

George Mason University

Creative & Marketing Services

GMU-1692-21

December 9, 2020



We're on a Mission.
YOURS.

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Procedural Information

Return signed cover page and all addenda, if any, signed and completed as required.

Cover Page



Purchasing Department
 4400 University Drive, Mailstop 3C5
 Fairfax, VA 22030
 Voice: 703.993.2580 | Fax: 703.993.2589
<http://fiscal.gmu.edu/purchasing/>



**REQUEST FOR PROPOSALS
 GMU-1692-21**

ISSUE DATE: November 04, 2020
TITLE: Creative & Marketing Services
PRIMARY PROCUREMENT OFFICER: Erin Rauch, Assistant Director, erauch@gmu.edu
SECONDARY PROCUREMENT OFFICER: James F. Russell, Director, jrussell@gmu.edu

QUESTIONS/INQUIRIES: E-mail all inquiries to both Procurement Officers listed above, no later than 4:00 PM EST on November 19, 2020. All questions must be submitted in writing. Responses to questions will be posted on the [Mason Purchasing Website](#) by 5:00 PM EST on November 24, 2020. Note: Questions must be submitted in WORD format. Also see section III. COMMUNICATION, herein.

PROPOSAL DUE DATE AND TIME: December 09, 2020 @ 2:00 PM EST. SEE SECTION XII.A.1 FOR DETAILS ON ELECTRONIC PROPOSAL SUBMISSION.

In Compliance With This Request For Proposal And To All The Conditions Imposed Therein And Hereby Incorporated By Reference, The Undersigned Offers And Agrees To Furnish The Goods/Services In Accordance With The Attached Signed Proposal Or As Mutually Agreed Upon By Subsequent Negotiations.

Name and Address of Firm:

Legal Name: <u>J.R. Reingold & Associates, Inc.</u>	Date: <u>November 17, 2020</u>
DBA: <u>Reingold</u>	
Address: <u>1321 Duke St.</u>	By: 
<u>Alexandria, VA 22314</u>	Signature
FEI/FIN No. <u>521396000</u>	Name: <u>Joseph Ney</u>
Fax No. <u>703.299.2424</u>	Title: <u>Partner</u>
Email: <u>jney@reingold.com</u>	Telephone No. <u>202.487.4340</u>

SWaM Certified: Yes: No: (See Section VII. SWaM CERTIFICATION for complete details).

SWaM Certification Number: 723935

This public body does not discriminate against faith-based organizations in accordance with the *Governing Rules, § 36* or against a Bidder/Offeror because of race, religion, color, sex, national origin, age, disability, or any other prohibited by state law relating to discrimination in employment.



Attachment A (Small Business Subcontracting Plan)

Return Attachment A – Small Business Subcontracting Plan.

**ATTACHMENT A
SMALL BUSINESS SUBCONTRACTING PLAN
TO BE COMPLETED BY OFFEROR**

It is the goal of the Commonwealth that over 42% of its purchases be made from small businesses. All potential offerors are required to include this document with their proposal in order to be considered responsive.

Small Business: "Small business (including micro)" means a business which holds a certification as such by the Virginia Department of Small Business and Supplier Diversity (DSBSD) on the due date and time for proposals. This shall also include DSBSD certified women- owned and minority-owned businesses and businesses with DSBSD service disabled veteran owned status when they also hold a DSBSD certification as a small business on the proposal due date. Currently, DSBSD offers small business certification and micro business designation to firms that qualify.

Certification applications are available through DSBSD online at www.SBSD.virginia.gov (Customer Service).

Offeror Name: J.R. Reingold & Associates, Inc.

Preparer Name: Reingold **Date:** November 17, 2020

Who will be doing the work: I plan to use subcontractors I plan to complete all work

Instructions

- A. If you are certified by the DSBSD as a micro/small business, complete only Section A of this form.
- B. If you are not a DSBSD-certified small business, complete Section B of this form. For the proposal to be considered and the offeror to be declared responsive, the offeror shall identify the portions of the contract that will be subcontracted to DSBSD certified small business for the initial contract period in relation to the offeror’s total price for the initial contract period in Section B.

Section A

If your firm is certified by the DSBSD provide your certification number and the date of certification.

Certification Number: 723935 Certification Date: February 7, 2020

Section B

If the "I plan to use subcontractors" box is checked, populate the requested information below, per subcontractor to show your firm's plans for utilization of DSBSD-certified small businesses in the performance of this contract for the initial contract period in relation to the offeror’s total price for the initial contract period. Certified small businesses include but are not limited to DSBSD-certified women-owned and minority-owned businesses and businesses with DSBSD service disabled veteran-owned status that have also received the DSBSD small business certification. Include plans to utilize small businesses as part of joint ventures, partnerships, subcontractors, suppliers, etc. It is important to note that these proposed participation will be incorporated into the subsequent contract and will be a requirement of the contract. Failure to obtain the proposed participation dollar value or percentages may result in breach of the contract.

B. Plans for Utilization of DSBSD-Certified Small Businesses for this Procurement

Subcontract #1

Company Name: _____ SBSD Cert #: _____
 Contact Name: _____ SBSD Certification: _____
 Contact Phone: _____ Contact Email: _____
 Value % or \$ (Initial Term): _____ Contact Address: _____
 Description of Work: _____

Subcontract #2

Company Name: _____ SBSD Cert #: _____
 Contact Name: _____ SBSD Certification: _____
 Contact Phone: _____ Contact Email: _____
 Value % or \$ (Initial Term): _____ Contact Address: _____
 Description of Work: _____



Subcontract #3

Company Name: _____ SBSD Cert #: _____
Contact Name: _____ SBSD Certification: _____
Contact Phone: _____ Contact Email: _____
Value % or \$ (Initial Term): _____ Contact Address: _____
Description of Work: _____

Subcontract #4

Company Name: _____ SBSD Cert #: _____
Contact Name: _____ SBSD Certification: _____
Contact Phone: _____ Contact Email: _____
Value % or \$ (Initial Term): _____ Contact Address: _____
Description of Work: _____

Subcontract #5

Company Name: _____ SBSD Cert #: _____
Contact Name: _____ SBSD Certification: _____
Contact Phone: _____ Contact Email: _____
Value % or \$ (Initial Term): _____ Contact Address: _____
Description of Work: _____



Payment Preference

State your payment preference in your proposal response. (Section XV)

Our firm's preferred method of payment method is Option 3, referenced below as well as on page 9 of the solicitation.

"Net 30 Payment Terms. Vendor will enroll in Paymode-X where all payments will be made electronically to the vendor's bank account."

Qualifications and Experience

Describe your experience in providing similar services described in the Statement of Needs. (Section XII.B.2.a)

Our Understanding



The past few years have been exciting for Mason Nation. With its continuing physical and cultural growth over the past decade, George Mason University (Mason) has become the largest public research university in Virginia. With 38,000 students from all 50 states and 130 countries, and campuses not only across Virginia but also around the world, Mason has become Virginia's most diverse and innovative public university, according to U.S. News & World Report. As the largest producer of tech talent and the fastest-growing institution in Virginia, Mason's reputation is still on the rise.

Yet Mason operates in a crowded and highly competitive space. As the costs of traditional higher education rise, many potential students and their parents are searching for an education with the best value. Virginia alone hosts more than 10 public, four-year institutions that offer reduced in-state tuition to Mason's potential applicants. Compounding this, the District of Columbia, Maryland, and online universities offer myriad other choices for local and national applicants.

So how do you take the next step in enhancing Mason's image and increasing the number of students who aspire to be Patriots? Mason must emphasize its status as Virginia's premier public research university, offering academic excellence and innovation, a rich student experience, and national influence at a value that other institutions simply cannot match. With the lowest tuition among Virginia's globally ranked R1 research universities, Mason must showcase the world of opportunities that it provides to students through its robust academic offerings and its geographic connections to both the National Capital Region and the rest of Virginia. Providing the most diverse and innovative college experience in Virginia at the lowest tuition among R1 research universities is something Mason should showcase.

You need a partner with the capacity and creativity to quickly capture Mason's distinct value proposition in compelling messages and materials that enable all of your programs to speak in a unified voice for local, national, and international audiences. You need a partner that can infuse your key messages into vibrant, compelling, and audience-focused creative products across digital and print media, operating nimbly to provide what you need, when you need it. You need a partner that exists at the same geographical crossroads as Mason, prepared to deepen the university's connection with both the larger Commonwealth and the Northern Virginia and D.C. Metro area. And you need a partner whose communications experts know and understand Mason, because they themselves chose to become Patriots and have firsthand knowledge of the opportunity that a diploma from George Mason University provides.

Reingold is that partner. With a team composed of graduates of George Mason and other schools in D.C. and Virginia, Reingold can provide unique understanding and insight on ways to reach and engage your target audiences and share the Mason experience with the world.

Enter Reingold

As a Northern Virginia-based firm with broad communications experience in education and other sectors, Reingold is uniquely positioned to help Mason engage its target audiences and strengthen its connections. We have provided compelling creative design, web design and production, copy writing and editing, and video production support across education, recruitment, and digital engagement projects on behalf of government, nonprofit, and corporate clients. We create materials for a wide variety of audiences, connecting with diverse groups by creating exciting design concepts rooted in market research, data, and analysis. Based on this experience and capability, we bring several relevant qualifications to this work.

- **Award-winning Creative Design, Web Design, Writing, and Video Production Expertise.** Reingold's experts boast broad, cross-platform design capabilities in print, video, and digital



media. Every Reingold creative execution is tethered to strategy: Our in-house design studio blends art with intelligence and technology to create dynamic and memorable marketing campaigns and collateral materials. Numerous creative awards — from industry-leading organizations including the Art Directors Club of Metro Washington, American Advertising Federation, Graphic Design USA, Hermes Creative Awards, MarCom Creative Awards, the National Association of Government Communicators, and the American Marketing Association — attest to the creativity and efficacy of the campaigns and materials we produce. Awards relevant to this RFP include:

- **2020 dotCOMM Awards**, Gold Winner in Video – Government for our “Real Stories” campaign, created on behalf of the U.S. Census Bureau and featuring interviews with various educators
 - **2019 Outstanding Public Transportation Marketing Award** from the Virginia Department of Rail and Public Transportation (DRPT) for our "Catch the Breeze" Campaign
 - **2018 Summit Creative Award**, Finalist in PSA Print for our “BikeFairfax” campaign, created on behalf of the Fairfax County Department of Transportation
 - **2018 Videographer Awards**, Distinction for “Statistics in Schools: Preparing Students for a Data-Driven World” video, created on behalf of the U.S. Census Bureau
 - **2018 Communicator Award** of Distinction in Use of Animation, and **2017 PRINT Magazine Regional Design Award** for “Science 2015: When I Grow Up” Video, created on behalf of the U.S. Department of Education’s National Assessment Governing Board
- **Web and Digital Expertise.** Not only can we provide the creative design, video production, and writing and editing that Mason requires, but we are also at the forefront of blending web production and digital marketing, using web analytics and behavioral data to boost organic digital engagement with highly targeted messages and paid advertising. We understand that a web presence that fosters a strong, positive customer experience is vital to the success of any institution. For an educational institution like Mason, those visitors could be potential new students, current students and parents, educators and academicians, or current and potential new partners. We design websites that are appealing and easy to use for all audiences, using behavioral data and analytics to inform ongoing strategy and optimizations to help Mason reach and engage those target audiences.

We’ve executed this web and digital design approach for dozens of clients including the U.S. Census Bureau; the U.S. Department of Education’s National Assessment Governing Board; the U.S. Selective Service System; the American College of Allergy, Asthma and Immunology (ACAAI); the U.S. Department of Veterans Affairs (VA); Avanir Pharmaceuticals; and many more. We will draw on this experience to support each Mason campaign, collaborating with Mason marketing departments to define design approaches, site architectures, messaging, platforms, channels, and creative assets for web and digital campaigns, as well as a systematic way to roll them out.

- **Scalability and Capacity.** As a full-service creative and marketing agency with over 230 communications experts on staff, Reingold can cover the tasks as written, ramp up, operate at surge capacity, and ramp down as needed. We have demonstrated experience answering surge requirements for large clients like the Census Bureau and VA. Our in-house talent spans all tasks we are bidding on, including 12 art and creative directors, 20 designers, 12 copy writers and editors, 8 video producers, 38 digital marketing specialists, and 45 web and IT developers — ensuring that we can scale to your needs and meet them quickly. It is not a stretch for us to complete complex or large deliverables in one week’s time. In addition to handling the tasks as written, Reingold can also provide a much broader suite of services that a premier educational and research institution like Mason may find useful, such as digital marketing and engagement, web analytics, search engine optimization, market research and analysis, strategic communications planning, media relations, event planning and so much more.



- Collaborative Approach.** Mason seeks to work in alignment with our standard practice: Our creative teams are accustomed to working with our clients' staff to efficiently augment their capabilities. We will approach the work with Mason no differently, and our team is ready to seamlessly integrate with existing university marketing departments to help define and execute creative strategy and production. Every product will be guided by a creative brief that defines its audience, vision, challenges, strategy, branding considerations, and context. Regardless of the project or the department with which we are working, when you bring on Reingold, you bring on a dedicated partner that is passionate about your needs. This means efficient turnaround of artistic and creative products that will advance your communications and marketing goals.

We have developed these qualifications by managing and supporting campaigns for some of the most high-profile federal agencies — including the U.S. Census Bureau and VA — as well as state and local government agencies in the National Capital Region and Virginia. We also have a wealth of experience supporting nonprofit and private sector clients like the Northern Virginia Black Chamber of Commerce (NVBCC), the National Football League (NFL), the National Basketball League (NBA), Pfizer, the American Association for the Study of Liver Diseases (AASLD), the American College of Allergy, Asthma, and Immunology (ACAAI), and many more. Finally, we have extensive experience supporting higher education clients such as the University of Virginia, George Washington University, and the American Association of Community Colleges.

For 35 years, Reingold has magnified our clients' value and causes through storytelling and art. The following narratives summarize examples of our experience with each of the core components of Mason's RFP on which we are bidding.



Creative Design Experience (Section X, Subletter A)

Our team has developed hundreds of brands and thousands of creative products, from wallet cards to bus wraps to brochures to social media ads. We deliver messages that resonate with target audiences through the channels they rely on. Below are just a few success stories outlining Reingold's experience in providing creative direction and design for various client campaigns.

U.S. Census Bureau. Reingold led digital engagement and social media outreach for the Census Bureau's campaign to promote the 2020 Census, one of the largest direct outreach campaigns in the country aiming to reach every household in the U.S. Based on market research and digital analytics, Reingold planned and executed paid digital advertising, social media outreach, email marketing, and digital content development, allowing the Census Bureau to scale and measure targeted outreach as never before (X.A.2, X.A.4). Reingold's work enabled the Census Bureau to deploy cutting-edge digital strategies that advanced the ways in which government engages the public while still conforming to federal data-sharing and privacy limitations. We wrote content for over 250 tailored outreach materials in 13 languages, hundreds of social media posts and digital ads, and several pages on the 2020 Census website that we created (X.A.2).

As the lead digital agency, Reingold had to immediately pivot and expand the 2020 Census digital marketing campaign when the planned April 1 rollout of door-to-door canvassing was transformed in the wake of the COVID-19 pandemic. In a single evening, Reingold rapidly developed three new scripts for TV ads acknowledging the challenges of conducting the census during a pandemic, and then reworked and mixed footage we had shot nationwide with stock footage and a new voice-over to produce the final ads. We quickly turned these new COVID-19 messages into creative assets, such as digital ads and display banners like the one pictured at right, stressing that a safe and easy census response was important and central to planning for the next decade of recovery. As a result of our rapid response in creative development, we were able to sustain the campaign's momentum and achieved robust rates of online census response (X.A.2).



