider Overview Downloadables</p>	<p>Instructional design team will develop downloadable materials available to community members through a web-based toolkit and new staff as part of the developed welcome packet. Each downloadable will provide an overview of the partner member, their services, how to engage, and any other items of community interest. IDs will coordinate with SMEs within each organization to write and develop content and design the deliverables.</p>	<p>\$11,500</p>
<p>Website Toolkit Development</p>	<p>Instructional design team will develop a web-based toolkit site to host educational materials. The site will be accessible by the public and onboarding trainees. ID team will work with CoC members and LFUCG leadership to determine the best tool, create the site structure, populate content, and publish the site. ID team will provide all project management and project plans including milestone-based timelines.</p>	<p>\$14,375</p>

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<p>Ongoing Training Curriculum Support</p>	<p>Instructional design team will provide ongoing training and curriculum support throughout the project as deliverables are identified.</p>	<p>\$27,600</p>
<p>Travel</p>	<p>Account manager will meet locally with LFUCG and CoC members to finalize project plans, conduct focus groups, interview SMEs, and provide project strategy as needed. Fees based on an estimated 12 on-site meetings in Lexington, KY.</p>	<p>\$1,166</p>
<p>Total</p>		<p>\$ 179,400</p>

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ATTACHMENTS OVERVIEW

- Attachment A: Key Personnel Resumes/CVs
- Attachment B: Past Performance & Case Stories
- Attachment C: Past Client Matrix
- Attachment D: Communication Plan, Quality Assurance Plan, & COVID-19 Procedures
- Attachment E: Certification Of Compliance For American Rescue Plan Act Expenditures
- Attachment F: Affirmative Action Plan
- Attachment G: Affidavit
- Attachment H: Equal Opportunity Agreement
- Attachment I: Workforce Analysis Form
- Attachment J: LFUCG MWDBE Participation Form
- Attachment K: MWDBE Quote Summary Form
- Attachment L: LFUCG Statement Of Good Faith Efforts
- Attachment M: Signed General Provisions

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Attachment A: Key Personnel Resumes



Meredith N. Singleton

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Blog: meredithswriting.wordpress.com • **Portfolio:** www.linkedin.com/in/meredithsingleton

Skills & Experience

- Instructional design
- Course development
- Website development and maintenance
- Corporate training
- Content editing and proofreading
- Daily use of instructional technology
- Distance learning
- Project management and assessment
- Grant writing
- Teaching, mentoring and assessing adult learners
- Certified OLC Advanced Online Instructor
- Certified Quality Matters Peer Reviewer and Facilitator

Software & Technology

Software: Blackboard, Canvas, Moodle, BaseCamp, Acrobat, Photoshop, Illustrator, Dreamweaver, Articulate, Captivate, Camtasia, BSRAdvance, Raiser's Edge, Crystal Reports, MS Office/Google Drive/OneDrive, SAP

Web/Multimedia: Captivate, Flash, Dreamweaver, Fireworks, CMS, HTML/CSS, Kaltura, Tegrity, Vimeo, BB Collaborate, WebEx, NearPod, Google Tools, Camtasia

Education

University of Cincinnati – Cincinnati, OH
Ph.D. Rhetoric and Composition, 12/2016

Primary area: Composition and Rhetoric
Secondary area: Technical Communication/Online Instruction
Dissertation research in distance learning pedagogies

University of Cincinnati – Cincinnati, OH
Master of Arts, 12/2010

English, Professional Writing and Editing

- Activities: Volunteer Editor, *The Cincinnati Review*

Northern Kentucky University – Highland Heights, KY
Bachelors of Arts, 5/2004

English, Summa Cum Laude, University Honors Scholar

- Activities: Editor, *Licking River Review*; Editor, *NKUExpressed*
-

Professional Experience

Untold Content – Cincinnati, OH

Head of Education and Training, 01/2019 to Present

Build instructional design arm of consultancy. Recruit, lead and manage team of instructional designers. Manage multi-phase projects and timelines. Senior technical and professional

writer and researcher. Visual and text-based content development.

Selected Accomplishments:

- Grew instructional design services to team of six to serve retainer and project-based clients
- Developed education content for specialized surgical team at Cincinnati Children's Hospital
- Secured over \$300k in revenue in first year as division manager

Freelance Instructional Designer, 1/2008 to Present

Write, edit and develop education and technical writing content for print and online delivery for higher education, corporate and non-profit clients. Coordinate projects with national and international team members. Project management of multi-phase, long-term projects. Develop content for education, sciences, mathematics, finance, marketing, healthcare, software development and other disciplines. Create elearning content and build content management systems. Integrate elearning best practices and theory into client courses to support student learning and success. Collaborate with SMEs to write and develop elearning content

Selected Accomplishments:

- Member of international team collaborating on multi-modal, corporate training materials
- Collaborate with SMEs in innovative sectors to develop new learning content or transfer existing courses into elearning modules
- Develop elearning multimedia and interactive learning resources for virtual coursework
- Assist international engineers in preparing proposals for international engineering

Miami University – Oxford, OH

Visiting Assistant Professor, 08/2016 to 12/2018

Instruct technical and professional communication within the Department of Languages, Literature and Writing.

Course Instruction:

- ENG 313 – Technical Communication
- ENG 215 – Workplace Writing
- ENG 413 – Non-Profit and Grant Writing
- ENG 405 – Topics in English (Instructional Text Writing)

Selected Accomplishments:

- Selected as eLearning Fellow 2016-2017 receiving research funding in elearning pedagogies
- Member of Recharge Committee, professional development day planning committee
- Member of Chair's Advisory Committee assisting in developing departmental governance documentation, department mission statement, and department long-term planning

Northern Kentucky University – Highland Heights, KY**Faculty/Associate Director Educational Outreach, Online Learning Programs,**
08/2012 to 5/2016

Technical and professional communication instruction; Manage online degree programs and course development; consult with deans and faculty on course needs; assess course quality; instructional design; academic technology implementation; faculty training and development; work collaboratively with department heads and faculty to determine appropriate online curriculum; oversee implementation of Quality Matters standards.

Selected Accomplishments:

- Presenter at 2015 Association of Continuing and Higher Education South Regional conference, "Merging Two Worlds: Effectively Engaging the Military Veteran Student in Online and Continuing Education"
- Presenter at 2015 Association of Teachers of Technical Writing conference, "Tech Writer as Web Design SME: Adding Value to Online Course Development"
- Presenter at 8th Annual Emerging Technologies for Online Learning International Symposium, "Collaborative Learning Can Work: Guiding Students Through Effective Project Management Using Cloud-based Tools"
- Certified Quality Matters Peer Reviewer and Online Learning Consortium Advanced Online Instructor
- Instituted accessibility trainings for online instructors
- Created and implemented first Virtual Open House program to enhance program recruitment, growing applications by 25% during specified period
- Member, Distance Learning Steering Team, a statewide committee of distance learning higher education administrators

University of Cincinnati – Cincinnati, OH**Adjunct Instructor, English,** 6/2010 to Present

Instruct technical and professional communication, and composition courses.

University of Cincinnati Foundation – Cincinnati, OH**Assistant Director of Development, College of Law,** 12/2007 to 3/2010**Assistant Director of Annual Giving,** 4/4007 to 12/2007

Cultivated, solicited, and stewarded major donors and alumni of College of Law and served as liaison to alumni board. Oversaw UC Foundation annual giving program (\$250k direct mail campaign and \$1.4M Telefund campaign). Created concept and copy for direct mail appeals, prepared ROI reports, and tracked dollars-spent-per-gift-raised reports. Worked directly with graphic designers, printers, and mailhouses.

Selected Accomplishments:

- Served as member of College Communications Committee
- Wrote successful \$10,000 grant proposal for College clinic
- Secured multi-million dollar planned gift
- Developed contact report adopted by entire UC Foundation
- Developed content for redesigned alumni website
- Increased revenue from alumni events to become profitable for first time in five years

Children's Home of Northern Kentucky – Covington, KY**Director of Development**, 9/2004 to 1/2007

Oversaw fundraising, volunteer, and special events program. Wrote all grant proposals and secured corporate funding. Developed all external communications and created concept and copy for direct mail campaigns, annual reports, and organization newsletter. Served as liaison between Children's Home and board and worked directly with Development Committee. Maintained organization website.

Selected Accomplishments:

- Redesigned organization newsletter
 - Secured largest grant (\$60,000) in organization history
 - Increased donor participation rates to nearly 20%
 - Secured \$93,000 in restricted giving for fiscal year 2006
 - Developed and implemented organization's first planned giving program
-

Memberships

Association of Teachers of Technical Writing, 2013 to Present

Society of Technical Communicators, 2010 to Present

Online Learning Consortium, 2015 to Present

Association of Continuing Higher Education, 2014 to Present

National Council of Teachers of English, 2011 to Present

Association of Women in Communications, 2009 to Present

Leadership Northern Kentucky, Class of 2006

Publications & Presentations

- "Preparing the Future Workforce: Changing the Virtual Writing Classroom into a Training Site." OLC Accelerate 2020. (Forthcoming conference).
- "Braving the Winds of Change: Lessons Learned from Faculty Participants in a Pedagogical Study." Annual Convention of the Conference on College Composition 2017.
- "Adapting Course Design and Delivery to Improve Military Veteran Student Success." Kentucky Convergence Conference. November 2016.
- "Aligning academic and work practices" *Communicator*, Winter 2016; International Society of Technical Communicators.
- "A Social Media Primer for Technical Communicators" *Intercom*, June 2011 (cover article); Society of Technical Communicators.
- "Accessing Skills: Assisting Military Veteran Students in the Traditional Composition Classroom." University of Cincinnati Graduate Student Conference 2014.
- "Collaborative Learning Can Work: Guiding Students Through Effective Project Management Using Cloud-based Tools." 8th Annual Emerging Technologies for Online Learning International Symposium, Online Learning Consortium 2015.

- "Co**LABOR**ative Learning: Designing Successful, Painless Group Projects." Meet, Greet, and Grab a Seat Conference 2013.
 - "Exploring the Vernacular Literacy of Community College Students." Annual Convention of the Conference on College Composition 2013.
 - "Got Your Six: Supporting Military Veteran Students through Adaptive Teaching Strategies." Meet, Greet, Grab a Seat Conference 2014.
 - "How Do Military Veteran Students Write?: Exploring the Effectiveness of Current Writing Pedagogy." Veterans in Society Conference 2014.
 - "MOOCs and Basic Writing: The MOOC as a Non-traditional Course Textbook." Annual Convention of the Conference on College Composition 2014.
 - "The Service Course at a Community College." Council for Programs in Technical and Scientific Communication, Annual Conference 2013.
 - "Merging Two Worlds: Effectively Engaging the Military Veteran Student in Online and Continuing Education" Association of Continuing and Higher Education South Regional conference 2015.
 - "Tech Writer as Web Design SME: Adding Value to Online Course Development" Association of Teachers of Technical Writing conference 2015.
-

Certifications/Awards

- Certified Quality Matters Peer Reviewer and Face-to-Face Facilitator
- Certified Advanced Online Instructor, Online Learning Consortium
- Recipient of Joseph P. Goddard Scholarship Award, ACHE South, 2015

LAURA FLANGOS

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laura@flangos.com · www.linkedin.com/in/lflangos ·

CONTENT AND INSTRUCTIONAL DESIGN MANAGER

PROJECT MANAGEMENT PROFESSIONAL, PMP

Experienced content and instructional design manager in educational leadership roles. Certified project manager with over twenty years of experience analyzing, developing, and implementing learning solutions in a collaborative cross-functional environment.

SKILLS

<ul style="list-style-type: none">• Project Management	<ul style="list-style-type: none">• Strategic Planning
<ul style="list-style-type: none">• Collaborative Leadership	<ul style="list-style-type: none">• Business Process Improvement
<ul style="list-style-type: none">• Learning Analysis	<ul style="list-style-type: none">• Project Scheduling

RELEVANT EXPERIENCE

MARCH 2022 – PRESENT

FREELANCE PROJECT MANAGER, UNTOLD CONTENT

Project manager of instructional design projects, working in collaboration with the training director.

AUGUST 2021 – PRESENT

CONTENT AND INSTRUCTIONAL DESIGN MANAGER, RAIN GROUP

Leadership role in creating and implementing company products.

- Overseeing the design and development of the rebirth of on-site instructor led training for all modular content across the organization.

JULY 2020 – AUGUST 2021

DIRECTOR, CERTIFICATION AND EDUCATION, WORLDATWORK

Director of certification strategy and education design and operations.

- Oversight of the certification strategy for all certification products across the organization
- Director for the education design and operations team, including oversight of education product roadmap development and implementation

MAY 2019 – JULY 2020

MANAGER, EDUCATION, WORLDATEWORK

Manager of education team with 12 direct reports, functional focus areas include design and operations.

- Managed the design function of educational delivery to include graphic design and instructional design of all products.
- Managed the operations function of education to include faculty management and development and overall educational operations throughout the organization.

JULY 2015 – MAY 2019

SPECIALIST, LEARNING DESIGN AND TECHNOLOGIES, WORLDATEWORK

Responsible for content design and delivery of educational products.

- Led initiative to select video software for e-learning products, resulting in a cost-effective and high-quality solution.
- Responsible for researching Learning Management System solutions cross-functionally, resulting in use case testing and content design recommendations.
- Oversees, evaluates and restructures the project plans and scheduling for blended learning events, resulting in more effective and efficient delivery.

AUGUST 2012 – JULY 2015

INSTRUCTIONAL DESIGNER 2, RR DONNELLEY

Responsible for the design and delivery of instructional products for the Financial Services team.

- Team lead for a new Learning Management System initiative, resulting in a personalized system to address the needs of internal and external clients.
- Responsible for the development and enhancement of instructional products for the Financial Services team, resulting in professional partnerships and larger-scale projects.
- Oversaw the integration of project management practices within the Financial Services design team, resulting in more efficient project delivery.

MAY 2010 – AUGUST 2012

LEAD CURRICULUM DEVELOPER, GRAND CANYON UNIVERSITY

Team lead for the College of Nursing and Health Sciences curriculum design team.

- Managed and implemented a more aggressive development schedule for course production, resulting in higher quality courses.
- Responsible for the conversion of all College of Nursing and Health Science courses to a new Learning Management System, resulting in an improved user experience for faculty and students.
- Managed the e-book implementation for the College of Nursing and Health Sciences, resulting in cost savings and higher quality products.

PROFESSIONAL CERTIFICATION

DECEMBER 2014

PROJECT MANAGEMENT PROFESSIONAL, PROJECT MANAGEMENT INSTITUTE

EDUCATION

MAY 2001

MASTER OF ARTS, MICHIGAN STATE UNIVERSITY

Master of Arts degree in Curriculum and Education. 4.0 GPA

MAY 1996

BACHELOR OF SCIENCE, MICHIGAN STATE UNIVERSITY

Bachelor of Science degree in Biological Science and Secondary Education. Four-year recipient of the Ford Motor Company, EEOC Scholarship.