Census Social Media Ad

For the campaign's Statistics in Schools (SIS) educational component to teach K-12 students about the importance and value of census data, Reingold created 67 classroom activities, each including a student worksheet and a teaching guide, as well as a new logo, partner outreach materials, brochures, ambassador toolkits, and an informational booklet to be mailed to every school principal and superintendent in the U.S. and its territories. (X.A.3, X.A.4).



SIS Logo

For a previous Census Bureau engagement, Reingold developed and tested new messaging and direct mail packaging for the American Community Survey (ACS), an annual survey of 3.5 million American households. Reingold and our partner, Penn Schoen Berland, performed rigorous qualitative and quantitative testing to inform changes to the ACS mailing package design and messaging. The resulting mailing package produced a 5.1 percent increase in response and projected annual savings of \$5.7 million to \$9.1 million. (X.A.2)

American Association for the Study of Liver Diseases (AASLD).

Reingold worked with AASLD to re-brand the association. AASLD wanted to reference its past while also embracing a new, modern look to showcase the organization as the cutting-edge leader in the study of liver diseases. On an expedited six-week timeline, Reingold developed a logo and look and feel for AASLD — as well as a Brand Refresh Booklet (X.A.1, X.A.4). Currently, we are creating branding guidelines and standards and infusing AASLD's new logo and brand in all of its materials, including brochures, COVID-19 flyers, and more. We take care to illustrate AASLD's role as a connector of professionals in diverse disciplines, including clinicians, researchers, and allied health care professionals, at all stages of their careers, and to convey AASLD's role as a 21st century leader in the field of hepatology (X.A.3).



AASLD Logo

Since 2013, Reingold has also branded and promoted The Liver Meeting — AASLD's annual conference of nearly 10,000 liver disease-specializing health care professionals. Despite the conference's importance, attendees did not associate it with AASLD and its valuable programs and services. With increasing competition from similar groups, AASLD leaders felt a growing sense of urgency to more clearly link the meeting to the organization and at the same time create a more memorable and distinctive look and feel.

Reingold quickly developed a strategy to underscore AASLD's role as the convener of The Liver Meeting by branding the event and showcasing the organization's many programs and services as well as the continued value of membership. We also demonstrated its convener role with activity stations where attendees could engage not only with AASLD programs and services but also with one another. Since 2013, we have guided AASLD in creating a unifying theme for the annual meeting and accompanying visuals that creatively link to each event location and emphasize AASLD's unique capacity to provide valuable resources and services to its target audiences (X.A.1, X.A.4).

The American College of Allergy, Asthma and Immunology (ACAAI).

ACAAI needed a clear brand and strong market position to raise awareness and understanding of allergic diseases, showcase the benefits that patients receive from qualified allergist-immunologists, and illustrate the value of ACAAI membership. To rebrand the organization and the specialty, Reingold surveyed allergy sufferers and interviewed allergists themselves to gauge audience awareness and identify key benefits that allergists provide. We also conducted an audit of ACAAI's print and online materials to determine how the college communicates to see what worked well and what did not.



ACAAI Logo

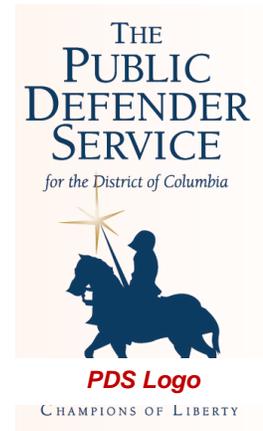
Based on this research, Reingold created a distinctive logo and identity that clearly defines what an allergist represents, branding allergists with a consumer-friendly typeface, a starburst image evoking airborne allergens, and a soothing cool-blue color palette (X.A.1, X.A.4). We created the tagline "Find an allergist. Find relief." to capture the benefits of an allergist's care in a succinct call to action, and rolled out print and digital advertising, website enhancements, videos of patient "success stories," and an extensive



array of collateral materials that resonate with the organization’s target audiences, including presentations, newsletters, emails, and fact sheets (X.A.3). These continually optimized and integrated activities established the Allergist brand and helped increase search engine-driven website traffic by nearly 8,940 percent, from 88,500 visits in 2009 to more than 8 million in 2017. In the same period, the number of uses of the “Find an Allergist” referral tool grew by 7,719 percent — from 4,080 to 319,021 per year. The campaign earned a Communicator Award (creative campaign), Telly Award (video), Healthcare Marketing IMPACT Award (Find an Allergist tool), MarCom Award (newsletter), and MarCom Award (branding strategy).

American Cancer Society Cancer Action Network (ACS CAN). During the 2016 election season, ACS-CAN launched the nationwide Cancer Votes! campaign to expand its already robust advocacy network, engaging minority audiences beyond its typical supporters. In less than four months, Reingold executed a digital advertising campaign that added 39,349 new advocates — among highly targeted demographic groups in specified congressional districts and states — to ACS-CAN’s supporter database (X.A.2). Throughout the campaign, Reingold continually tested ad placements, images, and text of advertising collateral to determine which messages and images were generating the most engagement. By tracking the results, we determined which ads achieved the highest number of clicks to the campaign webpage and petition sign-ups. This enabled us to quickly stop ads that weren’t generating results, and to reallocate our budget to the best performers, thereby maximizing our return on investment. As a result, committed advocates are on call where ACS-CAN needs them to amplify its messages and mobilize their own social networks (X.A.2).

Public Defender Service for the District of Columbia (PDS). Reingold has worked continuously with PDS since 2004, providing responsive, flexible graphic design support across multiple platforms. We designed the PDS logo and have been deeply involved in developing the PDS brand. We assisted with an audit and provided PDS with several new logo options and brand guidelines, ultimately helping to shape the organization’s overall image and marketing construct (X.A.1, X.A.4). The end result was a sleek logo that is now used on all PDS materials, conveying an image consistent with the organization’s mission and steeped in historical tradition tracing back to the founding fathers’ ideation of “justice for all.”



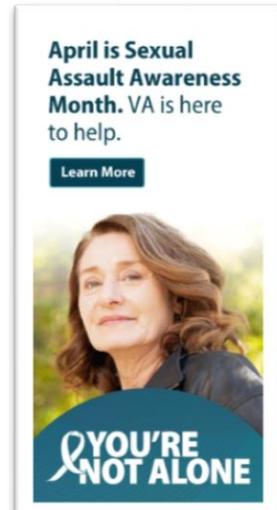
We also design and produce the agency’s annual reports, as well as monthly newsletters, pamphlets, booklets, web graphics, identity and branding systems, electronic templates, and other communications and marketing materials and collateral for PDS (X.A.3). We create banners, posters, flyers, and postcards for events such as the annual conferences on expungement and forensic science. Reingold regularly designs, produces, and reorders materials as needed. This includes branded promotional items such as binders, flash drives, highlighters, pens, stationary, and notepads. We make regular annual updates to PATH materials, Expungement Summit materials, and ORD brochures, which includes coordination for production and delivery (X.A.3).

U.S. Department of Veterans Affairs (VA). Reingold worked with the VA to develop and execute an evidence-based, integrated, national veterans’ suicide prevention campaign, an initiative that requires extreme care and sensitivity to raise awareness of VA’s suicide prevention services and resources for veterans in crisis and engage partners to help reach more than 23 million veterans and their families. Based on our market research, Reingold recommended that VA rebrand its national veterans suicide prevention hotline as the Veterans Crisis Line — lowering the threshold for seeking support — and then created a new brand and national outreach campaign built on the tagline “It’s Your Call.”

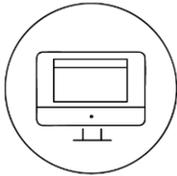


We created a broad suite of branded, designed collateral materials (available at <http://spreadtheword.veteranscrisisline.net/materials>) to reach veterans of all service eras through the communications channels they rely on most, including the VA health system, veterans service organizations, health care associations, and community-based groups (X.A.1, X.A.4). We created brochures and posters tailored to specific veteran demographic groups, such as Vietnam veterans, women veterans, and Post-9/11 veterans, of all ethnicities (X.A.3). We have also created branded online fact sheets and toolkits to help veterans' supporters raise awareness of suicide prevention resources. Following our campaign to connect veterans with suicide prevention resources, annual call volume to the Veterans Crisis Line increased by 314 percent (from 11,984 in 2009 to 374,050 in 2014) and the volume of online chats grew by 7,376 percent (from 864 in 2009 to 64,593 in 2014).

In April 2020, Reingold planned and executed VA's first integrated digital media campaign in observance of Sexual Assault Awareness Month (SAAM), which included templates for military sexual trauma coordinators, blog posts, outreach, three educational videos, numerous digital ads, and a new SAAM webpage (X.A.2, X.A.3). The campaign educated the public about MST, expanded the national conversation about those who are affected by MST, and provided information about VA resources and programs to support veterans who have experienced MST. The paid media campaign generated more than 251,000 visits to VA's SAAM webpage in April, accounting for 99 percent of total visits. In comparison, in April 2019, without paid media, VA's MST topic section received only about 7,000 visits. The campaign also garnered more than 178 million ad impressions, more than 20 million video or audio ad completions, and over 150,000 social media engagements, including over 7,000 ad shares.



Digital Ad for VA SAAM



Web Design and Production Experience (Section X, Subletter B)

Reingold has built hundreds of websites for public, private, and nonprofit clients — including clients in the education sector. Our approach to website design and development strategically positions the site to attract and meet the needs of target audiences — to not only raise the profile of an organization or campaign but also deliver a user-friendly, intuitive site that meets the needs of the intended audience.

U.S. Census Bureau (www.2020census.gov). Reingold led the design and content strategy for www.2020Census.gov for use by U.S. residents of all ages, genders, geographic locations, incomes, education levels, and ethnicities — with pages translated into 58 languages (X.B.2). We developed this highly engaging and effective website in support of the 2020 Census campaign to generate excitement and interest and to educate the public about the value of the census. Reingold developed a website user experience and creative design for three separate releases of the 2020 Census campaign website (X.B.1). Additionally, our team performed copy writing and front-end development. Our products have included user stories, site maps, wireframes, creative mockups, interactive prototypes, usability testing, technical documentation, a responsive design system, and strategic documentation (X.B.4).

To more efficiently recruit and hire enumerators to administer the census door-to-door and ensure that enumerators represent diverse socioeconomic, ethnic, and language groups, Reingold provided design and messaging services for the recruitment website, as well as website development, information architecture, content development, data integration, and translation as needed in support of the site (X.B.1). Reingold implemented webpage improvements, including updated photos, videos, text, and a user-friendly web experience (X.B.2). We updated existing categories of content and the map on the web recruitment site and optimized FAQ content and pay rates within the map to best inform the user (X.B.4).

National Science Foundation Industry-University Cooperative Research Centers (IUCRC) (<https://iucrc.nsf.gov/>). The National Science Foundation (NSF) contracted with Reingold to consolidate the IUCRC web portfolio into two enhanced user experiences with integrated back-end capabilities. This effort included completely redesigning the public-facing iucrc.nsf.gov website to more effectively convey the IUCRC mission and value proposition. The objective was to create a high-tech look and feel using modern website elements that resonate with potential corporate partners (members), researchers, and



technology entrepreneurs. NSF also wanted to develop functionality to permit content housed on the iucrc.org site (including Center information) to be displayed on the iucrc.nsf.gov site.

Reingold developed the new iucrc.nsf.gov site on the Drupal platform to enable seamless digital content management with nsf.gov and the capability to pull digital content from the iucrc.org site (X.B.1). Following a project kickoff meeting, Reingold facilitated several thematic discovery meetings, documented theme requirements, and obtained NSF’s approval of recommended website requirements. To understand the needs and pain points of the UCRC website users, we performed a user experience audit of the website, conducted stakeholder interviews, and developed user personas and journey maps. Based on our research, Reingold developed a site architecture and wireframes that informed a custom, modernized website design, adhering to established NSF standards and guidelines (X.B.2). We also developed custom reports to help analyze web traffic and use of the Directorate for Engineering’s online applications and website (X.B.4). These reports helped inform the design, produce recommendations for improvement, and track the success of the project.



Make the Connection website

VA Make the Connection (MakeTheConnection.net)

Working with VA, Reingold created an integrated digital campaign that allows veterans and their families and friends to privately explore the signs and symptoms of mental health conditions and watch videos of fellow veterans sharing their inspirational stories of overcoming their challenges with VA’s support.

We developed a website, MakeTheConnection.net, which provides an appealing, interactive, informative, and private way to explore resilience and mental health and, ultimately, normalize and encourage help-seeking (X.B.1). The site connects users with hundreds of in-depth stories and video testimonials of actual veterans, front and center, with an innovative tool for sorting content based on the visitor’s identification of gender,

service era, military service, and combat experience (X.B.2). The site also contains an intuitive resource locator to help veterans take the next step and find mental health services in their own communities (X.B.3). Plug-in tools for several popular social media sites appear in multiple locations throughout MakeTheConnection.net, and users can easily connect and share content via email, YouTube, Facebook, and Instagram (X.B.4).

From November 2011 through March 2020, the website had 22 million visits and more than 196 million video views of veteran testimonials on YouTube, Facebook, Instagram, connected TV channels, and digital out-of-home venues, along with almost 669,000 uses of the resource locator. The website has more than 556,000 links to external website serving veterans and their families. Since 2012, the campaign has garnered 63 industry awards, including 19 Telly Awards.



NFL Operations website

NFL Operations Website

(Operations.NFL.com). Reingold developed the NFL Football Operations website as a repository for football operations-related content, programs, and updates (X.B.1). Targeted to fans, the media, and league employees, the website communicates with clarity, consistency, and credibility information about NFL policies and processes, how they originated, why they are in place, and what NFL Football Operations does. The website is fully responsive, using the latest technology in both

front- and back-end features and functions. The site's design is both vertically and horizontally responsive, accommodating users of all types of devices with various screen sizes.

Reingold developed a phased approach to creating and organizing website content, capitalizing on the timing of league events and football fans' year-round interest in NFL coverage to increase engagement (X.B.2). We also created Facebook and Twitter accounts to promote the NFL Football Operations initiatives. Given the popularity of NFL instant replay, Reingold developed a strategy to release real-time videos on social media to clarify controversial plays. Reingold crafted a strategy to share photos and media from NFL events, including the Super Bowl, in real time and curated this content in a hashtag gallery on the NFL Football Operations website (X.B.4).

Selective Service System (<https://www.sss.gov/>). To enhance and improve the customer experience and engagement, the Selective Service System (SSS) called on Reingold to refresh its website using the WordPress content management system, implementing a new responsive and accessible design, while incorporating modern user experience principles and efficient navigation (X.B.1).

Reingold began by analyzing the existing site, auditing its information architecture, analytics, and content. We conducted stakeholder interviews to establish a baseline of information on the day-to-day activities of the site users and the strengths and weaknesses of the current website. Using the information from these activities, we developed wireframes for the homepage and key pages, mapping out prominent elements prior to design to provide a coherent page-level structure and to cleanly display the resources the SSS offers (X.B.2).

Following approval of the wireframes, we gathered insights from the client on their desired design direction and used this feedback to inform a fresh and modern look and feel for the site that captured the tone and nuance of the SSS' goals and efforts. We focused on visuals, color, and refreshed taglines to capture the importance and benefits of supporting national security in the event of a national emergency. After the client approved the design, we coded out the templates, incorporating responsive design for mobile devices and complying with Section 508 accessibility requirements. Reingold developed the site in WordPress, with ease of maintenance in mind, making sure the SSS staff could manage updates and expansions of content without needing to rely on an outside vendor (X.B.4). The back-end design makes use of a reusable, custom templates and components that provide editors with an easy-to-follow interface for writing and formatting content in a variety of ways.