Ms. Schmidt is experienced working directly with clients at all levels to include executives while supporting the corporate vision and has managed numerous projects and consultants in the implementation and customization of training on many topics & systems. She is self-motivated and excels at developing and delivering workshops and interactive training courses (WBT & Instructor-led). Ms. Schmidt leads a team of Instructional Designers/Developers, Tech Writers, and Software Engineers and Architects.

- 25+ years management and training experience / 20+ years IT, AM and ITSM experience
- 20+ years of experience in instructional analysis, curriculum design, and development of training
- 20+ years of experience in corporate and government training environments
- Expertise in Project Management, Development, Instructional Design, and team leadership
- Expertise in Adobe Captivate, Camtasia, PowerPoint, Snagit, Powtoons, Articulate Storyline & many more.
- Expertise in systems such as BMC Remedy ITSM, Remedyforce, Smart Reporting, Kronos Timekeeper, etc.
- Portfolio Examples: [Diversity](#) & [Safety at work](#) (PowToon), [Using Smart IT](#), [Using Filters Demonstration](#) followed by the [Using Filters Simulation](#), [Using the Self-Service Portal](#), [Using IM Templates Demo](#), [Using Badge Scan](#), [Using Remedy Contracts](#), (Captivate), [Using Captivate to Pause & Play](#) (in YouTube) (Camtasia), [The Gardening Game](#) & [The Puzzler](#) (Articulate). More examples are available upon request.

Experienced professional, skilled in team and program/project management, with expertise in business process improvement, eLearning design and development, demonstrations, workshops, team leadership, project planning and implementation, testing, requirements & training analysis, and systems engineering/architecture. Ms. Schmidt is skilled in project and client management, facilitating workshops, speaking at conferences, designing & creating interactive self-paced eLearning (with demonstrations and simulations), as well as Instructor-led Training (ILT/ILO) development and delivery.

Technical Skills

- Director of Consulting & Training Services / CyberTrain & BMC Instructor Certified
- Speaker at multiple world-wide & national conferences on various topics (+ setup & run conferences)
- Project Manager, Senior Instructional Designer/Developer, Senior Architect
- BMC ITSM Core Certified / BMC ITSM IPM Certified / BMC Instructor Certified
- ITIL Foundations V2 & V3 Certified & Instructor Certified / ITIL Airport Simulation Instructor Certified

Customer Project Experience Samples: (Client Recommendations)

- Syniverse – Custom WBTs & ILT training & software upgrade for ITSM, Reporting, Discovery, AM/CMDB
- SCL Health Systems – Custom WBTs & ILTs for HR, Kronos Timekeeper, Lawson, & Health Steam LMS
- Centers for Medicare & Medicaid (CMS) - Support & End User ILT & WBT Training, Train-the-Trainer, Workshops & ITSM Tier 3 support. (Remedy ITSM, Self-Service, AM, Analytics)
- Charles Schwab & TCS - Custom WBTs for Remedy ITSM Suite of products
- University of Virginia Health Systems - Custom WBTs & ILT training for ITSM, Reporting, & AM/CMDB
- Northcraft Analytics/Novartis – Custom WBT training for Northcraft Analytics Reporting
- State of CA – Custom interactive WBTs & certification testing for the Affordable Care Act & TTT
- SunGard & Erikson Living – ILT & WBT training, workshops & ITSM, Analytics & Self-Service project PM
- Advance Auto Parts & ADT - ITSM, Custom Apps & Integrations Implementation, Workshops & Training
- E*TRADE & Alberta Gaming & Liquor Commission (AGLC) - WBT training; ITSM, Integrations & Self-Service project
- nTelos Wireless (ITSM, CMDB & SRM) & Enbridge Energy (ITSM, ADDM, BBPM & CMDB) - ILT, TTT, & WBT training development and delivery across multiple locations and audiences.
- Union Pacific Railroad (ITSM, ADDM, Integrations & Kinetic Request) Training and Implementation

WORK HISTORY

07/12 – Present

CyberTrain, Inc.

President / Program Manager

Ms. Schmidt manages CyberTrain contracts and personnel as well as provides expert services in project management; business and budget analysis; Remedy software architecture, development; testing and QA; Interactive, Instructor-led, Computer & Web-based training (eLearning) and documentation.

Ms. Schmidt manages a team of Developers, Instructional Designers, Trainers and Technical Writers. She manages the contracts and sub-contracts for CyberTrain as well as the development and delivery of eLearning and Instructor-led courses. She is also considered an expert in Captivate eLearning software as well as Remedy ITSM and teaches both.

Ms. Schmidt has filled the roll of Program/Project Manager, Senior Software Architect, Trainer and Instructional Designer, Developer, and Programmer. She is certified to teach numerous courses. She has led the design and development of several multimillion-dollar projects in multiple arenas to include HR and IT. Ms. Schmidt has managed projects for numerous large and small commercial clients and government entities.

10/05 – 07/12

Rapid Technologies (through CyberTrain)

Director of Consulting Services & Training

Ms. Schmidt managed all Rapid Technologies projects, Trainer and software engineer consultants. She provided services in consultant management, recruiting, business development and client demonstrations, and provided guidance on the professional services for the company at the executive level. Ms. Schmidt provided guidance and direct assistance with project planning and management; Remedy software installation, configuration, customization; testing and QA; and Training services to include interactive Instructor-led & Web-based training development and documentation.

She was responsible for the creation and implementation of corporate level guidelines and templates, training of consultants, and review of all technical and training proposals for the company. She also managed projects for several high priority customers such as Holcim/Aggregate Industries, nTelos Wireless, Union Pacific Railroad, Advance Auto Parts, etc.

Ms. Schmidt led the setup of the educational business unit of Rapid Technologies. In this role she developed training implementation plans and grew the business unit according to the strategies set forth by Rapid Technologies. This business unit became the top profit center for the company the past several years.

2/01 – 10/05

CyberTrain, Inc.

President / Program Manager

Ms. Schmidt manages CyberTrain contracts as well as provides services in project management; business and budget analysis; Remedy software development; testing and QA; Instructor-led, Computer & Web-based training and documentation; Web site and portal development. She led a project for the Colorado Department of Revenue and Prime Contractor Avana. Ms. Schmidt was the Training Project Manager on the \$10+ million CSTAR program. She managed a team of trainers, technical writers, and testers and provided the primary interface with the software engineers. She performed analysis, design, development, testing, and reviews and was responsible for delivering 10 major training deliverables that incorporated over 75 documents. These deliverables include Train-the-Trainer, user and technical training materials and classes, user guides, technical operations manuals, an online help system, web/computer-based simulations and training, and associated project and customer delivery documentation. Ms. Schmidt has filled the roll of Program/Project Manager, Senior Software Architect, Training and IT Manager, System Administrator, Developer, Senior Instructional Designer and Programmer. She has led the design and development of several multimillion-dollar projects in both the Information Technology (IT) and Training arenas. Ms. Schmidt has managed projects for numerous large and small corporations and government entities.

1/02 – 1/05

Colorado Dept. of Natural Resources (DNR)

DNR IT Planner

As the IT Planner for the DNR, Ms. Schmidt was responsible for IT planning including project management, research, analysis, design, budgeting, & training. She managed large projects to include enterprise IT projects and the Remedy Help Desk and Asset Management projects. She also provided Project Management and training for the Division of Wildlife's Chronic

Wasting Disease (CWD) System, along with IT representation at legislative and state agency reviews. She has provided train-the-trainer and user courses and developed online courses for the DNR. Ms. Schmidt was responsible for submitting and defending IT decision requests and IT budget submissions for the department to the Governor's Office of Innovation and Technology (OIT), the Information Management Committee (IMC) and the Joint Budget Committee (JBC). Ms. Schmidt also developed and submitted various IT policies, standards and procedures and represents the department in numerous forums and committees with other state agencies & commercial entities to include several state IT policy and standard committees.