Avanir Pharmaceuticals (<https://www.pbainfo.org/>). Avanir engaged Reingold to redesign pbainfo.org, their unbranded disease awareness website for people who have pseudobulbar affect, (X.B.1). We developed a modern and approachable new design for the website, featuring custom photography, a bold color palette, and a mobile-friendly interface (X.B.2). The enhanced design includes an interactive self-assessment quiz and lead capture that integrates into the customer relationship management system. (X.B.3) As Avanir's digital agency of record, our team continues to support enhancements to the site, leveraging user data, research, and web optimization tactics (X.B.4).

American Association for the Study of Liver Diseases (AASLD) (<https://tlmdx.aasld.org/>). Since 2013, Reingold has underscored AASLD's role as the annual Liver Meeting's sponsor and convener by using the event as a platform to showcase the organization's many programs and services — and the value of membership. The meeting provides an ideal opportunity to cement AASLD's position as the leading hepatology medical society. As part of our work with AASLD, we developed a user-friendly meeting website with three user interfaces (X.B.1). Our personal device interface enabled users to explore the meeting's offerings in their own time (X.B.2). A touchscreen and AASLD iPad interface enabled AASLD staff to demonstrate for meeting participants the easy access to key areas of interest — including the LiverLearning portal, apps, and AASLD's latest online learning resource, Clinical Liver Diseases — and to process applications for membership on site at the meeting (X.B.2).

Legal Services Corporation (LSC) (<https://heartlandfloodhelp.org/>). LSC engaged Reingold to develop the website HeartlandFloodHelp.org to help residents of five Midwest states understand their flood risk, purchase insurance to mitigate that risk, and connect recovery resources after a flood (X.B.1). HeartlandFloodHelp.org offers customized information based on the user's geographic location and an interactive map that individuals and communities can explore to learn more about risks and resource options. To develop the user experience strategy, Reingold conducted user research, developed



personas and journey maps, and designed an information architecture and a content strategy to address users' needs (X.B.2). In addition, our team developed a brand look and feel, created wireframes and visual designs for all site components, developed the website on a content management platform, and performed quality assurance and user acceptance testing.

American College of Allergy, Asthma and Immunology (ACAAI.org). ACAAI always had a wealth of



ACAAI Find an Allergist tool

information and thousands of members available to improve the lives of millions of people suffering from allergies and asthma, but only a small fraction of those people were visiting ACAAI's website, and even fewer used its Find an Allergist search tool. When Reingold developed ACAAI's public education campaign, the Allergist website was a central component. We used analytics data to create a user-friendly multimedia website featuring interactive tools, patient success stories, and images that resonate with target audience (X.B.1). "Find an Allergist" was the primary call to action, directing visitors to the site's locator tool where our search engine-optimized "city pages" for major markets drive users to dynamically populated results (X.B.4).

Reingold periodically updates and optimizes the site, most recently with a redesign that achieved dramatic results (X.B.2). Since starting the project, Reingold's efforts have helped increase search engine traffic by nearly 51,204 percent, increasing the number of visits from 300,000 (2009) to 8 million (2019) annually. Our efforts also increased the use of the "Find an Allergist" online tool for referrals to the College's member allergists by 2,350 percent — from 4,000 to 100,000 each year.

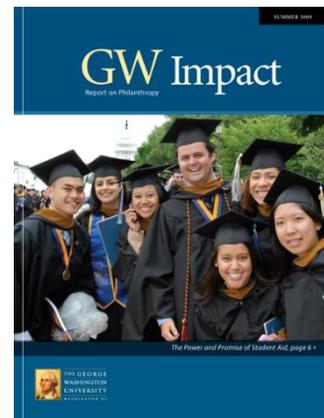


Copy Writing, Proofreading, and Copy Editing Experience (Section X, Subletter C)

Reingold's writers, editors, and communications specialists have a wealth of experience developing the full range of copy for technical reports and training materials, advertisements, sales/marketing materials, video scripts, and informational brochures and websites. We work with clients and subject matter experts to identify communications gaps, define key issues and communications goals, characterize intended audiences, compile relevant content, and develop messages and materials that resonate with target audiences. While we specialize in creating advertising and marketing materials, our writers also have the expertise to present and frame dense, technical, and statistical research and information within compelling calls to action. We have extensive experience in distilling complex content into key concepts, expressed in plain language for all audiences, and we routinely transform technical content into copy that is understandable and interesting to target audiences.

Examples of products written by Reingold's team include the following.

The George Washington University. Facing several largely political and strategic communications challenges, The George Washington University (GW) partnered with Reingold to develop new ideas and frame new approaches to raise the community's awareness of and appreciation for the university's contributions to Washington, D.C. Many of GW's neighbors had negative impressions of the university and its students that were reinforced by sensationalized news stories. Reingold used a humorous take on those headlines in its "whole story" campaign, providing copy writing and editing for advertisements on Metro stations, in campus buildings, and at area businesses that looked as if they were ripped from the headlines — but showcased GW's community contributions and outreach. Our



GW Impact Report on Philanthropy

“headlines” included: “GW Lures High School Students With Money ... Because D.C.’s Brightest Deserve a College Education”; “GW Students Destroy Property in DC ... In Order to Build a Greater Washington”; and “GW Students Swarm the City ... In Order to Help 2,000 Local Businesses.” (X.C.1)

Reingold also wrote extensive copy for GW promotional and informational materials (X.C.1). For a new website, we created program descriptions and vignettes for sections on research, international study, and government and community relations. We wrote and designed a brochure for the university president to use in his travels worldwide, and a quarterly magazine for the office of community relations. We also conceived, wrote, and designed seven of GW’s annual financial reports, highlighting the good works of the university and sharing GW’s enthusiasm and forward momentum with its key audiences. The reports received straight A’s from client and constituents alike and were a centerpiece of the treasurer’s outreach to select audiences. (X.C.1, X.C.2)

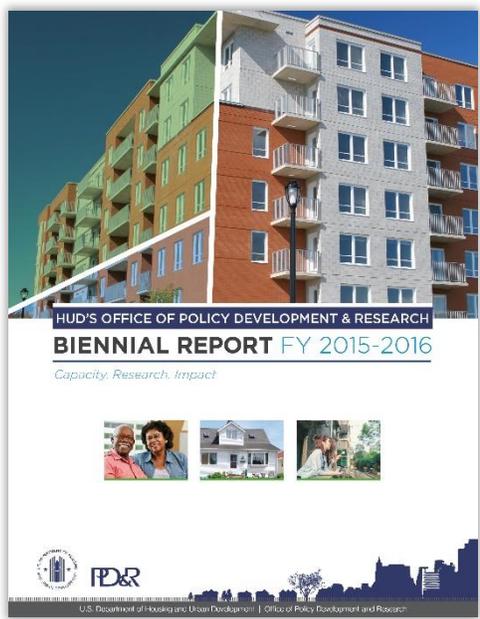
U.S. Department of Housing and Urban Development (HUD). Since 2011, Reingold has provided on-demand technical and informational writing, editing, and design services for a broad suite of materials for HUD’s Office of Policy Development and Research (PD&R). Reingold fulfilled this flagship office’s need for compelling informational copy and creative design, creating policy reports, multimedia presentations, exhibits, meeting materials, studies, and more. These materials were produced for HUD on an as-needed bases and cover a variety of subjects, including partner satisfaction with HUD, the effectiveness of housing subsidies, homelessness and discrimination, homebuyer activity, mortgage and lending policy, and the history of the agency. (X.C.1, X.C.2)

One of our primary achievements was the development and production of a timeline showing historic milestones to share HUD’s organizational history in the context of larger trends in U.S. housing and community development. This timeline is used by policy executives, political leaders, program practitioners, economists, academics, partner organizations, the media, housing consumers, and the public. In addition to a print version of the HUD timeline, Reingold created an interactive online timeline (www.huduser.org/hud_timeline), which can be advanced by decade from the 1930s to the 2010s and allows users to map trends in national population figures, interest rates, and number of housing starts against historical events.

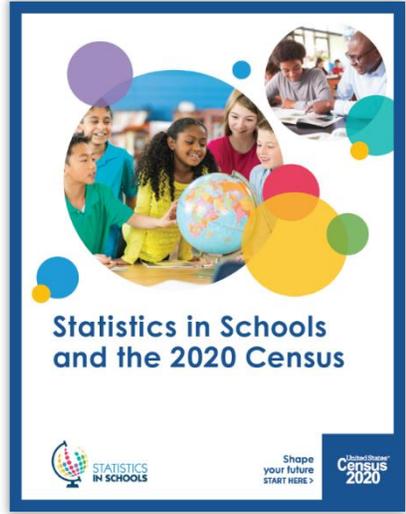
Our writing, editing, and design work for HUD has won several awards, including:

- 2013 National Association of Government Communicators Award of Excellence for Annual Report
- 2014 MarCom Award in Print Media, Direct Marketing, and Ads for Trade Show Exhibit
- 2014 MarCom Award in Print Media, Print Creativity, and Design for Annual Report
- 2014 American Graphic Design Award

U.S. Census Bureau. For the campaign to promote the 2020 Census, Reingold provided advertising and informational copy writing for more than 250 tailored outreach materials in 13 languages, hundreds of social media posts and digital ads, and several pages of the 2020 Census website that we created (X.C.1). For the Statistics in Schools educational component,



PD&R Biennial Report, FY 2015 - 2016



SIS Informational Booklet for education leaders



Reingold created 67 classroom activities, each including a student worksheet and a teaching guide, and provided writing and proofreading services for partner outreach materials, a brochure, ambassador toolkits, and an informational booklet to be mailed to every school principal and superintendent in the U.S. and its territories (X.C.2).

U.S. Department of Veterans Affairs (VA). VA partnered with Reingold to develop and execute an evidence-based, integrated, national veterans’ suicide prevention campaign. Reingold has provided the full range of copy writing, proofreading, and editing services for a range of strategies and tactics (X.C.1, X.C.2). We developed and launched a new brand and website in March 2011, which included scriptwriting and production for an accompanying public service announcement (PSA). Since then, we’ve expanded our efforts under several different contracts, and provide advertising and marketing copywriting in support of digital outreach and strategic paid media placements, as well as scriptwriting for 16 Veterans Crisis Line PSAs. All of the PSAs have ranked in the top 10 percent in Nielsen ratings, airing a total of 954,000 times, and collectively earning more than 5.4 billion impressions — more than \$86 million in equivalent paid media value. From 2011 through 2019, these PSAs received a total of 14 industry awards (X.C.1).

For the VA Office of Patient Centered Care and Cultural Transformation (OPCC&CT), Reingold distilled the office’s two-year history and mission into a clear and compelling narrative. The “Story of Patient Centered Care” was launched at the February 2012 VHA National Leadership Council meeting and became a widely distributed interactive digital product that continued to receive attention on the OPCC&CT intranet site. Reingold has also written produced and written scripts for nearly 40 videos for OPCC&CT to support the Veterans Health Administration’s transformation to a patient-centered care model. (X.C.1)

Reingold’s writers and editors have also produced hundreds of informational articles for publication in the VA Insider and Vantage Point blogs and VA partners’ newsletters and websites. One Vantage Point post, “New treatment for Veterans’ old headaches,” had 10,000 views, while another titled “VA study uncovers critical link between pain intensity and suicide attempts” had 6,466. While VA Insider caters to a smaller audience of VA staff, “Evidence-Based Cultural Competence Training Seeks to Close the Veteran-Civilian Divide” garnered 1,995 views (X.C.1).

Under VA’s Homeless Veterans Outreach Initiative, Reingold wrote talking points, presentations, and speeches for key leaders; email blasts and other communications tailored to specific stakeholder and partner groups; and articles and emails for VA’s internal and external communications channels (X.C.1, X.C.2). We also wrote and produced a set of fact sheets and other easy-to-read materials with essential information about key VA programs and initiatives, available online to help VA employees and partners step up their efforts to assist veterans and their families.

National Assessment Governing Board. Reingold provided extensive informational, marketing, and public relations copy writing support to the U.S. Department of Education’s National Assessment Governing Board (X.C.1). Our writers drafted and finalized talking points, brochures, fact sheets, news releases, and op-eds. We captured the board’s key messaging and distilled complex research and data on student achievement into compelling, pointed copy that resonates with the needs and interests of specific audiences — including members of Congress, state and local education officials, educators, and members of the business community. Reingold adhered to the board’s stringent requirement for total accuracy and consistency in all materials for six years, consistently delivering materials of the highest quality (X.C.2).



Fact Sheet for the Homeless Veterans Outreach Initiative

NAEP and the Arts Assessment Framework

NAEP is the largest continuing and nationally representative measure of U.S. elementary and secondary student achievement. For nearly 50 years, NAEP has assessed representative samples of students in various subjects. The results have become an unparalleled source of information on what U.S. students know and can do.

The NAEP arts education assessment framework was designed to measure student achievement in dance, music, theatre, and the visual arts at grades 4, 8, and 12. This framework was used to develop the 1997, 2008, and 2016 NAEP Arts Assessments.

The development of the 1997 NAEP Arts Education Assessment Framework coincided with the development of the National Standards for Education in the Arts, providing an unprecedented opportunity to align standards and assessment in a model for arts education. In 2014, the National Coalition for Core Arts Standards revised these national arts education standards, so there is an opportunity for future NAEP arts assessments to incorporate the updated standards as part of NAEP's overall transition to a digital assessment format.

Scope of 1997, 2008, and 2016 NAEP Arts Assessments

In 1997, the NAEP arts assessment was conducted nationally at grade 8 in three arts disciplines, also called content areas: music, the visual arts, and theatre. For music and the visual arts, representative samples of public and nonpublic school students were assessed. The theatre assessment was conducted with a targeted sample of students who had completed 30 hours of theatre classes at schools that offered comprehensive theatre programs. Limited offerings of dance programs at schools across the country prevented that content area's inclusion in the 1997 assessment.

For 2008 and 2016, NAEP tested a nationally representative sample of eighth grade students in music and the visual arts. Due to funding constraints and the small percentage of schools with theatre and dance programs, however, the other two arts content areas were not assessed. So while the 2016 framework includes guidelines for assessing all four arts areas, the 2016 NAEP Arts Education Assessment assessed eighth graders in only two areas: music and the visual arts.

2 National Assessment Governing Board

Scope of 1997, 2008, and 2016 NAEP Arts Assessments

Assessment Year	Grades Assessed			Content Areas Assessed			
	Grade 4	Grade 8	Grade 12	Dance	Music	Theatre	Visual Arts
1997		✓			✓	✓	✓
2008		✓			✓		✓
2016		✓			✓		✓

* The 1997 theatre assessment was conducted using a targeted sample of students in schools with comprehensive theatre programs.

Arts Processes

Tasks on the NAEP arts assessment have been developed to assess students' abilities to create, perform, and respond to art. Because the assessment depends on precise definitions of what students should know and be able to do, the arts framework defines the processes in general, addressed below, and in the context of each of the arts disciplines, addressed in the following sections.



Creating refers to generating original art, allowing for expression of personal ideas, feelings, and responses in the form of a visual image, a character, a written or improvised dramatic work, or the composition or improvisation of a piece of music or dance.



Performing means acting out an existing work — a process that calls on the student's interpretive or re-creative skills and represents the engagement and motivation involved in creating a work of art.



Responding includes many forms and is usually a combination of affective, cognitive, and physical behavior, involving a level of perceptual or observational skill; a description, analysis, or interpretation; and sometimes a judgment or evaluation.

3 Abridged Arts Framework

Excerpts From the Governing Board's 2016 Abridged Arts Assessment Framework

Reingold also wrote abridged versions of the Governing Board's assessment frameworks — detailed, technical blueprints of 90 pages or more that guide the design of the assessment and content to be assessed. Our editors extracted and organized key information from the full framework document, translating it into plain language and arranging it according to a user-friendly visual system to help readers navigate the complex content. We also designed the abridged framework documents to make them visually appealing, accessible, and understandable to a wide range of audiences, as displayed in the excerpt above (X.C.1).

Videography and Motion Graphics/Animation Experience (Section X, Subletter D)



With decades of experience in producing long- and short-form videos, hundreds of video testimonials, and public service announcements (PSAs), Reingold brings outstanding qualifications to this task area. We offer more than just production services. By integrating design, planning, and messaging, we create identities and storylines that attract attention and drive action. Samples of videos we've developed in support of our clients can be found in the "Reingold Creative Samples" document.

U.S. Census Bureau. As part of our campaign for the 2020 Census, Reingold created dozens of animated educational videos and PSAs (X.D.1). We also professionally produced more than 30 testimonial-style videos in locations across the country. We collected hundreds of user-generated videos from people nationwide, in the midst of the COVID-19 shutdowns, to create a dozen videos featuring authentic voices that engender local and regional pride and encourage census participation. We also recorded footage of the Census Bureau's campaign release event at the Signature Theater in Arlington, Virginia, and produced a summary video titled "Making of the 2020 Census Communications Campaign." (X.D.3)

In support of the Census Bureau's Statistics in Schools (SIS) program, which educates U.S. students on the applications of census data and the history and significance of the census, we created a series of videos to help educate elementary and middle school students about the importance of the 2020 Census and to send them home with messages that encouraged their parents and other adults to respond. We also developed a song and accompanying illustrative video to educate children about the census.



Reingold was responsible for all video planning, coordination, and direction, as well as hiring and managing the crew members who handled camera operation and set up and broke down audio and lighting equipment. Our team worked on all aspects of postproduction, including the incorporation of graphics/animation, voice-overs, and closed captioning/SRT files; assigning AD-IDs; working with a distribution company to promote the videos; and organizing the files for web upload. We used the Adobe Creative Suite for the graphics/animation work.

Defense and Veterans Brain Injury Center (DVBIC). DVBIC is the traumatic brain injury (TBI) operational component of the Defense Centers of Excellence for Psychological Health and Traumatic Brain Injury. DVBIC's "A Head for the Future" initiative raises awareness of the signs, symptoms, and treatment of TBI and educates military and veteran populations — including their families, line leaders, health care providers, and caregivers — about recognizing and preventing such injuries. To expand the initiative's reach and impact, DVBIC called on Reingold to develop a strategic communications campaign.

Since November 2015, we have produced over 30 videos in support of the initiative, using several different styles (X.D.1). A centerpiece has been the "TBI Champion" series, which features testimonial-style videos of veterans discussing brain injuries they have sustained and how they recovered (X.D.3). In 2019 and 2020, we developed a video series to support "Brain Injury Awareness Month," featuring people who have sustained a TBI, leadership at DVBIC, and regional educational coordinators (X.D.3). We also created an animated PSA series, titled "Talking TBI," featuring people who have sustained a TBI (X.D.1). The PSAs feature people sharing advice to cope with TBI, such as connecting with others who have had a similar experience or talking to family members. Our team also created more than 30 short videos optimized for social media, aligning with best practices for video development and distribution (X.D.1). These videos included cutdowns, animations, and infographics, providing brief informational snippets or messages designed to empower people who have experienced TBI.

Office of Patient Centered Care and Cultural Transformation (OPCC&CT). OPCC&CT is leading VA's transition from a traditional, problem-based, episodic treatment model to one that is personalized, proactive, and patient-driven. OPCC&CT called on Reingold to promote the results of VA's efforts to develop a patient-centered model of care and a communications strategy to engage patients and their family members through videos and other materials.

As part of the communications strategy, Reingold produced a suite of videos that tell personalized stories of patient-centered care to diverse target audiences (X.D.1). The videos tailor messaging to priority audiences and highlight the personal impact of a transformed health care system. The videos promote and contextualize the concepts behind patient-centered care while illustrating on-the-ground tactics to execute it, such as facility best practices, director-to-director advice, and strategies for engaging stakeholders and champions. Each video amplifies a particular message or set of messages in a way that resonates with the target audience. Some of the videos developed include but are not limited to:

- **"Health for Life" video series** uses the personal stories of veterans and health care providers to illustrate the experience (and impact) of patient centered care. Videos include "What Veterans Value: An Introduction to Health for Life," "Health for Life Through the Voice of the Veteran," and "Why Transform: Champions on Health for Life." (X.D.3)
- **The "Practicing What Matters Most" video series** is a library of seven short video clips focused on explaining and educating viewers about key aspects of patient centered care, each providing insight into one or a few related programs or practices available to patients and staff.
- **The "Patient Centered Approach to ..." video series** provides an in-depth look at "The Components of Proactive Health and Well-Being" model with 11 videos designed to appeal to veterans and clinicians looking to adopt patient-centered methods of care.

Virginia Department of Health (VDH). Virginia is one of many states across the nation struggling to deal with the opioid epidemic, facing opioid-related deaths that more than doubled between 2000 and 2014. In 2018, VDH enlisted Reingold to launch a statewide public relations campaign with a goal of reaching 5 million people, including opioid users, their family members, influencers, and community members, through an integrated media strategy. As part of the strategy to reach Virginians statewide, we produced five videos, with versions of varying lengths (e.g., 15-, 30-second and long-form versions, as well as



“snackable” 6-second versions for social media) (X.D. 1). In 2018 alone, these videos amassed over 2.2 million views across Facebook, Instagram, YouTube, streaming video, and NBC television.

Fairfax County Gang Violence Prevention. In 2018, Fairfax County called on Reingold to coordinate a campaign to prevent gang crime and reduce the local influence of gangs. The goal was to raise awareness among parents and influential adults of warning signs for possible gang involvement, promote protective factors within the community, and influence county residents — particularly youths ages 12–17 and members of Latino and Hispanic immigrant communities who are frequently targeted for gang recruitment — to opt for favorable and potentially life-altering decisions.

As part of the campaign, Reingold developed three videos — one for each of our target audiences: children ages 8–12, adolescents ages 13–17, and adults (X.D. 1).

- The children’s video encourages positive development and building supportive friendships.
- The youths’ video raises awareness of potentially risky behaviors and/or situations and the consequences of becoming involved in gang activity.
- The adults’ video explains the warning signs and risk factors of gang involvement.

The Fairfax gang prevention videos we developed earned over 1 million impressions on YouTube and 117,000 video views from April to November 2019. In addition, the YouTube videos generated over 2,000 link clicks to Fairfax County’s gang prevention webpage. Cutdowns of the videos were served as ads on Snapchat to reach the younger audience, and the snapchat ads generated over 33,000 video views.

Junior NBA. Reingold recently produced a series of animated videos for the Jr. NBA in partnership with Clorox (X.D. 1). These videos provide tips for young athletes and their families on ways to remain safe and healthy during the COVID-19 pandemic while on the court as well as at practice facilities. Our team provided concepting, scripting, design, animation, and captioning services for the each of the videos.

Selective Service System (SSS). Reingold developed a series of TV PSAs for SSS to encourage men turning 18 to register for the Selective Service (X.D. 1). Our team conceptualized, scripted, and storyboarded the PSAs. We oversaw the production of the PSAs remotely during COVID-related shutdowns, providing insight during the casting, location scouting, and filming. We also oversaw post-production, providing strategic input and branded elements for editing, packaging, and distribution. We produced social media cutdowns and a draft content calendar to amplify the PSAs online. We’re currently monitoring the performance of the PSAs as they air across the country.

VA Veterans Crisis Line. Over the past five years, Reingold has produced nine PSAs that have consistently ranked in the top 5 percent for airings, as tracked by Nielsen, collectively earning more than 3.6 billion impressions and 14 industry awards. We also produced a library of outreach videos that VA staff use to draw attention to sensitive mental health topics while avoiding normalizing or judging suicidal or harmful behavior (X.D. 1).

For example, because a large percentage of veterans have a firearm in the home, Reingold created a video to accompany VA staff during conversations with veterans and their families about how simple actions — such as keeping firearms stored safely — can help them stay safe. Our gun safety video uses motion graphics to illustrate the importance of taking precautions at home when a firearm is present. “Safety Plan: Fierce Loyalty” takes a similar approach — using motion graphics and silhouettes to tell the story of how working with VA counselors to create and implement a safety plan helped one veteran and his family — and encourages others to talk with their health care providers about safety planning.



Veterans Crisis Line gun safety video

VA Make the Connection. For VA's Make the Connection campaign, Reingold has recorded over 800 videos in 24 states since 2011 (X.D.1). We have interviewed more than 550 veterans and their family members about their journeys in overcoming mental health challenges. Our team has identified, recruited, and screened veterans of various experiences, service eras, ages, genders, and military service branches to participate in shoots. Reingold used the footage to produce hundreds of video segments on specific topics and themes for use as testimonials on the MakeTheConnection.net website, PSAs, and advertisements that appeal to veterans of various demographics and experiences, helping to normalize help-seeking behaviors (X.D.3).



Make the Connection video: "Ending the grip of nightmares and flashbacks"

American Association for the Study of Liver Diseases (AASLD). Reingold's video team has supported AASLD in producing promotional videos, as well as custom video content, for the annual Liver Meeting (X.D.1). We filmed interviews with the AASLD leadership team on an annual basis and used AASLD's established branding to create attractive motion graphics to meet their video needs (X.D.3).

Pfizer. To encourage residents of Latin America to get the pneumococcal conjugate vaccine (PCV-13), which protects against 13 types of pneumococcal bacteria, Pfizer commissioned Reingold to develop a video highlighting the vaccine's rigorous manufacturing process, which ensures its safety and efficacy. The factual, science-based, educational video was aimed at the media and the general public, to be showcased at Pfizer-sponsored media seminars and shared via digital media platforms (X.D.1). The video was also created in English with Spanish and Portuguese voice-overs.

Names, Qualifications, and Experience of Personnel

Reingold proposes a dedicated lead and support staff member for each task area in Mason's RFP and will bring in other members of our in-house teams as needed. This will ensure that our staff's strategic insight and institutional knowledge will fully benefit Mason and allow us to work with your internal staff resources as appropriate. The dedicated personnel will be supported by the full capacity of our in-house graphics, writing, editing, video production, and web and digital marketing teams, ensuring that we will be able to scale to your needs and meet them quickly.

Our team features a number of graduates of both Mason and other regional universities, such as Virginia Commonwealth, Mary Washington, and James Madison, providing an important firsthand perspective of those who choose to attend school in the region. Resumes for the personnel who will be working with Mason are provided on the following pages.

Resumes of Personnel

Joseph Ney

Project Role: Art Director

Reingold: Partner and Creative Director

A. Background Information

Relevant Experience

Mr. Ney applies his Madison Avenue expertise and award-winning design talent to provide dynamic creative development and oversight for communications and outreach materials for dissemination nationwide on behalf of clients, including the U.S. Department of Veterans Affairs (VA) and the U.S. Census Bureau. He makes sure that each communication reinforces fundamental communications strategy, connects with priority targets, is culturally appropriate, and accomplishes concrete objectives. Mr. Ney is also an expert at developing brand identities and creative messaging. He is a unique blend: a creative, artistic spirit with formal business training and an extensive background in strategic health communications and outreach. He is especially adept at collaborating with program directors, analysts, partners, and other staff to meet project goals on time and on budget. Mr. Ney also was a recent participant in George Mason's 2020 Advisory Board meeting.

Education

University of Virginia, Darden School of Business, Charlottesville, Va., MBA (marketing and communications), 1997

Johns Hopkins University, Baltimore, Md., B.A. (environmental sciences), 1992

The Creative Circus, Atlanta, Ga., commercial art, 1999; Portfolio Center, Atlanta, Ga., commercial art, 1998; Atelier Lucio Loubet, Paris, France, formal artistic training, 1991; Ned Bittinger, Washington, D.C., formal artistic training, 1988

Selected Awards

Platinum, DotCOMM Awards, Census Bureau COVID-19 Television Campaign, 2020

Best in Class, Interactive Media Awards, Library of Congress National Library Service, 2019

Gold, Telly Awards, Library of Congress National Library Service, 2019

Platinum, AVA Digital Awards, Defense and Veterans Brain Injury Center Integrated Marketing Campaign, 2018

Gold, AVA Digital Awards, PSA Video Production, USO, 2018

Platinum, MarCom Awards, Government Video Production, Veterans Crisis Line, Bittersweet, 2017 Leader Award, Summit International. 2015 Census Test, 2016

Platinum, AVA Digital Awards, 2015 Census Test, 2016

Honorable Mention, Best Internal Communications, Ragan's Health Care PR and Marketing Awards, VA Connected Health, 2015

Award of Excellence, Videographer Awards, U.S. Department of Defense (DoD) Care Beyond Compare, 2014

Summit International Marketing Effectiveness Award, VA Mental Health Hiring Initiative, 2013

Gold Screen Award of Excellence, VA public service announcement (PSA), 2013

Strategic Video Awards, DoD Stories of Those We Serve, 2012

Gold, Hermes Awards, VA PSA, 2012



Blue Pencil, National Association of Government Communicators, VA poster, 2012

Platinum, AVA Awards, VA PSA, 2012

Award of Excellence, Communicator Awards, VA PSA, 2011

Platinum, MarComm Creative Awards, American Society of Plastic Surgeons (ASPS) P.S. Magazine, 2009

Summit International Marketing Effectiveness Award, ASPS, 2008

Silver Inkwell, International Association of Business Communicators, The George Washington University community relations, 2007

Gold, Healthcare Marketing Awards, ASPS in-house publication, 2006

Mercury Award, International Academy of Communications Arts & Sciences, U.S. Department of Health and Human Services National Health Service Corps advertising campaign, 2003

Positions and Employment

2001 – present: Partner and Creative Director, Reingold, Alexandria, Va.

Mr. Ney leads Reingold's graphic design team in collaborating with communications and project management staff to produce communications and outreach plans, public service announcements (PSAs), and creative materials to support campaigns on behalf of the U.S. Census Bureau and the U.S. departments of Veterans Affairs, Health and Human Services, and Housing and Urban Development as well as societies of health professionals and state and local agencies in Virginia.

2000–2001: Art Director, Foote, Cone & Belding, New York, N.Y.

As an art director with one of the largest advertising agencies in the United States, Mr. Ney participated in a period of prolific agency growth, working on multimillion-dollar campaigns for Compaq, Jamaica, Life Savers, Chips Ahoy!, Oreo, and Dole.

B. Related Client Experience

Virginia Department of Medical Assistance Services, MedEx Marketing Advertising Services, 2018 – present

Mr. Ney helped formulate the outreach strategy and plan media buys to encourage eligible Virginians to sign up for Medicaid. He coordinates with state agency representatives and briefs them on progress. In the campaign's first year, more than 220,000 of an estimated 400,000 newly eligible Virginians signed up for coverage.

Virginia Department of Health, 2018 – present

Mr. Ney is leading Reingold's anti-opioid campaign on behalf of the Virginia Department of Health. This statewide public relations campaign is targeting 5 million people, including opioid users and their affected communities, through an integrated media strategy. Reingold is deploying communications, public relations, marketing, and advertising resources to create effective and efficient communications initiatives tailored to specific populations.