1/01 - 1/02

CyberTrain Inc. & Creative Engineering Concepts

CTI President & Sr. System Architect / URC-IT Lead & Sr. Architect

Ms. Schmidt manages CyberTrain projects, performs analysis, designs, develops, and integrates web-based software for various IT, training and Internet based tool and application projects. For the SSS contract through Boeing, Ms. Schmidt provided leadership, system design, Web Master and Remedy Help Desk and Asset Management customization and maintenance support for the Boeing Denver Engineering Center (BDEC) and the Site Support Services (SSS) contract. This contract entailed the support of seven web sites, as well as a sophisticated online Help Desk and Asset Management system.

6/99 - 12/00

Creative Engineering Concepts

URC-IT Lead / Sr. Systems Architect

Ms. Schmidt responsibilities included management and performance of analysis, design, development, and integration for various Internet based tools and applications. She was the IT lead and Senior Architect responsible for design and development of a multimillion-dollar, Web-based User Request Center and Web portal. Duties include managing \$800,000+ equipment and software budget along with personnel and tasking for the URC-IT project. The URC project provides support for the Boeing SSS effort, in particular SSS E2. Echelon-2 is responsible for factory-level maintenance of delivered items. This includes logistics, sparing, troubleshooting, performance reporting, & support to users. E-2 also defines and develops Concepts of Operations, architectures, processes and procedures; incorporating Commercial-Off-the-Shelf (COTS) applications into E-2 processes; handling discrepancy reports, troubleshooting, repair, replacement and testing; operation of the E-2 Help Desk, & integration of the program toolset. The user interface to E-2 is through the User Request Center (URC).

Ms. Schmidt led the URC team in URC-IT definition, architecture, operations concepts, design, H/W and S/W development, implementation, integration, installation, troubleshooting, maintenance and operations. Ms. Schmidt additionally provided demonstrated expertise in help-desk concepts, Web-based architectures, technologies & implementations, communications and security constraints. She provided support to evaluation, selection, customization, and integration of URC-related COTS applications and development, implementation, integration and maintenance of SSS and URC training and documentation.

11/97 - 06/99

Interactive Media Corporation

Project Manager/Sr. Instructional Designer

As a Project Manager and Sr. Instructional Designer manages and performs analysis, design and development of Web-based Training for commercial clients. Assigned as PM for the US West ARMS Initial and Deployment Web-based training project. Previously lead for the US West EPSS & Systems portions of the multi-million-dollar Initial Training Conversion project. As Lead for the Lucent Technologies Web-Based Training project performed Project Management duties, to include client interface, management of sub-contractors, quality control, & project deliveries. Provided Instructional Design for the SBC Network Fundamentals Course. For the US West DS1 update project provided project scope estimates for all team members as well as Instructional Design expertise. Also responsible for providing sales and proposal support.

9/96 - 9/97

BTG, Incorporated

Program/Training Manager

Program/Training Manager for the Systems Engineering (SE) Business Unit. This included proposal, design and development of the training program for 500+ employees located at various locations throughout the country. Created a training program, developed program outline; implementation strategy and management plan, then briefed executive level management and received approval to implement. Refined and implemented the training program to SEI CMM level 3 standards. Interviewed and selected training providers. Responsible for training program management, budget, supervision of staff, purchases, design and implementation of training, the training site design and development, and creation of a newsletter. Coordinated with senior level executives, division directors, and their program and project managers to ensure training requirements for

all divisions are addressed. Performed requirements analysis, coordination with training vendors. Developed training plans, templates, schedules, & materials. Reported directly to the Deputy General Manager and Senior Vice-President.

As Program Manager of the Training and Internet Solutions team, Ms. Schmidt was responsible for management and growth of this business area for the Information Operations Division. Responsibilities include business development, proposal writing, management, budget, design and implementation of traditional training, interactive Web-based training (CBT/WBT), Web Site Design and Development, training documentation and Internet/Intranet solutions using various authoring tools and programming languages. Perform duties of Program and Project Manager. Provide expertise in the area of Instructional Design Methodologies and Techniques. Manage, create and edit multimedia content including video, audio, graphics, and animation. Design and implement Internet/Intranet solutions and provide expertise in developing multi-platform solutions.

04/95 - 07/96

BTG, Incorporated

Lead Training Specialist

Led training effort on the Special Operations Forces Intelligence Vehicle (SOF IV) system. Responsible for the development, production, delivery, and presentation of government MIL-STD-1379 training materials, including training plans, course objectives, plans of instruction, lesson plans, training materials, trainee guides, and generating complex scenarios for simulated operations exercises for a newly developed UNIX-based client-server intelligence system. Lead Instructor in charge of a team teaching two three-week courses on System Applications and System Administration to government personnel. Additionally, responsible for briefing the training plan and objectives during joint contractor/government-training conferences. Coordinated training efforts between BTG, Inc., prime contractor, and government training representatives. Assisted with system admin manuals and several proposal efforts, which resulted in multi-million-dollar wins.

02/95 - 04/95

XEN Corporation

Multimedia Specialist

Hired in support of an interactive training effort for a Naval customer. Additionally, assigned as assistant to the Director of Business Development. Due to unexpected loss of contract and receipt of job offers, I took a position with BTG, Inc.

09/92 - 12/94

Command Technologies, Inc.

CBT Team Leader/Developer

Responsible for management, development, and conversion of training materials to Computer Based Training (CBT) on the Voice Processing Training System (VPTS), in accordance with government Instructional Systems Development (ISD) program. Created comprehensive, student-oriented CBT courseware, graphics and animation. Coordinated with government representatives daily to ensure satisfaction of contractual obligations resulting in exceeding contract obligations on time and under budget with an increase in customer satisfaction. Created and implemented a quality control program, which resulted in significant reduction of deliverable errors. Translated customer requirements into specific tasks, developed work breakdowns, delivery schedules, and projected manpower requirements on a \$900,000 per year contract. Conducted Technical Interchange Meetings with government representatives, which resulted in the implementation of new techniques and technologies into government courseware, and was lauded by government representatives and the CTI Vice President.

July 1980 - July 1992

United States Army

While on active duty, served as a Senior Signals Analyst, signals Intelligence Analyst, Instructional Designer and Project Manager. Served for 12 years in the intelligence field, holding a top secret special intelligence clearance, performing duties in numerous overseas and United States locations. Honorably discharged veteran.

01/90 - 07/92

U.S. ARMY, Goodfellow AFB, TX

Project Manager/ Courseware Developer

Responsible for project management, training of newly assigned personnel, coordinating and scheduling interactive video shoots, ensuring course deadlines were met, assigning lessons for scripting/pre-coding/programming to team members on a new multi-million-dollar system. Performed each team member function (scripting, precoding, programming, and quality control). Recognized for developing 90% more courseware than any other developer.

01/86 - 12/88

U.S. ARMY, USAFS Augsburg, Germany

Signals Analyst Supervisor/Training Mgr.

Responsible for supervision/operation of radioteletype, data intercept and recording equipment, performance of in-depth signals analysis, preparation of operational, technical, and administrative reports for national level consumers and tactical commanders. Assigned as Team Chief in the research and analysis section as well as the search and development section. Wrote the sections on-the-job training program. As the training NCO, developed training programs, instructed class, and assigned instructors. Team Chief in charge of 5-6 senior signals analysts and Asst. Platoon Sgt. in charge of 60+ personnel.

04/83 - 12/85

U.S. ARMY, National Security Agency

Sr. Signals Analyst/Supervisor

Responsible for signals analysis in support of ten traffic analysts. Appointed as Office of Primary concern for several high priority targets. Operated several newly designed computer-based processing systems and responsible for the operation and management of a highly complex, multi-million-dollar computer-based analysis lab. Performed the duties of Assistant Team Chief and Barracks Sgt.