U.S. Department of Commerce, U.S. Census Bureau, 2012 – present

Mr. Ney provides creative direction for Reingold's multiple engagements with the Census Bureau, including implementing the digital marketing campaign for the 2020 Census; the 2015 Census Test to evaluate new technologies and techniques for digital marketing efforts; and work with the American Community Survey team to create audience-appealing materials to increase self-response rates; and managing the Statistics in Schools campaign to increase data literacy among students nationwide. Mr. Ney's team produces hyperlocal ads, direct response materials, mailers, social media content, PSAs and videos, websites, and diverse collateral.

U.S. Department of Veterans Affairs, Make the Connection Campaign, 2010 – present



Mr. Ney serves as the creative director for Reingold's work with VA to help veterans and their families and friends overcome the stigma associated with seeking mental health services and to increase the number of veterans who obtain support. Based on the campaign's research and strategic plan, he led creative development of a website that invites veterans, their family members, and their friends to "Make the Connection" — with other veterans, with their mental health, and with their support systems. The campaign encourages these audiences to explore issues, challenges, symptoms, and resources through a series of screens tailored to various population segments and ultimately to access the VA and community-based support they need.

U.S. Department of Veterans Affairs, Veterans Crisis Line, 2010–2018

Mr. Ney served as a communications strategist and creative director for the Reingold team that developed and executed a campaign to prevent veteran suicide by raising awareness of VA's mental health services and resources for veterans in crisis. He contributed to a strategic plan that encompasses a messaging framework, characterization of target audiences, and an integrated mix of outreach approaches. His team rebranded the veterans suicide prevention hotline as the Veterans Crisis Line to reach a broader audience of at-risk veterans, applied the new identity to a user-friendly Veterans Crisis Line website, developed award-winning PSAs and created a suite of outreach materials that includes brochures, fliers, wallet cards, posters, ads, and promotional items such as magnets, coins, window stickers, key chains, coasters, and bracelets. The rebranding of the hotline led to a tripling of the annual call volume from 2009 to 2014.

U.S. Department of Defense, Joint Project Manager for Medical Countermeasure Systems, 2012–2017

Mr. Ney provided contract oversight for Reingold's work on behalf of the Defense Department's Joint Project Manager for Medical Countermeasure Systems (JPM-MCS), a project to position JPM-MCS as an important strategic operation focused on developing and acquiring medical countermeasures to combat chemical, biological, radiological, and nuclear threats by engaging key audiences through productive communications. He helped direct the strategic communications activities to position the organization as the leader in developing these medical countermeasures and oversees the design components of collateral materials, including the "SmartBook," a compressive reference guide for all JPM-MCS product offices and their programs, which is updated twice a year.

U.S. Department of Veterans Affairs, Office of Patient Centered Care and Cultural Transformation, 2012 – 2016

Mr. Ney served as project director and creative director for Reingold's work with the Office of Patient Centered Care and Cultural Transformation, providing strategic direction for branding, message development, creative design, and a variety of video and other products.

U.S. Department of Veterans Affairs, Office of Strategic Integration, New Healthcare Delivery Models, 2013–2014

For Reingold's engagement with the Veterans Health Administration Office of Strategic Integration's New Healthcare Delivery Models project, Mr. Ney provides strategic direction and insight on creative design, brand development, audience targeting, and messaging.

U.S. Department of Veterans Affairs, Health Informatics Initiative, 2012–2014

Mr. Ney led the communications component of VA's Health Informatics Initiative, including strategy development, messaging, video production, online portal design, branding, and collateral materials development. He directed the creation of campaign videos, email campaigns, posters, collateral material, video concepts, and other products for the initiative.

U.S. Department of Housing and Urban Development, 2005–2014

Mr. Ney led the Reingold team in translating often-overlooked economic analyses and technical policy positions into easy-to-understand nuggets of information for the U.S. Department of Housing and Urban Development. The fundamental challenge was presenting the policy- and data-heavy materials in a way that created an emotional appeal and hit home with the target audience. Mr. Ney overcame this challenge



by using a fresh approach and applying his award-winning design skills to tap into emotions and showcase the department's accomplishments and impacts in communities across America.

U.S. Department of Defense, Defense Health Headquarters/Base Realignment and Closure Strategic Communications, 2011–2013

Reingold developed and launched a comprehensive communications plan for the Base Realignment and Closure co-location of several military health service offices, totaling more than 3,000 employees across four divisions, to a new joint campus, the Defense Health Headquarters (DHHQ). Mr. Ney oversaw Reingold's campaign that included developing messaging, creating strategic communications products targeting both internal and external audiences with streamlined, consistent, and establishing a memorable visual identity. Mr. Ney guided the design team to develop distinctive new logos for both the DHHQ and the Defense Health Agency and infused collateral materials with this branding. Products included site tour collateral, signs, and logistical information; press kits and public relations one-pagers; a dozen video presentations and PSAs; a complete conference presentation product, including a dynamic 10-foot-by-10-foot display with a built-in monitor and presentation pieces; an updated internal newsletter; a DHHQ visitor guide; and internal and external websites.

U.S. Department of Veterans Affairs, Central Office Human Resources Services, 2011–2013

Mr. Ney provided communications strategy and creative direction for a change management communications program designed to inform, educate, and engage all Central Office Human Resources Services (COHRS) target audiences regarding change activities and improvement initiatives. He spearheaded the development of materials that are integrated with the Office of Human Resources Management (OHRM) "1HR" brand and COHRS messaging; used relationships with OHRM's strategic communications team to promote change activities across all services and to the Office of Human Resources and Administration; and provided strategic direction to guide the development of tactical communications requests by COHRS leaders and staff and make sure that they effectively advance the service's message of change and improvement.

U.S. Department of Health and Human Services, Administration for Community Living, 2011–2013

Mr. Ney served as creative director for Reingold's projects to promote the new Administration for Community Living and its programs, including logo design, brochure and report design, online toolkits, video, posters, banner ads, and an event planning guide.

U.S. Department of Health and Human Services, Administration on Aging, 2009–2011

Mr. Ney served as creative director for Reingold's projects to promote a wide range of Administration on Aging initiatives. He led the redesign of the agency's logo, which used a red, white, and blue palette and an undulating stripe of red to evoke patriotism and the continuity of life. For Older Americans Month celebrations in 2010, 2011, and 2012, he led development of creative concepts based on distinct themes, and infused these concepts into promotional materials and websites. For the 10th anniversary celebration of the National Family Caregiver Support Program, Mr. Ney spearheaded the creation of a variety of resources and outreach materials for an online toolkit, including templates for event fliers and invitations as well as posters, banner ads, and an event planning guide.

U.S. Department of Health and Human Services, Health Resources and Services Administration, National Health Service Corps (NHSC), 2001–2004, 2006–2011

Mr. Ney managed the formulation of NHSC's recruitment and retention marketing campaign, including developing an integrated marketing communications strategy and creative concepts and materials. Based on market research, Mr. Ney led the development of a new campaign for the Corps — America's Health Care Heroes — to recruit students, clinicians, and community leaders. Respondents to the ads received a tailored publication that explained the benefits of the program in depth and encouraged them to submit an application. In a follow-up assignment, his team also supported the NHSC's ambassador program to enlist clinicians and community leaders to help spread the word about the Corps. As a result, the NHSC tripled applications to the program — under the same budget.

American College of Allergy, Asthma and Immunology, 2007–2011



Mr. Ney worked with the American College of Allergy, Asthma and Immunology (ACAAI), leading the creation and national launch of the “Allergist” brand. He spearheaded a comprehensive campaign to educate the public, promote the brand in office settings, distribute collateral to the organization’s referring network of health care providers, develop partnerships with health care organizations.

Anacostia Watershed Restoration Partnership, 2011

Mr. Ney led Reingold’s engagement with the Metropolitan Washington Council of Governments’ Anacostia Watershed Restoration Partnership (ARP), a regional organization responsible for implementing a comprehensive Anacostia Watershed Restoration Plan in cooperation with the U.S. Army Corps of Engineers. With just weeks until the plan’s release, Mr. Ney tapped the expertise of ARP’s diverse membership of government officials and business and environmental representatives, working with them to hammer out specific communication goals and priority target audiences for each, to identify key partners and communications channels, and to develop messages and a new logo to brand the watershed restoration effort with the tagline “Turn It Around.”

Mr. Ney also led development of a compelling case statement that distilled the plan’s dense technical language to demonstrate the unique value of the Anacostia River and the importance to the river’s health of protecting and restoring its watershed. The document used memorable imagery and graphic illustrations to explain the restoration strategy and tactics and the commitment required to successfully implement it. Following the plan’s release, Mr. Ney produced a strategic communications plan for ARP that provides a roadmap for building brand awareness, mobilizing partners and champions, reaching out to policymakers and funders, leveraging the media, and raising public awareness about behavior changes that contribute to watershed restoration.

U.S. Department of the Treasury, 2008–2010

Mr. Ney assisted with developing a comprehensive, departmentwide marketing and recruitment strategy to help the U.S. Department of the Treasury win the “war for talent.” This research-based strategy — built on a powerful, unified brand — aimed to help all Treasury bureaus attract and retain the top-quality workforce they need to achieve the department’s goals. Mr. Ney created the visual recruitment identity that solidified the Treasury’s image and position in the marketplace and a tagline that invited its audiences to explore the organization. Then he assisted with laying out a practical, comprehensive, coordinated roadmap for reaching each of the Department’s target audiences and the public. He created an overarching recruitment brochure that captured the most effective messaging and images to convey the personal and professional benefits of joining the department’s staff — and the wide variety of career opportunities offered. For the brochure “shell,” he created inserts detailing the specific character and appeal of 13 distinct bureaus, highlighting the qualities that differentiate each one as an outstanding workplace.

Washington Area Housing Partnership, 2008–2009

Mr. Ney worked with the Washington Area Housing Partnership (WAHP) to obtain a firsthand perspective on awareness of, and perceptions about, affordable housing. He elicited the insights of elected officials, opinion leaders, housing activists, civic leaders, and major employers to identify the messages that would resonate most powerfully with their respective audiences. Based on this broad-based research, he fine-tuned messaging to reflect each constituent group’s specific needs: What must they learn about affordable housing programs and results to recognize the importance and value of affordable housing?

Mr. Ney produced a WAHP communications strategy based on conveying how a prosperous community is underpinned by workers of all stripes — childcare workers, landscapers, government employees, police officers, and others, many of whom depend on affordable housing to live in the communities they serve. The strategy also identified the communications channels, such as online tools, printed posters and fliers, and PowerPoint presentations, which are most useful to WAHP’s stakeholders and champions in disseminating these messages, and mapped out a master communications calendar to deliver them.

D.C. Office of the State Superintendent of Education, 2008

For the D.C. Office of the State Superintendent of Education (OSSE), Mr. Ney conducted an online survey of students who have graduated from college with the support of the D.C. Tuition Assistance Grant Program (TAG). The survey aimed to determine whether students returned to the District after completing



their degrees and how they were making contributions to the community following graduation. In collaboration with the OSSE, Mr. Ney developed a survey with 17 multiple-choice questions; three questions included an open-ended comment box. The survey incorporated D.C. OSSE branding elements such as logo and color palette to enhance the overall user experience and provide the survey with the appropriate level of credibility. To encourage participation, Mr. Ney developed a pre-survey letter to be used in a direct mail piece. He also oversaw data cleaning on the D.C. OSSE database.

Mr. Ney's analysis of the completed responses produced key findings about D.C. TAG's positive impact on the recipients' educational attainment, employment, and salary. He wrote a results report featuring graphics to illustrate survey results and comparisons of the survey population with the overall District population and with students and graduates in similar demographic groups nationwide. The results were used by the OSSE to demonstrate for policymakers and the public D.C. TAG's outcomes and benefits to both students and the greater D.C. community.

University of the District of Columbia, 2006–2007

For the University of the District of Columbia, Mr. Ney led the development of a cohesive and consistent image and message — “Great Futures Start Here” — to promote the university's workforce development programs. He then oversaw production of branded brochures, pamphlets, and resource maps to distribute among the target audiences, followed by a full-scale media campaign for the workforce department. Mr. Ney conceived radio scripts, a video PSA, and an advertising strategy for television, radio, and Metro buses and railcars. Blending the capabilities of Reingold's graphic design and consulting teams, he executed a highly visible and winning campaign.

Montgomery County (Md.) Division of Solid Waste Services, 2006

Mr. Ney helped the Division of Solid Waste Services (DSWS) create and launch a multifaceted advertising campaign to increase awareness about the importance of recycling, targeting the residents of 97,000 multifamily dwelling units and occupants of about 35,000 nonresidential facilities such as businesses, nonprofit organizations, schools, government buildings, and home-based businesses. The seven-week campaign targeted English- and Spanish-speaking audiences through print, radio, television, and out-of-home advertising. He led the development of print ads that reached a readership of more than 550,000 residents, a radio campaign with 475 commercials and an estimated net reach of more than 1 million, a television campaign with nearly 1,700 commercials on eight TV stations, and an out-of-home transit system campaign with circulation of about 7.5 million.

Tri-County Council of Southern Maryland, 2004

Mr. Ney worked with the Tri-County Council of Southern Maryland to create a regional brand for its workforce development program: “Southern Maryland JobSource. Where People Meet Jobs.” The campaign focused on the program's ability to match employers with qualified local job-seekers. He created brochures targeted to job-seekers and to employers, created the design wrap for a mobile assistance unit, made website enhancement recommendations, created content promoting the program's resources, and recommended distribution outlets such as canvassing of local community hot spots, email distribution, social media, and print advertising.

Chesapeake Bay Gateways Network, 2003

Mr. Ney spearheaded Reingold's communications plan for the Chesapeake Bay Gateways Network (CBGN), which received a MarCom Creative Award — part of the Communicator Awards, one of the largest, oldest, and most respected competitions in the communications field. Mr. Ney formulated a comprehensive strategy for reaching its four primary audiences—watershed residents, media, policy influencers, and its own supporting members and resource partners — to raise awareness and appreciation, and ultimately improve conservation, of the Chesapeake Bay. Using segmentation and targeted messaging to reach each priority audience, Mr. Ney created an integrated and multifaceted communications strategy to educate the public and promote the bay's amenities. Throughout a yearlong process, Mr. Ney also helped CBGN leadership build consensus among individual network members and its oversight working group — achieving stakeholder buy-in that was crucial to the ultimate success of the communications planning.



Scott San Martin**Project Role: Graphic Designer****Reingold: Senior Production Director and Graphic Designer****A. Background Information****Relevant Experience**

Mr. San Martin is a creative and resourceful graphic designer with an intuitive grasp of the elements needed to illuminate ideas and attract readers. An effective listener and communicator, Mr. San Martin is skilled at extracting the essential details that lead to clear concepts and focused designs. He has experience creating all types of deliverables — banners, brochures, report covers, folders, newsletters, multimedia presentations, and electronic editorial products. Mr. San Martin knows that powerful concept development and graphic design demands more than a one-size-fits-all approach. He has served as a stage manager for the GMU Center of the Arts, spent a semester teaching stage management at GMU, developed effective, targeted materials for Harvard scientists, cardiologists, government and educational leaders, cafeteria workers, and underprivileged Latin American youth, to name a few. With exceptional talents and deep experience, Mr. San Martin is comfortable designing for diverse organizations, from corporate clients with strict creative standards to small nonprofits with limited resources. He excels in Adobe Creative Suite and QuarkXPress.

Education

Virginia Polytechnic Institute and State University, Blacksburg, Va., B.S. (food science and technology), 1996

Positions and Employment**2008 – present: Graphic Designer/Production Director, Reingold, Alexandria, Va.**

Mr. San Martin manages and oversees all phases of the graphic design and production process, including establishing project goals, budgeting, scheduling, design development and approval, and delivery. He has coordinated the design and production of materials for hundreds of campaigns and projects, most recently with the U.S. Census Bureau and the U.S. Departments of Veterans Affairs (VA), Housing and Urban Development (HUD), and Defense (DoD), as well as the District of Columbia Office of the State Superintendent of Education, Public Defender Service for the District of Columbia, The George Washington University, GreatSchools, the American Association of Community Colleges (AACCC), the American Association for the Study of Liver Diseases, and the American College of Cardiology.

2006–2008: Design Manager, PMK Associates Inc., Alexandria, Va.

Mr. San Martin's many clients included the Harvard School of Public Health and the Baylor College of Medicine, for which he designed materials for a multimillion-dollar National Institutes of Health study focused on obesity among low-income Latino youth. He also designed reports, presentations, media-tour collateral, and diet guides for The Peanut Institute — a nonprofit organization that supports nutrition research and develops educational programs to encourage healthy lifestyles that include peanuts and peanut products. Mr. San Martin designed and managed development of the inaugural "Young Investigator Grant for Probiotics Research," which continues today at Duke University with funding from the Global Probiotics Council.

1997–1998: Connection Newspapers, McLean, Va.

Mr. San Martin coordinated layout and production of 17 weekly newspapers while managing art, editorial, and production teams.

B. Related Client Experience**U.S. Department of Veterans Affairs, 2010 – present**

Mr. San Martin is integral in the management and creative process for all of Reingold's large-scale VA campaigns, including the VA Mental Health Services' MentalHealth.va.gov website and its Suicide Prevention, Make the Connection, Coaching into Care, and Tobacco and Health campaigns. Using his years of experience and industry knowledge, Mr. San Martin directs the creative team in the development of poignant messaging while imparting the necessary structure to make sure that design and logistical details are considered and incorporated.

Mr. San Martin also has extensive experience in production management and file preparation for the U.S. Government Printing Office (GPO), and he has successfully prepared more than 150 GPO packages and completed more than 500 projects for a variety of VA campaigns. VA adheres to a very stringent design quality control process that has a "zero mistake" expectation, regardless of the production time frame. Mr. San Martin developed and implemented an internal quality control process to track client specifications and feedback that includes three rounds of client review.

U.S. Department of Education, National Assessment Governing Board, 2010–2017

As a graphic designer and production manager, Mr. San Martin has worked on design creation, layout, and design changes for the Governing Board's abridged and full assessment frameworks. His team also created brochures, signs, and other materials for conferences. As a production manager he has advised, managed, scheduled, and estimated the process of design to production, design to GPO print package delivery, and design to Section 508-compliant PDF delivery. He oversees the design process and, because of his experience, knows when it is appropriate to intervene to maintain high standards in product design.

American Association of Community Colleges, 2009–2015

Mr. San Martin's AACC work encompassed several contracts: SEED/Green Genome, Plus 50, International Profiles, and Annual Convention. A notable project was the creation of the inaugural issue of international profiles, which was a complex and dynamic catalog used to promote community college enrollment. Mr. San Martin and his team developed and managed a complex data-collection and layout process that required quick turnarounds with high accuracy. For AACC Plus 50, Mr. San Martin managed the process of brand creation. He also managed and improved organization and tracking to handle complicated deliverables more efficiently.

American College of Cardiology, National Cardiovascular Disease Registry, 2008–2012

Mr. San Martin worked on design creation, layout, and design changes. As a production manager, he advised, managed, scheduled, and estimated the process of design to production. He juggled the development of many detailed pieces for the client, and also was responsible for quality assurance preceding the production stage so that products were printed correctly.

Arlington Initiative to Rethink Energy, 2012–2015

Mr. San Martin led the team that updated the Arlington Initiative to Rethink Energy (AIRE) logo and developed new logos for AIRE program areas — the Green Games, Green Home Choice, Green Buildings, the 2012 county operations emissions goal, and the Community Energy Plan.

U.S. Department of Housing and Urban Development, 2008–2014

HUD needed top-notch graphic design to convey important yet often overlooked economic analyses and technical policy positions essential to increasing homeownership in the United States. Mr. San Martin not only assisted with the graphic designs, but also managed quality control and the production of policy reports, multimedia presentations, exhibits, meeting materials, and logos. He was responsible for quality control and the production of a wall timeline that was used for five projects and that needed continuous updates — keeping strict control over the different versions and the updates to ensure accuracy among project components, including removing older versions from circulation when new ones were produced.

For the entirety of Reingold's work with HUD on this engagement, Mr. San Martin's fresh approach and keen eye for detail enabled the agency to cleanly showcase its accomplishments and impacts in communities across the country. He also managed and organizes hundreds of thousands of files associated with more than 700 HUD projects completed by Reingold. This storage system ensured that



the most recent files are accurately labeled, and that information, records, and working versions of files on past projects are readily available.

U.S. Department of Health and Human Services, Administration on Aging, 2009–2014

At a time when America's "plus 50" population was larger than ever and its issues — such as mobility, aging in place, and long-term care — were increasingly at the forefront of public policy debates, the Administration on Aging (AoA) called on Reingold to help raise public awareness of the issues affecting older Americans and drive public action to respond to them in powerful ways. Mr. San Martin oversaw the production and quality control for the logo created by Reingold's graphic designers to appeal to a diverse stakeholder audience and capture the spirit of the AoA mission — to celebrate and support the aspirations of older Americans; enable them to live healthy, productive, independent lives; and recognize the ways in which they contribute to communities and society. For AoA's Older Americans Month in May 2010, Mr. San Martin made sure that all of the materials for a major event on the National Mall — including posters, invitations, and HTML designs — were produced on time, on budget, and without error.

Fairfax County (Va.) Department of Transportation, 2012–2013

Mr. San Martin was instrumental in creating compelling graphic designs for the marketing efforts in advance of the opening of the 495 Express Lanes on the Capital Beltway. For Reingold's two marketing plans for the Express Lanes and Fairfax Connector bus service, Mr. San Martin applied his skills to create images that form the identity for the campaigns.

District of Columbia Office of the Mayor, Sustainable DC, 2012

Mr. San Martin helped develop, design, and produce attractive and engaging publications for the District of Columbia Office of the Mayor's landmark plan for achieving environmental sustainability in the District. The creative produced was developed to appeal to the city's diverse audiences while showcasing goals, data, and facts in a compelling and memorable way.

GreatSchools, 2010–2012

Mr. San Martin managed this complete account and publication for two years. He worked on the GreatSchools School Chooser, at first just for Washington, D.C., then building to Milwaukee and Indianapolis. These books were listings of more than 200 schools, compared with one another based on data points. The challenge was to coordinate the design in a way that consistently presented data points — within a timeline that required first making theoretical and design decisions followed by a lengthier process of layout and production. His team met the deadline successfully. Layout consisted of developing a system and technology (which Mr. San Martin facilitated from start to finish, developing the process along with his team) to deal with mass amounts of data, and getting that data into design accurately all in an accelerated time frame. He produced these School Choosers in English and Spanish, handling translation and layout changes along the way.

American Society of Plastic Surgeons, 2008–2011

Mr. San Martin was responsible for a wide variety of deliverables. He made sure that all team members were aware of the implications of changes throughout the vast suite of projects. The magazine for this client was the largest production run Mr. San Martin had ever been involved with, and it required great attention to detail given the number of revisions — resulting in a high-quality publication.

Fairfax County (Va.) Department of Parks and Recreation, Department of Community and Recreation Services, 2009

Mr. San Martin provided graphic design and development support for Reingold's outreach and communications initiative for the Department of Parks and Recreation, Department of Community and Recreation Services. In this capacity, he helped to develop a consistent, evidence-based brand for the department and design elements for collateral material such as banners, poster templates, and promotional booklets.

Fairfax County (Va.) Foster Care & Adoption, 2003, 2007, and 2008

Mr. San Martin helped design a brand and communications campaign to raise awareness of foster care and adoption across the county and help increase the pool of African-American and Hispanic adoptive



and foster parents. He also helped develop collateral materials, including designing exhibits, redesigning the Fairfax County Foster Care & Adoption newsletter, The Caring Line, and its Reference Notebook for Foster Families, and developing a new “icebreaker” brochure.

District Department of Transportation, goDCgo.com

Mr. San Martin worked on the redesign of the District Department of Transportation’s website, goDCgo.com. For this project, he used lessons learned from research to create website enhancements to the site’s technological features, including expanding its interactive map boundaries, developing a map pedometer, and creating an email subscription feature; and redesign the site to make it more intuitive and user-friendly, incorporating appealing graphics and readily accessible information.

District Department of Transportation, 2008 Car Free Day

Mr. San Martin helped develop and design collateral material for the District Department of Transportation’s 2008 Car Free Day, which had more than 12,000 registered participants. Collateral included creating invitations and signage, street maps of the celebration, and online banner ads.

Meredith Muckerman**Project Role: Account Leader****Reingold: Communications Director, Project Manager****A. Background Information****Relevant Experience**

Ms. Muckerman is a strategic communications professional with a unique blend of design talent, academic prowess, and business savvy. She is devoted to providing exceptional products and services to clients including the U.S. Department of Veterans Affairs (VA). Ms. Muckerman specializes in health communications, with strong knowledge and passion for social determinants of health, patient-provider communication, health care technology, and quality of care across the life span. Her creative and efficient use of time and careful stewardship of resources deliver timely, polished products that fulfill all project goals.

Education

George Mason University, Fairfax, Va., M.A. (health communication), anticipated May 2020

Savannah College of Art and Design, Savannah, Ga., B.F.A. (photography), 2009

Positions and Employment**2019 – present: Director, Reingold, Alexandria, Va.**

Ms. Muckerman serves as a project manager and lead strategist supporting VA's progressive use of emerging telehealth technology to expand quality care. She supports the release, implementation, and deployment of telehealth applications across Veteran Integrated Service Networks (VISN). Ms. Muckerman manages the full life cycle of services, including strategic planning, outreach and awareness building, installation and configuration, event support, data gathering and evaluation, maintenance, and field visits to foster adoption of telehealth technology.

2013–2019: Strategic Communications and Technology Manager, George Mason University Department of Safety, Emergency, and Enterprise Risk Management, Fairfax, Va.

Ms. Muckerman oversaw internal and external health, safety, and emergency communications for George Mason University, the largest public university in Virginia, with over 38,000 students and thousands of faculty and staff members. In addition, she led the department's use of technology to streamline processes and procedures, improve training outcomes, and expedite the dissemination of critical emergency messaging to the university community. Ms. Muckerman also participated as a lead instructor on a nationwide training initiative to teach at-risk workers how to safely respond under epidemic or pandemic disease outbreak conditions.

2010–2013: Enrollment Specialist, National 4-H Council, Chevy Chase, Md.

Ms. Muckerman led efforts to improve national documentation of 4-H youth development programs across the United States through the use of a web-based application, ACCESS 4-H. She helped produce marketing collateral, led in-person training efforts across the country, and helped to acquire and retain software customers. Ms. Muckerman also worked with software developers to track and audit the progress of digital projects, including social networking, event management, and mobile applications.

2009–2010: IT Coordinator, A/V Specialist, and Financial Literacy Instructor, Burke & Herbert Bank and Trust co., Alexandria, Va.

Ms. Muckerman coordinated information technology department activities for Burke & Herbert, a \$2 billion asset community bank. Her responsibilities included management of the IT department intranet, multimedia production, and photography of important functions such as the annual shareholders meeting. Ms. Muckerman also served as an instructor for the bank's financial literacy program at area schools, teaching K-12 students age-appropriate lessons about financial well-being.



B. Related Client Experience

U.S. Department of Veterans Affairs, 2019 – present

Ms. Muckerman serves as a project manager and lead strategist supporting the release, implementation, and deployment of telehealth applications. She manages strategic planning, outreach and awareness building, installation and configuration, event support, data gathering and evaluation, maintenance, and field visits to foster adoption of telehealth technology.

Leslie Johnson**Project Role: Account Coordinator****Reingold: Communications Associate****A. Background Information****Relevant Experience**

Ms. Johnson is a communications consultant with experience in conducting outreach, establishing partnerships, and developing content and materials.

Education

George Mason University, Fairfax, Va., B.A., cum laude (global affairs), 2019

Positions and Employment**2019 – present: Communications Associate, Reingold, Alexandria, Va.****2019: Communications Intern, Reingold, Alexandria, Va.**

Ms. Johnson provided support for communications campaigns on behalf of the U.S. Census Bureau and the Fairfax County, Virginia, Gang Violence Prevention initiative, as well as for Reingold's internal training program.

2018: Nonprofit Management Intern, Festival Spisovatelů Praha, Prague, Czech Republic

Ms. Johnson helped plan and promote the annual festival by reaching out to stakeholders and creating partnerships. She also assisted the creator with promoting materials and creating advertisements.

2018: Management Intern, Věda Nás Baví, Prague, Czech Republic

Ms. Johnson assisted with marketing tasks and facilitated business development with the CEO of the company.

2018: Immigration and Asylum-Seeker Intern, Diakonie ČCE, Prague, Czech Republic

Ms. Johnson supported five asylum seekers with integration into the community and with the completion of their paper work.

2018: Database Intern, Britepaths, Fairfax, Virginia

Ms. Johnson worked in the CV database, updating client information and recognizing trends in the data, while also organizing food orders for the nonprofit.

B. Related Client Experience**U.S. Census Bureau, 2019 – present**

Ms. Johnson supports partnership outreach for the 2020 Census communications campaign. Her responsibilities include contacting potential partners, creating weekly conference reports, and researching potential partners.

Fairfax County Gang Violence Prevention, 2019

Ms. Johnson assists with the creation of public service announcements on human trafficking prevention for women in the Hispanic/Latina community.

Reingold, ReingoldU, 2019

Ms. Johnson created the course checklist for generating new internal training programs and helped with course organization and administration.



Colleen McMackin**Project Role: Production Manager****Reingold: Graphic Designer and Assistant Production Coordinator****A. Background Information****Relevant Experience**

Ms. McMackin, a graphic designer and exhibit specialist, focuses on attention to detail and typographic elegance in her designs. An accomplished designer of publications, exhibits, brochures, logos, identity systems, and print advertisements, Ms. McMackin has developed a portfolio of creative work for government agencies, nonprofits, and corporations. She is proficient in Photoshop, Illustrator, and InDesign and is experienced at working with Flash and Dreamweaver.

Education

Virginia Commonwealth University, Richmond, Va., B.S. (mass communications, concentration in creative advertising), 2009

Positions and Employment**2010 – present: Graphic Designer and Assistant Production Coordinator, Reingold, Alexandria, Va.**

For clients including the U.S. Department of Veterans Affairs, Ms. McMackin develops graphic design for print and web use. She also assists in production management for all printed materials, and works with the Government Printing Office. She is experienced in setting up large files to comply with Section 508 of the Rehabilitation Act, and has developed an interactive ePub.

2009–2010: Website and Graphic Designer, Peggy Guy & Associates, Richmond, Va.

Ms. McMackin assisted Peggy Guy & Associates with website development, design, and implementation for her catering and event-planning business. She also designed a suite of printed materials that effectively communicated the company's brand to clients in all aspects of communication.

2009: Creative Design Intern, Sharon Brooks & Associates, Richmond, Va.

Ms. McMackin conducted photo and model searches, and also resized materials for print and web for a wide variety of clients in the health care and education sectors.