04/81 - 04/83

U.S. ARMY, USAFS Berlin, Germany

Signals Analyst Supervisor/ Instructor

As section supervisor, responsible for supervision/operation of radio teletype, data intercept and recording equipment and non-Morse intercept operators. Also assigned as instructor for the NCO Development Course.

COMPUTER EXPERIENCE:

SOFTWARE: Adobe Captivate, Camtasia, Powtoons, Articulate 360, PaintShopPro, Remedy & many more.

COLLEGE EDUCATION:

Central Texas College
Associate Degree
General Studies

University of New York, Regents College
Bachelor of Science (4.0 GPA)
Concentrations in Education & Sociology, 3/19/97

PROFESSIONAL EDUCATION:

Management Leadership Edge Team Leader / Microsoft® Project /Pocket PM - Project Mgmt. Course
Basic Non-Morse NCO Course / Primary Leadership Course / NCO Development Course
Contracts Mgmt. & Business Genetics Analysis/Modeling Course

Training Captivate Basics & Advanced Course
Technical Training Instructor Course / Computer Based Training Designer Course
Tests & Measurements / Training Codes & Objectives Course
Instructional Systems Development Course / Technical Writer/Grammar Courses

Technical Oracle – Introduction to SQL/PLSQL / ITIL Foundations Certification (Instructor Certified)
BMC RemedyForce SD Technical and Sales Certified
BMC ITIL Airport Simulation & ITIL Overview Courses (Instructor Certified)
BMC Atrium CMDB Design Basics & CMDB Architect Tutorial
Introduction to the Atrium CMDB & Remedy ITSM & CMDB Overview (Instructor)
Kinetic Request Manager & Administration Training / BMC SLM Basic & Advanced
BMC Remedy ITSM Application Administration – Instructor Certified
Remedy ITSM (SD, CM & Release, CMDB & Asset Mgmt.) for Support (Instructor)
BMC Remedy AR System Admin. Part I, II, & III Courses (Instructor Certified)
BMC AR System Foundation Part 2 Course (Instructor Certified)
BMC Remedy Core and Incident/Problem Management Developer Course
Senior Signal Analyst 0058 / Intermediate Signal Analyst 0060
Cryptologic Skills Course CY155/UHF/VHF EXACT Operations Course K9
Basic Traffic Analysis Course TA-103 / Advanced HTML/Web Design Course
SIGINT Instrument/Measurements EA-200 / Non-Morse Operator Course 98K
SOF IV Operations & System Administration Course (Instructor Certified)

A A R O N B U R G E S S

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[Linkedin Resume](#)

INSTRUCTIONAL DESIGNER

Professional Summary

Instructional Design • Educational Technology • Training and Performance
Adult Learning • Distance Learning • LMS Administration • Accreditation
Educational Administration • E-Learning Authoring Tools • Program Development • F2F Instruction

PROFESSIONAL EXPERIENCE

Instructional Design Consultant (Contract)

Untold Content • 5/15/2019 - present

- Collaborating with Subject Matter Experts (SMEs) and key stakeholders to support and guide the design, development and production of innovative online courses.
- Project is with a Tier One Research University in the Southern United States and a large online university leader within higher education.

Instructional Design Consultant (Contract)

Mount Vernon Nazarene University • 4/15/2016 - 3/30/2020

- Managing the online course development process in Moodle LMS for new courses in graduate studies division.
- Ensuring that academic, accreditation and ADA standards are reflected in all aspects of the courses.
- Designing and coordinating the production of learning objects in a variety of formats including print, graphics, audio, video, and animation technologies to support online coursework and programs.

Senior Learning Architect & Consultant (Contract)

iDesign • 5/15/2017 - present

- Collaborating with Subject Matter Experts (SMEs) and key stakeholders to support and guide the design, development and production of innovative online courses.
- Managing a number of team members including Learning Architects, Instructional Technologists, Quality Reviewers, Multimedia Editors and Graphic Designers to ensure the design and development of online learning support the vision of the partner and subject matter experts.

Instructional Designer | LMS Administrator (Contract)

Cincinnati Christian University • 8/2015 - 11/2019

- Responsible for implementing, configuring, tracking, and delivering of instructor led, participant centered learning programs in the Canvas LMS.
- Negotiating service contract with vendors (e.g. Instructure).
- Managing online program development budget.

- Providing first line of contact and assistance for students, administrative staff and faculty in Canvas LMS.
- Led the conversion of course catalog (500 courses) from Moodle into Canvas.
- Coordinating and conducting training for online faculty in the development of online instructional materials and online instructional methods, as needed.
- Providing Tier 2 support on integration issues with LMS service provider (Instructure).
- Managing course records, user profiles, class rosters, user information, completion records, examination records and certification records; maintaining data integrity in Canvas LMS.

Storyline 360 Consultant (Contract)

Creatives on Call • 12/15/2017 - 2/20/2018

- Collaborating with Subject Matter Experts (SMEs) and key stakeholders to support and guide the design, development and production of software training in the health care industry.
- Working closely with a number of team members including Instructional Technologists, Quality Reviewers, Multimedia Editors and Graphic Designers to ensure the design and development of online learning support the vision of the partner and subject matter experts.
- Courses were designed in Articulate Storyline 360.

Instructional Design Consultant (Contract)

Luxottica Retail • 2/29 - 3/30/2017

- Designed and developed online software training (in Articulate Storyline 2) for 17,000 employees in the Sunglass Hut business unit.
- Project completed on-time.

Instructional Design Consultant (Contract)

Creatives on Call • 7/15/2016 -1/15/2018

- Designed and developed online learning objects for corporate training program (Market Manager Trainee Program).
- Designed online HTML5 courses and certification programs in iSpring Creative Suite & Storyline 360 using adult learning principles and integrating interactive concepts and activities to encourage knowledge application and skill development.

Instructional Design Consultant (Contract)

Core Axis Consulting • 11/2016 -1/15/2017

- Developed e-learning compliance content in Storyline 2 and job aids related to the Department of Labor's fiduciary rule for the financial services industry.
- Client was a Fortune 500 financial services company.

Instructional Design Consultant (Contract)

Edoc Service • 3/15/2016 -8/15/2016

- Provided consultation on technology and design choices for the launch of e-learning training courses in the areas of accounting, operations and compliance.
- Designing online HTML5 courses in iSpring Creative Suite and Articulate Storyline 2 certification programs using adult learning principles and integrating interactive concepts and activities to encourage knowledge application and skill development.

- Designed and supervised production of learning objects in a variety of formats including print, graphics, audio, video, and animation technologies to support online coursework and programs.

E-Learning Consultant (Contract)

Top Gun Sales Performance • 11/25/2015 - 7/11/2016

- Designed online HTML5 courses and certification programs in iSpring Creative Suite and Articulate Storyline 2 using adult learning principles and integrating interactive concepts and activities to encourage knowledge application and skill development.
- The focus of these courses was sales training (soft and technical skills).

E-Learning Content Developer (Contract)

Luma Learning • 11/1/2015 - 2/01/2016

- Designed and developed interactive e-learning micro-lessons in the areas of finance, strategy, sales, human resource management and marketing for the John Deere company.
- Short term project ended in February of 2016.

Instructional Designer (Contract)

Designers for Learning (501c3) • 9/1/2015 - 1/01/2016

- Provided a comprehensive and affordable database of online learning materials and lessons for adult learners attempting to complete their GED.
- Worked with a team of senior level instructional designers to determine the ideal delivery platform for specific types of learners in this space.
- This project resulted in the development of a MOOC (Massive Open Online Course).

Assistant Professor, Business Management & Organizational Leadership

Cincinnati Christian University • 3/2013 - 8/2015

- Oversaw the development and implementation of new B.S. degree programs in Sport Management, Entrepreneurship, Information Technology, Accounting, Marketing & Organizational Leadership.
- Provided a long-range vision, specific strategies, and detailed administrative and fiscal provisions to ensure the excellence of the School's faculty, its teaching, curricular and research programs, and its engagements with external constituencies.
- Experience with accreditation (e.g., HLC), assessment, assurance of learning, learning analytics, and continuous improvement efforts.

Instructional Design Consultant/Project Coordinator (Contract)

Point University • Atlanta • 12/15/2013 - 1/31/2015

- Provided a comprehensive but affordable solution to an online course project for a university that plans to launch several online degree programs in the near future.
- Conversion project included the re-design and conversion of 85 eight week courses in the Moodle LMS.
- Developed and designed courses in the areas of general education, human relations, criminal justice, business, and organizational leadership

Instructional Design Consultant (Contract)

Learning Mate Performance Solutions • New York City • 01/2013 - 01/2014

- Worked remotely on various projects designing ancillary materials (diagnostic and practice exams) & learning outcomes for business college textbooks for major publishers such as McGraw-Hill & Wiley.
- Developed course materials in managerial accounting, financial reporting & analysis, introduction to business & principles of management.

Instructional Design Consultant (Contract)

Knowledge Elements • Nashville, TN • 06/12 - 3/13

- Designed and developed instructional material for graduate level business management courses (F2F, online and hybrid) that support degree program learning objectives.

Part-Time Instructor - School of Business

Mount St. Joseph University • Cincinnati, OH 45233 • 5/2012-present

- Utilized active learning methods and a variety of instructional strategies designed to assist the learner in meeting the objectives of a course entitled Leadership Theory and Application.
- Taught a graduate course in Research Methods that prepared healthcare administrators at Tri-Health Hospital for completion of their capstone project for a M.S. in Organizational Leadership.
- Other courses designed and instructed: Ethics, World Religions, Contemporary Issues in Leadership, Philosophical Point of View, Organizational Ethics, Health Care & Nursing Ethics
- Arranged, acquired and prepared online & F2F instructional materials.

Instructional Designer | Faculty Development Coordinator

Cincinnati Christian University • Cincinnati, OH 45204 • 9/1/2007 - 9/1/2011

- Responsible for the entire assessment, training, development and performance of 75 full and part-time faculty members in the College of Adult Learning four-year degree completion program.
- Regular presenter and SME at academic conferences on adult learning theory (andragogy).
- Assessed the needs of the college and the skills of faculty and developed workplace training programs, classes, and other courses to prepare faculty for instructing adult college students.
- Collaborated with academic leadership, faculty, curriculum development leaders, librarians, and assessment professionals to ensure the training and development content aligned and supported the mission, values, and priorities of the university.
- Engineered innovative educational programs in the areas of teaching, adult learning, and technology training for more than 75 professors.
- Collaborated with SME's to develop 120 e-learning and accelerated courses for a variety of undergraduate courses aimed at adult learners.
- Utilized various forms of media (Text, Video, PowerPoint, Discussion, Screen-casting, Authoring Tools, WebLinks, and Assessments) for e-learning courses designed for either distance learning or as enhancements for F2F or blended classes.
- Collaborated with academic leadership, faculty, curriculum development leaders, librarians, and assessment professionals to ensure the training and development content aligned and supported the mission, values, and priorities of the university.

EDUCATION

Doctor of Education, Northeastern University, Boston, MA, 02115

Master of Science, Organizational Leadership (Business), Mount St. Joseph University, Cincinnati, OH, 45233

Bachelor of Arts, General Studies, Cincinnati Christian University, Cincinnati, OH, 45204

INFORMATION & EDUCATIONAL TECHNOLOGY SKILLS

- Excellent knowledge of Windows and Mac operating systems, MS Word, Excel, PowerPoint, Articulate Presenter, Storyline 2, Panopto, Articulate 360, Captivate, Lectora, Camstasia, iSpring Creative Suite, Snagit, Kaltura, Screen-cast-o-matic, and various ID applications, including video and audio editing software, voiceovers, Adobe Creative Suite (Photoshop and Illustrator) and a variety of e-Learning authoring tools and animators.
- Experienced with a variety of Learning Management Systems (Moodle, Litmos, Canvas, Accord, D2L, Sakai, Degreed, and Blackboard) as well as working on SCORM compliance packages in these systems.
- Experienced with training faculty and employees on Moodle, Canvas, & Blackboard LMS.
- Aptitude for learning new computer software programs; some programming experience including HTML, HTML 5, & Ruby.

(Un)told Content

RFP #15-2022: Onboarding and Continuing Education Training

Attachment B: 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 #15-2022: Onboarding and Continuing Education Training

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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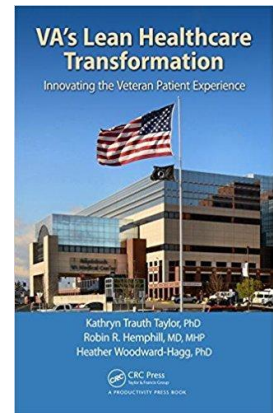
Project 2: VA's Lean Healthcare Transformation

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 #15-2022: Onboarding and Continuing Education Training

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 developed 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.

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RFP #15-2022: Onboarding and Continuing Education Training

Attachment C: Past Client Matrix



Project Name	Project Client	Project Tasks	Period Of Performance	Client POC
Medical Training Videos	Parsley Health Instructional Design	Instructional design strategy, video development	January 2021-Present	Allie Moss allie.moss@parsleyhealth.com
Document Design	NACHC	Design	January 2021-Present	Alberta Phillips APhillips@nachc.com
Instructional Design	WPTI	Instructional Design	April 2022-Present	Yanni Deconescu ydeconescu@workforceprofessionals.org
Instructional Design	LISC	Instructional Design	April 2022-Present	Jacqueline Guzman jguzman@lisc.org
Instructional Design	MedTrainer	Instructional Design	December 2021-January 2022	Michael Mazerick mmazerik@medtrainer.com
Instructional Design and Writing Support	Merck	Instructional design development, writing	October 2021-December 2021	Meredith Singleton mselearningconsulting@gmail.com
Evaluation Briefs	MCC	Write, copy edit, design	Oct 2018-Sept 2020	Sarah Lane lanesc@mcc.gov
Professional Writing, Research, and Curriculum Build	Crossover	Write, copy edit, research, design	October 2017-March 2020	Daniel Lord daniel.lord@crossoverhealth.com
NITRO! Bootcamp Content Creation and Strategy support	Centrifuse	Write, design, outcome reporting, project management, event planning	October 2018-March 2019	Maurice Coffey coffey.me@pg.com
Science Journal Articles	Argonne APS	Scientific writing	March 2017-Present	Rick Fenner fenner@anl.gov
Content Strategy, Creation, and Instructional Design	Cincinnati Children's Hospital Medical Center	Writing, design, instructional design	April 2020-Present	Angela Lorts Angela.Lorts@cchmc.org
Content Development and Writing Services	Synfiny	Writing, design	October 2018-May 2020	Nova Ostermann nostermann@synfiny.com
Instructional Design	ELI	Instructional Design	June 2019-October 2019	Gina Limperis glimperis@easelearning.com
Take on Race - Content Strategy and Creation	Canned Spinach / P&G	Content writing, website copy, social media content	Sept 2020 - July 2021	Maurice Coffey coffey.me@pg.com
Thought-Leadership Writing	Physera	Writing, research, editing	July 2020-Dec 2020	Cameron Marlow cameron@physera.com
Thought-Leadership Writing	Castlight	Writing, research, editing	April 2020-June 2020	Claire Egan Doyle cegandoyle@castlighthealth.com
Marketing Content	Flywheel	Training staff; content writing, editing, and strategy support	Jan 2020-Dec 2021	Bill Tucker bill.tucker@flywheelcincinnati.org
Thought-Leadership Writing	Omada		September 2020-Dec 2020	Maniesh Joshi maniesh.joshi@omadahealth.com
SEO Thought Articles	Heisman in Heels	blog research, writing, editing	Jan 2020-June 2021	Sarah Anderson sarah@heismaninheels.com
Thought-Leadership Publication Support	Carrum Health	Writing, research, editing	Jan 2020-March 2020	Christoph Dankert cdankert@carrumhealth.com
Grant Research Services	Lair	Research	May 2020-June 2020	Jonathan Marsicano lairlc2020@gmail.com
Content Strategy and Creation	Dads & Daughters	Content creation and design	June 2020	Julie J Gordon juliejustina@hotmail.com
Grant Research Services	Possip	Research and writing	April 2020	Christine Fisher christine@possip.com