B. Related Client Experience**U.S. Department of Veterans Affairs, 2010 – present**

Ms. McMackin serves as a graphic designer and production coordinator for several VA initiatives, including the Make the Connection campaign to help veterans and their families and friends overcome the stigma associated with seeking mental health services, and to increase the number of veterans who obtain support. She has also created a proof of concept ePub for a VA public awareness campaign. In addition, Ms. McMackin has worked with the Veterans Crisis Line, the Central Office Human Resources Service, and the campaign to end veteran homelessness.

U.S. Department of Housing and Urban Development, 2010 – present

Ms. McMackin serves as a graphic designer and assists with production for the U.S. Department of Housing and Urban Development's Office of Policy Development and Research. This includes creating a monthly scorecard for White House use, as well as designing and editing internal reports on the status of housing across the nation.

Public Defender Service for the District of Columbia, 2010–2014

As the account manager for the Public Defender Service, Ms. McMackin is responsible for designing and producing a wide array of printed publications, including annual reports, direct mailers, and recruitment materials.



Zoë Worrell**Project Role: Graphic Specialist****Reingold: Design Department****A. Background Information****Relevant Experience**

Ms. Worrell is a graphic design professional with experience in branding, editorial design, illustration, and various forms of print and digital media. At Reingold, she works with nonprofit organizations and government agencies to determine the direction of their brand, identify ways to offer support, and provide them with collateral based on their specific needs.

Education

George Mason University, Fairfax, Va., B.F.A. (graphic design), 2019

Positions and Employment**2019 – present: Graphic Designer, Reingold, Alexandria, Va.**

Ms. Worrell contributes to branding and concepting for clients including the U.S. Department of Veterans Affairs (VA), ACT for Alexandria, and Legacies of War. Much of her recent work involves refining presentations for VA's internal communications and developing new iconography, imagery, and design collateral for the department's Office of Connected Care. She also designs materials for Reingold's Diversity, Equity, and Inclusion (DE&I) initiative and offers creative input to advance the firm's mission of increasing inclusivity.

2017–2019: Client Operations Services Manager, Office of Admissions, George Mason University, Fairfax, Va.

Ms. Worrell designed comprehensive data layouts and presentations for internal admissions office meetings, including slides to be presented to the head of staff. She also organized and appointed large-scale data sets for processing, managed operations among admissions staff, launched well-being initiatives to increase office productivity, and resolved client inquiries.

2018–2019: Graphic Designer, Redeeming Grace Church, Fairfax, Va.

Ms. Worrell created promotional media and marketing materials for upcoming events and gatherings. She also designed communications, from print, web, and social media posts to large-scale outdoor banners, and collaborated with a large staff to design clear and efficient PowerPoint templates to accompany weekly services and newsletters.

2017: School of Art Teaching Assistant, George Mason University, Fairfax, Va.

While attending art school, Ms. Worrell became a typography teaching assistant. She facilitated class discussion, provided instruction and one-on-one assistance, and assessed student performance via projects and exams. She also helped students develop a greater understanding of typographic concepts and Adobe software.

B. Related Client Experience**Legacies of War, 2019–2020**

Ms. Worrell worked to effectively brand and design the Legacies of War Annual Report to support fundraising and advocacy work for the Laotian people. Her bright, hopeful designs helped tell a compelling story to inspire potential donors, partners, and stakeholders.

U.S. Department of Veterans Affairs, Office of Connected Care, 2020

Ms. Worrell reviewed the designs of many print-ready deliverables to make sure that they were Section 508 compliant and accessible to all veterans and federal employees. She also worked on Reingold's Health Outreach, Public Awareness, Content Management, and Training (HOPAT) team, creating content for various veterans' health initiatives including My HealthVet, VA Telehealth, and VA Mobile. She has created PowerPoint slide decks, web banners, newsletters, and roadshow collateral for use in meetings



with Veterans. Ms. Worrell has also designed app icons for the VA Mobile App Store, making sure that each icon is compelling and clearly displays the app's function.

U.S. Department of Veterans Affairs, Birmingham Moving Forward, 2020

Ms. Worrell designed a branded toolkit for the Birmingham VA Medical Center's "Moving Forward" promotional campaign, which focuses on safely opening and operating its facilities during the COVID-19 pandemic. She developed a friendly and engaging brand, which she used in designing informative posters, web banners, and signage.

ACT for Alexandria, 2019

Ms. Worrell contributed to designed collateral for the Act for Alexandria philanthropic organization, including a donor engagement booklet that encourages donors to get involved, achieve their giving goals, and maximize their impact. She also created various informational newsletters that highlight nonprofit partner organizations and outlines helpful ways to donate.

Kyle Fox

Project Role: Graphic Specialist

Reingold: Graphic Designer

A. Background Information

Relevant Experience

Mr. Fox came to Reingold from a social media marketing position at George Mason University, taking on multiple projects including creating concepts for flyers, logos, and more. He also led the design of materials for Reingold intern initiatives, such as a presentation deck, posters, and the branding and collateral design for an officewide event.

Education

George Mason University, Fairfax, Va., B.F.A. (graphic design), 2019

Positions and Employment

2020 – present: Graphic Designer, Reingold, Alexandria, Va.

Mr. Fox supports Reingold’s contract with the U.S. Department of Veterans Affairs (VA) Office of Connected Care (OCC), working with the team to create concepts and collateral for print and web products. He has also produced and edited graphic designs for the Census Bureau and the National Basketball Association (NBA).

2018–2019: Marketing Assistant, Auxiliary Enterprises, Fairfax, Va.

Mr. Fox worked on social media campaigns to bridge the gap between student needs and the resources on George Mason University’s campus. These posts primarily aimed to promote various on-campus sales and events but also raised awareness of services offered through the various vendors featured.

B. Related Client Experience

GO Northern Virginia, 2020

Mr. Fox created a fact sheet template that was used to flesh out a whole suite of materials for the GO Northern Virginia (Region 7) education council. He kicked off this project by creating two concepts that played off of the client’s existing branding — a safe option and one that pushed the brand to a new level — and the client picked the latter.

DoJenn, 2020

Mr. Fox used the client’s existing branding for its website to create a new design concept for a fact sheet to use in client meetings.

Public Defender Service for the District of Columbia, 2020

The Public Defender Service gave Reingold a 600-page word document to be turned into a book for use by formerly incarcerated individuals to help them reenter society and minimize their chances of ending up back in prison. Mr. Fox helped produce the concept for a cover and start flowing out the pages into something more closely resembling a final product. Following his design of the first two chapters, the client was thrilled to see the book coming to life.

Tiffany Ford**Project Role: Video Project Manager****Reingold: Art Director****A. Background Information****Relevant Experience**

Ms. Ford leads a team of six video producers/editors, managing their workflow, providing art direction, and maintaining productivity protocol. She is a dynamic leader and contributor to all stages of video production. With a strong foundation in multimedia, she has experience and skills that extend from concept development and research to digital editing and delivery. Ms. Ford is proficient in Adobe Premiere, Adobe Photoshop, and Adobe After Effects. She meticulously selects video clips to create engaging stories from raw media, and then supplements them with music and graphics that highlight key points.

Education

James Madison University, Harrisonburg, Va., B.A. (media arts and design), 2005

Awards

Marcom Award, American Society of Anesthesiologists, "When Seconds Count," 2014

Silver Summit Creative Award, Self-Promotion/Invite Announcement, Internal Interactive Valentine Card, 2013

Strategic Video Award, Internal Branding, "Stories of Those We Serve," 2012

Platinum, AVA Awards, Video Production, U.S. Department of Veterans Affairs, 2012

Telly Award, U.S. Department of Veterans Affairs PSA, 2012

Gold Screen Award, National Association of Government Communicators, U.S.

Department of Veterans Affairs PSA, 2012

Positions and Employment**2011 – present: Art Director, Reingold, Alexandria, Va.**

For clients that include the U.S. Departments of Veterans Affairs (VA), Defense (DoD), and Homeland Security, Ms. Ford designs and creates visual messages that maintain the organizations' branding and vision. She works with her clients to produce compelling, memorable videos and public service announcements (PSAs) that communicate key messages tailored to specific demographic and interest groups while complying with Section 508 requirements.

Ms. Ford edits various video formats — testimonial, promotional, educational, and training — using industry-leading software programs, and creates animated graphics to highlight key concepts and enhance video content. Ms. Ford leads and represents the video department by overseeing project development, managing staff members and interns, leading weekly update meetings, and managing industry skill development sessions. She collaborates with art directors, communications consultants, and graphic designers to develop effective video concepts, conducts talent casting and location scouting, schedules and coordinates casts and crews, directs the talent and crew on production sets, and edits video in industry-leading software programs.

2005–2011: Video Producer, Big Picture Inc., Springfield, Va.

While managing client communications and relations, Ms. Ford coordinated video productions from the ground up. She wrote original scripts, orchestrated shoot planning and execution, and maintained her vision all the way to the end product by editing her productions. Ms. Ford from supplemented her video productions with graphic design and branding. Her productions, ranging educational to training to



promotional, were distributed through various mediums including broadcast television and corporation websites and kiosks.

B. Related Client Experience

U.S. Department of Defense, Defense and Veterans Brain Injury Center, 2015 – present

For the past two years, Ms. Ford has served as the lead video producer for a video testimonial series titled “A Head for the Future” for the DoD Defense and Veterans Brain Injury Center (DVBIC). The series consists of several interviews with veterans who share their personal experiences with traumatic brain injury. Ms. Ford pre-interviewed subjects to ensure that speakers were engaging and their stories were compelling, and she coordinated shoots around the country. On set, Ms. Ford managed the talent and crew while also interviewing each subject on camera. She then edited the raw footage to capture the key elements of the interviews to create inspiring story arcs.

The success of the series led to Reingold winning additional work with DVBIC and producing five more videos in 2017. Reingold was tasked to produce PSAs from the existing interview footage, which Ms. Ford also edited and managed. The “A Head for the Future” video series continues to grow.

American Association for the Study of Liver Diseases, 2014 – present

Ms. Ford has been the lead video producer for the American Association for the Study of Liver Diseases (AASLD) since 2014. Each year, Reingold has been tasked to capture interviews of AASLD leaders to promote its annual conference, The Liver Meeting. Ms. Ford has worked closely with the client to coordinate, shoot, and edit high-quality videos that inform audiences about what to expect at upcoming conferences, celebrate membership and collaboration, and encourage industry professionals to join the organization and/or attend the conference. The videos have contributed to the ongoing success and growth of AASLD and its annual conferences.

U.S. Department of Veterans Affairs, 2011 – present

Ms. Ford serves as a video producer for multiple VA efforts. She has supported the Make the Connection, Vocational Rehabilitation and Employment, and Veterans Crisis Line campaigns with concept development, shoot coordination, and on-set management for a variety of PSAs and long-form videos. She led a promotional video production for the Veterans Health Administration (VHA) Connected Health Office, with the goal of reaching out to veterans to inform them and encourage them to use the “Annie” texting application to help them communicate with their health care providers and manage their own health care. She supported the creative concepting process, selected talent who represent the video’s target audience, and coordinated the production sets and crew.

In 2013, Ms. Ford led the video production of VA’s It Matters campaign, which focused on the significance of the relationship between the health care provider and patient. She edited a large collection of testimonial videos highlighting key messages of the campaign through the experiences and words of health care providers and veteran patients.

Ms. Ford also led the production of a series of animated videos to support the VHA MOVE! program, which promotes healthy eating and activity among veterans. The animations provided helpful exercise and diet tips for veterans looking to lose weight or to maintain healthy habits. She also led the production of VHA’s HealthLiving Assessment videos. Production consisted of long- and short-form videos that walk veterans through the process of taking an assessment to calculate their current “health age” and to get recommendations on lowering it. Spanish-language versions of the videos were created and the transcripts were translated, proofread, and implemented as text captions.

In addition, in 2013 and 2014, Ms. Ford led ongoing video production for VHA’s Health Informatics Initiative. She led collaborations defining the branding and creative approach for the series of videos that best presented the client’s messages. The purpose of the series was to inform the internal VA audience about the Health Informatics Initiative by capturing interviews of key stakeholders including clinicians, informaticists, developers, and veteran patients. These participants discussed their contributions to and the benefits of developments such as the Health Management Platform. Ms. Ford coordinated and managed multiple long-form shoots around the country to capture the interviews and images that created the video series.



In 2016, Ms. Ford led the development of a graphic animation to promote the success of VA Pulse, an internal collaboration platform custom developed for VA staff. VA leaders and staff members use the platform to support employee engagement, systems implementation, knowledge management, and clinical collaboration. Ms. Ford collaborated with consultants and designers who worked closely with the client to establish the appropriate look and feel of graphic designs and content. She then created animations from the graphics and other media elements such as photos, videos, and music. The animation video was used in a presentation given at JiveWorld, a modern communications and collaboration conference. VA Pulse's membership continues to grow as it recently reached 100,000 members.

Public Defender Service for the District of Columbia, 2014–2015

Ms. Ford led the production of two videos for the Public Defender Service (PDS). "Can You Seal Your Criminal Record" was a long-form, Section 508-compliant video, in both English and Spanish versions, that provided audiences with professional guidance on how to seal their criminal records to enable them to secure jobs to provide for themselves and their loved ones. Ms. Ford assisted in developing the 14-page script, coordinated the production, led the talent and crew on the production set, created graphic designs and animations, and edited the video. "Introduction to PDS" was produced to connect audiences with the Director of PDS, Avis Buchanan, and to provide background on the mission of PDS. Ms. Ford coordinated the production, led the talent and crew on the production set, and edited the video. As a result of the success of these products, Reingold continues to produce informative videos for PDS.

American Society of Anesthesiologists, 2013

Ms. Ford was the lead video producer for a series called "When Seconds Count." After meeting with the client team to discuss their vision, she created concepts and coordinated budgets and shoot logistics for the testimonial series. Ms. Ford interviewed eight physician anesthesiologists who told their stories about critical moments when their extensive medical education and clinical training made the difference between life and death.

U.S. Department of Defense, Defense Health Headquarters, 2011–2013

Ms. Ford led the "Stories of Those Who Serve" video production series for the DoD Defense Health Headquarters (DHHQ). After extensive research, she interviewed selected veterans representing the four branches of the military, who gave their personal testimonials about their experiences receiving medical care through TRICARE. These inspirational stories are being played throughout the DHHQ facility to remind staff members of the important work they do and the difference they make in the lives of those who serve our country. Ms. Ford collaborated with Reingold's tech department and led the development of cutting-edge motion graphic animations to supplement this video series. The series' success is reflected in the Strategic Video Award it received for internal branding in 2012.

Ms. Ford also led the development and production of a news series called "On the Q." Each monthly installment highlighted a special current event occurring within the DHHQ. For this series, Reingold covered stories such as the 5K Run With the Warriors, Take Our Children to Work Day, and DHHQ Dishes — a demonstration event held during a health campaign. Ms. Ford organized a food-tasting event in which participants had the opportunity to learn about and sample healthy recipes, hiring a professional nutritionist to host the event and answer questions about the recipes and their health benefits. She also managed the production of recipe cards for participants to take home with them. Ms. Ford also served as video producer during the event, capturing several interviews of participants as well as b-roll. The upbeat, lighthearted "On the Q" series played on monitors within the DHHQ facility to keep staffers and employees entertained. Ms. Ford also was the lead producer and editor for another healthy eating video called, "Fit Food Flip," with cooking demonstrations to promote healthy eating and living.

U.S. Department of Health and Human Services, Administration on Aging, 2011

Ms. Ford led the strategic planning and execution for a long-form video on HIV/AIDS and older Americans. Following extensive content research and talent casting, she interviewed older Americans with the goal to communicate key messages concerning the importance of sex education and healthy lifestyles among this demographic group. She carefully developed these messages and stories to relate and connect to a specific target audience while promoting HIV/AIDS awareness and education.