Project Name	Project Client	Project Tasks	Period Of Performance	Client POC
Copywriting	Welleo	Website content writing	July 2020	Dr. Ross Nelson drrossnelson@gmail.com
Marketing and Communications Campaign	LFUCG Homelessness	Content strategy, creation, research, writing, editing, PR, design	December 2020-November 2021	Polly A Ruddick pruddick@lexingtonky.gov
Investor Deck Design Support	Corumat	Design	October 2020	Stewart K. Mehlman stewartm@corumat.com
Content Strategy and Creation Support	Include Health	Content strategy, creation, research, writing, editing, PR, design	May 2021-Feb 2022	Ryan Eder ryan.eder@includehealth.com
Infographic Design Support	STARZL	Design	Jan 2022-Present	C.J. Confair kriseconfaircj@upmc.edu
Resume Workshop	BGSU	Workshop	November 2020	Daniel Vincent Bommarito dbommar@bgsu.edu
Content Services	Sus Clinical	Animated video	Jan-April 2021	Steve Baggott steve@susclinicals.com
Video Development	GRID	Script writing	July 2021	Mariam Nusrat mariam. adil@gamingfordev.com
Workshop and Content Strategy and Creation	Qntfy	Training, writing, research, design	February 2021-August 2021	Glen Coppersmith glen@qntfy.com
Content Creation support	smallTalk	Article writing and research	March 2021	Dean Koch
Content Creation support	University of Utah	Writing, interviewing, research	August 2021-Present	Paul Gadd Paul.Gadd@hsc.utah.edu
Content Creation support	Consec	Writing and website content	August 2021	Ian Perkins ian.perkins85@gmail.com
Digital Health Content Services	Brightline	Research, writing, and editing	August 2021-Present	Iman Rahim irahim@helloworldbrightline.com
Science Writing Services	Children and Screens	Research, writing, and editing	October 2021-December 2021	Pamela Hurst-Della Pietra pam@childrenandscreens.com
Workshop	Simbex Dartmouth Speaking	Training	September 2021	Angela Smalley asmalley@simbex.com
Content Creation support	Vectoris 2021	Research, writing, and editing	October 2021-Present	Eisha Armstrong eisha.armstrong@vectoris.com
Research Writing	Parsley Health	Research, writing, and editing	October 2021-Present	Heather Woodward-Hagg heather. hagg@parsleyhealth.com
Digital Health Content Services	MRI Online	Content Strategy, creation, website copy, marketing campaign content	November 2021-February 2022	Daniel Arnold darnold@mrionline.com
Science Presentation Support	Dartmouth	Slide deck scripting and design	April 2022-Present	Barry I. Schweitzer Barry.I.Schweitzer@dartmouth.edu
Research-Backed Writing Support	Apella	Content Strategy, research, writing, design	March 2022-Present	David Schummers david@apella.io
Thought-Leadership Content Creation	Plus Delta Partners	Research, writing, and editing	March 2022-Present	Guy Hart guy@plusdeltapartners.com
Scientific Annual Report	Tina's Wish	Research, writing, design	April 2022-Present	Beverly Wolfer bwolfer@tinawish.org
Video Scripting	Barking Squirrel	Script writing and revision	April 2022-Present	David K Bray david@barkingsquirrelmedia.com

Project Name	Project Client	Project Tasks	Period Of Performance	Client POC
Book Launch Thought Leadership	Speed of Advance	Content Strategy, scripting, and deck design	April 2022-Present	Martin Groover mgroover@c5mi.com
Maturity Curve Development	C5MI	Content strategy and writing	April 2022-Present	Martin Groover mgroover@c5mi.com
Innovation Storytelling Training	CVG	Workshops and training	December 2021	Brian Cobb bcobb@cvgairport.com
Innovation Storytelling Training	NASA	Workshops and training	August 2021	Julie Williams julie.a.williams-byrd@nasa.gov
Innovation Storytelling Training	International Flavors & Fragrances Inc.	Workshops and training	July 2021-October 2021	Shrikant Koht Shrikant.Khot@iff.com
Resume Workshop	Coalition of Feminist Scholars	Workshops and training	March 2021	Wendy Sharer SHARERW@ecu.edu
Resume Workshop	Virginia Tech	Workshops and training	April 2021	Kelly Scarff kls16@vt.edu
Innovation Storytelling Training	Boeing	Workshops and training	October 2021-December 2021	Alicia Hong Alicia.Hone@boeing.com
Innovation Storytelling Training	INCOSE / JS Systems Engineering	Workshops and training	April 2022-Present	Jeannine Sivyj jmsivyj@gmail.com

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

COMMUNICATION PLAN

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

QUALITY ASSURANCE PLAN

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

COVID-19 SAFETY PROTOCOLS

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

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

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Attachment E: Certification of Compliance For American Rescue Plan Act Expenditures



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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RFP #15-2022: Onboarding and Continuing Education Training

Attachment F: Affirmative Action Plan



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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



Affirmative Action Plan

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 HARASSMENT

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

[Un]told Content

Affirmative Action Plan

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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Affirmative Action Plan

In addition to providing the requestor with the reasons for denial of a request for reasonable accommodation, agencies must designate a process for review when an applicant or employee chooses to appeal the denial of a reasonable accommodation request. This process:

- Must include review by a company official;
- May include review by the CEO; and/or

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



Affirmative Action Plan

underutilization of racial/ethnic minorities in the Professional group.

The Office/Clerical job group was underutilized in 2019. The company will strive to meet a goal of hiring at least 1 racial/ethnic minority and/or person with disabilities in this labor category in 2020-2022.

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 :

[Un]told Content

Affirmative Action Plan

- Monitors progress toward stated goals by job category;
- Analyzes employment activity (hires, promotions, and terminations) by job category to determine if there is adverse impact;
- Analyzes compensation program to determine if there are patterns of discrimination;
- Reviews the accessibility of online systems, websites, and ensures that reasonable accommodations can be easily requested; and
- Discusses progress with company leadership on a periodic basis and makes recommendations for improvement.

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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Affirmative Action Plan

A. Relationship Building and Outreach

The company has a strong commitment to relationship building and outreach. Examples include:

- MORTAR Cincinnati
- Cintrifuse
- Flywheel
- US Department of Veterans Affairs
- Northern Kentucky Chamber of Commerce
- Ohio River Valley Women's Business Enterprise Network
- HUBZone National Chamber
- National Women's Chamber of Commerce
- Women-Owned Association

The company will continue to form relationships and provide outreach to strengthen ties.

B. Internships

The company utilizes interns through the Ohio Third Frontier Diversity and Inclusion Internship Program, which has led to great success recruiting and hiring part-time and full-time women interns. We will strive in 2020-2022 to recruit and hire more minority interns through this program.

C. Supported Employment (M.S. 43A.191, Subd. 2(d))

The company supports the employment of individuals with disabilities and will review vacant positions to determine if job tasks can be performed by a supported employment workers. We will work with community organizations that provide employment services to individuals with disabilities to recruit for these positions.

RETENTION PLAN

XIII.

The company is committed to not just the recruitment of women, minorities, individuals with disabilities, and veterans, but also to the retention of these protected groups.

[Un]told Content

Affirmative Action Plan

A. Methods of Retention of Protected Groups

The company will focus on the following retention methods over the next two years:

- The Employee Exit Interview will continue to be offered to voluntarily separating employees. The interviews may be oral or on paper. Summary data will be reviewed once every two years to determine if there are any patterns of separation.
- Create employee engagements surveys.
- In an effort to retain talented employees, we will strive to:
 - o Set clear expectations for employees
 - o Provide feedback to employees
 - o Recognize good performance and reinforce positive performance
 - o Set clearly defined performance goals and objectives
 - o Complete annual performance reviews
 - o Provide a diverse workforce
 - o Provide effective communication and conflict management
 - o Provide a flexible and supportive work environment by offering options such as telecommuting, alternative work schedules, and when possible part time employment
 - o Provide training, offer varying job assignments, and educational and promotional opportunities
 - o Effectively recognize employees through performance reviews, service and achievement awards
 - o Provide a strong, dependable team environment
- Create opportunities for training and professional development around cultural competence, unconscious bias, disability awareness, etc.
- Conduct an annual recognition event.
- Ensure accessibility of electronic systems, physical office spaces, and other aspects of the employment experience.
- Continue to improve the company new employee orientation program so employees feel welcomed, valued and engaged.

Untold Content will strive to create an environment that promotes the retention of a diverse workforce. We are committed to our affirmative action efforts and equal employment opportunity.



Affirmative Action Plan

APPENDIX

Complaint of Discrimination/Harassment Form

Please Read Before Completion of Form

Any complaint of discrimination/harassment is considered confidential data. This information is being collected for the purpose of determining whether discrimination/harassment has occurred. You are not legally required to provide this information, but without it, an investigation cannot be conducted. This information may only be released to the Affirmative Action Officer or designee, the complainant, the respondent and appropriate personnel.

Complainant (You)		
Complainant's Name	Job Title	
Work Address	Telephone	
company	Division	Manager

Respondent (Individual Who Discriminated Against/Harassed You)		
Respondent's Name	Respondent's Job Title	
Respondent's Work Address	Respondent's Telephone	
Respondent's company	Division	Manager

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Affirmative Action Plan

The Complaint		
Basis of Complaint <input type="checkbox"/> 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

[Un]told Content

Affirmative Action Plan

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Additional witnesses may be listed in "Additional Information" or on a separate sheet attached to this form.

This complaint is being filed on my honest belief that the State of Minnesota has discriminated against/harassed me. I hereby certify that the information I have provided in this complaint is true, correct, and complete to the best of my knowledge and belief.

Complainant Signature Date

Affirmative Action Officer Signature Date



Affirmative Action Plan

Employee/Applicant Request for ADA Reasonable Accommodation Form

Untold Content

Employee/Applicant Request for ADA Reasonable Accommodation Form

Untold Content is committed to complying with the Americans with Disabilities Act (“ADA”) and the Minnesota Human Rights Act (“MHRA”). To be eligible for an ADA accommodation, you must be 1) qualified to perform the essential functions of your position and 2) have a disability that limits a major life activity or function. The CEO/Designee will review each request on an individualized case-by-case basis to determine whether or not an accommodation can be made.

Employee Name

Job Title

Work Location

Data Privacy Statement: This information may be used by your company human resources representative, CEO or designee, your company legal counsel, or any other individual who is authorized by your company to receive medical information for purposes of providing reasonable accommodations under the ADA and MHRA. This information is necessary to determine whether you have a disability as defined by the ADA or MHRA, and to determine whether any reasonable accommodation can be made. The provision of this information is strictly voluntary; however, if you refuse to provide it, your company may refuse to provide a reasonable accommodation.

Questions to clarify accommodation requested.

1. What specific accommodation are you requesting?
2. If you are not sure what accommodation is needed, do you have any suggestions about what options we can explore.
 - a. If yes, please explain.

Questions to document the reason for the accommodation request *(please attach*

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Affirmative Action Plan

additional pages if necessary).

1. What, if any job function are you having difficulty performing?
2. What, if any employment benefit are you having difficulty accessing?
3. What limitation as result of your physical or mental impairment is interfering with your ability to perform your job or access an employment benefit?
4. If you are requesting a specific accommodation, how will that accommodation be effective in allowing you to perform the functions of your job?

Information Pertaining to Medical Documentation

In the context of assessing an accommodation request, medical documentation may be needed to determine if the employee has a disability covered by the ADA and to assist in identifying an effective accommodation.

The CEO or designee is tasked with collecting necessary medical documentation. In the event that medical documentation is needed, the employee will be provided with the appropriate forms to submit to their medical provider. The employee has the responsibility to ensure that the medical provider follows through on requests for medical information.

This authorization does not cover, and the information to be disclosed should not contain, genetic information. "Genetic Information" includes: Information about an individual's genetic tests; information about genetic tests of an individual's family members; information about the manifestation of a disease or disorder in an individual's family members (family medical history); an individual's request for, or receipt of, genetic services, or the participation in clinical research that includes genetic services by the individual or a family member of the individual; and genetic information of a fetus carried by an individual or by a pregnant woman who is a family member of the individual and the genetic information of any embryo legally held by the individual or family member using an assisted reproductive technology.

Employee Signature

Date

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RFP #15-2022: Onboarding and Continuing Education Training

Attachment G: Affidavit



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

PAIGE WALLS
Notary Public, State of Ohio
My Commission Expires
08/08/2026



NOTARY PUBLIC, STATE AT LARGE

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 OShea 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

[Un]told Content

RFP #15-2022: Onboarding and Continuing Education Training

Attachment H: Equal Opportunity Agreement



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

[Un]told Content

RFP #15-2022: Onboarding and Continuing Education Training

Attachment I: Workforce Analysis Form



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

[Un]told Content

RFP #15-2022: Onboarding and Continuing Education Training

Attachment J: LUF CG MWDBE Participation Form





Bid/RFP/Quote Reference #15-2022_____

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. CyberTrain, Inc. Victoria Schmidt 5753 S Kittredge St Centennial, CO 80015 (303) 646-1741 vschmidt@cybertraininc.com	VOSB	Instructional design services, elearning development, curriculum design	\$87,175	45%
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

[Un]told Content

RFP #15-2022: Onboarding and Continuing Education Training

Attachment K: MWDBE Quote Summary Form





Bid/RFP/Quote Reference # 15-2022

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	#15-2022 Onboarding and Continuing Education Training

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
CyberTrain, Inc. 5753 S Kittredge St Centennial, CO 80015	Victoria Schmidt	vschmidt@cybertraininc.com (303) 646-1740	April 15, 2022	Instructional design	email and phone meeting	\$81,175		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

Catherine O'Shea
Company Representative

April 25, 2022
Date

COO
Title

[Un]told Content

RFP #15-2022: Onboarding and Continuing Education Training

Attachment L: LFUCG Statement of Good Faith Efforts



LFUCG STATEMENT OF GOOD FAITH EFFORTS

Bid/RFP/Quote # #15-2022: Onboarding and Continuing Education and Training

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

[Un]told Content

RFP #15-2022: Onboarding and Continuing Education Training

Attachment M: Signed General Provisions



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