Jordan Barber

Project Role: Video Producer

Reingold: Video Producer

A. Background Information

Relevant Experience

Ms. Barber is a video producer and motion graphics editor with experience in all facets of the video production industry. At Reingold, Ms. Barber produces high-quality video products for clients including the U.S. Census Bureau, the U.S. Department of Veterans Affairs (VA), and the National Football League (NFL). Ms. Barber is fluent in the Adobe Creative Suite, specializing in Premiere Pro and After Effects.

Education

James Madison University, School of Media Arts & Design, Harrisonburg, Va., B.A. cum laude (minors in general music and music industry), 2014

School of Motion, Animation Bootcamp, 2016

Positions and Employment

2015 – present: Video Producer, Reingold, Alexandria, Va.

Ms. Barber is involved in all aspects of video production, from concept to completion. She works directly with clients and Reingold project teams to develop video marketing tools that fit a variety of client needs. While she is familiar with the entire production process, Ms. Barber specializes in 2-D motion graphics animation.

2013–2015: Video Producer, Appeal Production, Harrisonburg, Va.

Ms. Barber produced, scripted, recorded, edited, and delivered a weekly TV show about realty in Virginia. She also produced several TV commercials, internet promotional videos, and educational videos for business leaders in the Shenandoah Valley.

2013–2014: Media Specialist, James Madison University Center for Instructional Technology, Harrisonburg, Va.

Ms. Barber developed instructional media to support a variety of higher-education professors and academic staff in their lessons and research at the university. She developed a motion graphics department and expanded the office's animation capabilities.

2012: Intern, NBCUniversal, Los Angeles, Calif.

Ms. Barber organized and selected music for network TV shows and promotional videos, and she collaborated with a team of executives for E! Entertainment network's 2012 rebrand. In addition, Ms. Barber worked with executive leadership and talent to produce an intimate concert series for up-and-coming musicians.

B. Related Client Experience

U.S. Census Bureau, 2019 – present

Ms. Barber is the executive producer on the 2020 Census Real Stories digital ad campaign to encourage response to the 2020 Census. She led a production team across the country to capture on-camera interviews with 28 individuals and managed the production of more than 100 digital ad units. Ms. Barber also manages the production of monthly social media content for the 2020 Census integrated communications campaign.

National Apartment Association Education Institute, RPM Careers, 2017 – present



Ms. Barber produces social media videos for the Residential Property Management Careers website and social channels. She leads the creative team in developing social media videos and animations, tailored to appeal to various target audiences.

D.C. Public Defender Service, 2015 – present

Ms. Barber manages video production efforts for the D.C. Public Defender Service. She works directly with the client to produce captivating media products, enhancing awareness of the organization and its accomplishments and incorporating new aesthetically pleasing elements into its video products.

National Football League, 2015 – present

Ms. Barber supports the development of a video series that explains components of the NFL Rulebook. These videos promote education for both the league and its audience. She also provides animation and motion graphics support for the NFL Life Line project to encourage mental health help-seeking and promote the NFL's resources for players and staff.

U.S. Department of Veterans Affairs, Office of Information & Technology, 2015–2016

Ms. Barber produced multiple video products, including a video series featuring the chief information officer. She also conducted video interviews with executive leadership, participated in multiple media trainings, and provided animation support for numerous video products.

U.S. Department of Veterans Affairs, MyVA, 2016

Ms. Barber produced a 15-minute, fully animated video to showcase MyVA accomplishments. Under tight deadlines, she and her team created an innovative final product that has spread a positive message about VA to thousands of viewers.

Science Release Video, National Assessment Governing Board, 2016

As a motion graphics consultant, Ms. Barber orchestrated the production of the Governing Board's 2016 Science Release video.

Kline May Realty Showcase, Appeal Production, 2014

Ms. Barber produced a weekly TV show about realty in the Shenandoah Valley. From writing scripts and filming segments, to editing footage and finalizing the show, Ms. Barber was a one-woman crew and got each show to air under tight deadlines.



Michael Sharp

Project Role: Writer/Editor

Reingold: Director

A. Background Information

Relevant Experience

Mr. Sharp is an award-winning reporter, editor, blogger, and content strategist with 20 years of experience in the communications field. As a senior writer and director at Reingold, he has written content for a diverse array of projects and products, including the official website for the 2020 Census. He has also produced a Wellness Playbook for the NBA, video scripts for the NFL, blogs for the U.S. Department of Veterans Affairs (VA) Office of Mental Health Services, and the national communications plan for the 2020 Census Integrated Partnership and Communications Program.

Education

Cornell University, Ithaca, N.Y., B.A. (American studies), 2000

Positions and Employment

2015 – present: Director, Reingold, Alexandria, Va.

Mr. Sharp has served as lead writer for multiple projects, including the planning and creation of the official 2020 Census website. He has produced original copy for the NFL, the NBA, the USO, the U.S. Census Bureau, and six projects for the VA Office of Mental Health and Suicide Prevention, Office of Patient Centered Care and Cultural Transformation (OPCC&CT), and Office of Information and Technology (OI&T). He has written web copy, blog entries, newsletter articles, annual reports, communications plans, video scripts, speeches, press releases, and more.

2010–2015: Senior Content Editor, The Humane Society of the United States, Gaithersburg, Md.

Mr. Sharp helped oversee the planning, writing, editing, and proofing of the Humane Society's (HSUS) bimonthly member magazine, All Animals, which has a circulation of more than 500,000. He also served as home page editor for humanesociety.org, helping to plan web coverage of the HSUS's work and related animal protection issues. Mr. Sharp wrote feature-length articles, reworked marketing materials such as brochures and hand cards, and contributed to the HSUS's annual report.

2005–2010: Sports Reporter, Press & Sun-Bulletin, Binghamton, N.Y.

Mr. Sharp was responsible for the most important sports beat at this Gannett newspaper, reporting on the American Hockey League's Binghamton Senators, the top minor league affiliate of the NHL's Ottawa Senators. As part of that work, he also produced the paper's most popular blog (in terms of both readership and audience participation). He contributed daily articles, feature stories, columns, web updates, tweets, and photographs. His work was recognized by the New York State Associated Press Association and the Syracuse Press Club.

2000–2005: Sports Reporter, Star-Gazette, Elmira, N.Y.

Mr. Sharp contributed breaking news articles, a features column, photographs, and occasional design work, in addition to his reports for the newspaper's top sports beat (the United Hockey League's Elmira Jackals). His work was recognized nationally by the Associated Press Sports Editors and Gannett, and on a state level by the New York State Associated Press Association, the Syracuse Press Club, and the New York Newspaper Publishers Association.

B. Related Client Experience

U.S. Census Bureau, 2016 – present

Mr. Sharp helped plan and produce the written content for the Census Bureau's 2020census.gov website. The site features information about the 2020 Census and how to take it, as well as interactive quizzes,



timelines, and feature stories. He also wrote content for advertisements, videos, mailings, and explainer infographics to help educate residents nationwide about the value, impact, and ease of responding to the 2020 Census. Mr. Sharp also helped write a national communications plan for the 2020 Census Integrated Partnership and Communications Program. The plan details a path forward for a wide range of integrated efforts in support of the 2020 Census, including social media, recruiting, rapid response, and web development.

U.S. Department of Veterans Affairs, Office of Mental Health and Suicide Prevention, 2017 – present

Mr. Sharp has a lead role in producing written content for VA's Make the Connection program, including blog posts that tell the stories of veterans who have faced and recovered from mental health challenges. He helped revamp and refresh the content for the MentalHealth.VA.gov website and has helped write online content and concept themes for Mental Health Month, including 2019's theme, "The Moment When." He also helped plan and write content for the revamped Veterans Crisis Line suicide prevention website, and he has developed web content, video scripts, and messaging for VA's Tobacco and Health program.

NBA, 2019 – present

Mr. Sharp took a lead role in developing the concept for a Wellness Playbook and writing its content for the NBA's Mind Health initiative. He has also helped produce featured content about three NBA initiatives for the 2020 NBA All-Star Game program.

USO, 2017 – present

Mr. Sharp helped conceive and write the video script for the USO's award-winning 2017 public service announcement, "What Does It Take." He has also developed taglines for USO programs and assisted with creative campaign concepting, ad hoc video scripting, and producing written materials such as campaign sell sheets.

U.S. Department of Veterans Affairs, VA Homeless, 2016 – present

Mr. Sharp has written entries for VA's Vantage Point blog, profiling key figures, innovations, and success stories in the push to end veteran homelessness. He also contributed a video script.

Major Children's Research Hospital, 2016 – present

Mr. Sharp wrote a landscape analysis, helping to identify challenges and opportunities for Reingold's work to create a website for pediatric cancer patients, their parents and friends, and the medical community. He will remain involved planning and creating content for the new site.

National Center for Telehealth & Technology, 2016 – present

Mr. Sharp has written blog entries for the National Center for Telehealth & Technology's AfterDeployment blog, helping to link service men and women, veterans, and their families with resources for a variety of service-related challenges.

Vivo Health Pharmacy, 2016–2019

Mr. Sharp helped produce the concept for a promotional campaign and write website content, marketing collateral, a tagline and messaging, helping to introduce the specialty pharmacies to audiences of both patients and providers. He also produced content to engage audiences with specific chronic ailments, as well as digital advertisements and a video script for an award-winning animated video.

American College of Allergy, Asthma and Immunology, 2015–2019

Mr. Sharp played a key role in helping to redesign ACAAI's member-facing website, producing an in-depth content audit and writing several new webpages. He also wrote newsletter articles and helped update other web copy with keywords to improve search results.

U.S. Department of Veterans Affairs, VA Pulse, 2015–2019

As lead writer for the project, Mr. Sharp helped promote VA Pulse with case studies and a magazine article, detailing real-world examples of how the platform is being used to help care for veterans. He also produced a white paper.



NFL, 2018

Mr. Sharp helped develop and write video scripts for NFL Operations, which explain the league's new helmet rule to players and fans.

Comcast NBCUniversal, Military and Veteran Affairs, 2016–2017

Mr. Sharp helped write a landscape analysis, communications plan, communications playbook, and branding guidelines to guide Comcast NBCUniversal's work to launch a Military and Veteran Affairs Initiative. The written deliverables helped Comcast to communicate more effectively and consistently about its efforts to hire and support members of the military community.

U.S. Department of Veterans Affairs, MyVA Initiative, 2016

To help engage and educate VA employees about the MyVA transformation, Mr. Sharp wrote fact sheets, video scripts, blog entries, and chief of staff messages. He interviewed and profiled veterans for the "Why I Serve" blog series.

The Center for Deployment Psychology, 2016

Mr. Sharp contributed draft mission statements, vision statements, and taglines to support the Center for Deployment Psychology's (CDP) efforts to enhance its brand and better communicate its value to target audiences. Mr. Sharp also participated in a branding working session to elicit CDP leadership feedback on the draft content, and incorporated that feedback to create final language for CDP to use going forward. This content helped CDP solidify its position as a leading expert in military behavioral health care and promote its tenth anniversary of service to the military community.

FMP Consulting, Inc., 2016

To support FMP Consulting in the midst of a strategic rebrand, Mr. Sharp helped conduct and write a communications audit, providing recommendations for the agency's website and social media channels. He also wrote a revamped "case study" for the agency's website, spotlighting FMP's past work in an engaging new format.

National Apartment Association Education Institute, 2016

Mr. Sharp has helped plan, write, and edit articles for the National Apartment Association Education Institute's monthly magazine, UNITS. He has also helped write emails, toolkits, and website content to engage members, college students, and college career counselors.

U.S. Department of Veterans Affairs, Office of Information and Technology, 2015–2016

As OI&T underwent a massive transformation, Mr. Sharp contributed a communications strategy plan, as well as blog entries, op-eds, and a presentation about the potential of "big data" that was delivered at the Newseum in Washington, D.C. He also helped plan and write OI&T's Mid-Year Review.

U.S. Department of Veterans Affairs, Office of Patient Centered Care and Cultural Transformation, 2015–2016

As lead writer, Mr. Sharp planned and produced an external-facing annual narrative that combined compelling success stories from veterans with updates on the office's work. He has also written feature stories for the web as well as email blasts.

General Services Administration, Federal Citizen Information Center, 2015–2016

Mr. Sharp helped with USAGov's efforts to create a parent brand and to better educate the public about its work — writing taglines, website copy, video scripts, and a messaging framework.



Rachel Small

Project Role: Editor

Reingold: Copy Editor

A. Background Information

Relevant Experience

Ms. Small elevates the writing of Reingold staff members and clients through her expertise in copy editing, proofreading, applying AP style, and producing effective communications. She provides accurate work in a timely fashion through her attention to detail, reliability, and skills in organization and project and time management.

Education

West Chester University of Pennsylvania, West Chester, Pa. (English), 2014

Positions and Employment

2019 – present: Copy Editor, Reingold, Alexandria, Va.

Ms. Small serves as the lead editor for clients including Greenwich Biosciences; the Military Family Advisory Network (MFAN); the National Apartment Association Education Institute (NAAEI); the Special Olympics Center for Inclusive Health; and the U.S. Department of Veterans Affairs (VA) Office of Connected Care (OCC).

2014 – present: Freelance Copy Editor, Copy Chief, and Writer (freelance), Healthy Aging Magazine, West Chester, Pa.

Ms. Small provides writing and editing support for a national quarterly publication that profiles various aspects of aging and retirement. As the magazine's sole copy editor, she works with the editor in chief to develop the company's style guide (based on AP style).

2012–2019: Freelance Copywriter and Copy Editor

Ms. Small worked as a freelance copywriter and copy editor for content such as blog posts, product descriptions, website copy, and short stories. Her clients included CopyPress, Content Runner, and the Horse Soldier, and websites such as UpWork and Freelancer. She writes and edits primarily in AP and Chicago styles.

2017–2019: Copy Editor, Angel Publishing, Baltimore, Md.

Ms. Small was the in-house copy editor for a financial publishing company in Baltimore's inner harbor. As one of two full-time copy editors, she edited materials for more than a dozen publications in a fast-paced, deadline-oriented environment. She used her skills in project management to keep track of not only her own work schedule but also the schedules of writers, editors, project managers, and financial experts.

2016–2017: Communications Coordinator and Project Manager, Creosote Affects, Emmitsburg, Md.

Ms. Small provided management support for a boutique marketing agency that specializes in higher education clients. She served as a liaison between the clients and the agency and managed the projects and the personnel associated with those projects. She also researched and assisted in writing social media reports for both the agency and the clients. She also proofread and copy edited materials as needed.

2015: Editorial and Administrative Assistant, Cash in My Bag, Bala Cynwyd, Pa.

For an e-commerce company in the Philadelphia area, Ms. Small performed general administrative tasks, gathered marketing data, wrote product descriptions, managed the company's social media accounts, and wrote articles for the company's website.



2014–2015: Drama Around the Globe, Editorial Assistant Intern, Upper Darby, Pa.

Ms. Small assisted a Philadelphia-based playwright and drama critic. Her duties included copy editing, proofreading, and researching articles; managing the playwright's schedule and communicating with publication editors on his behalf; creating and sending newsletters; and assisting in the translation of a play from German into English.

2014: Editorial Assistant Intern, Healthy Aging Magazine, West Chester, Pa.

Ms. Small handled general administrative tasks, wrote articles for the company's website, created and managed the company's newsletter, created material for and helped manage the company's social media accounts, and copy edited and proofread materials as needed.

B. Related Client Experience**Greenwich Biosciences, 2020 – present**

Ms. Small is the lead editor for Greenwich Biosciences, a pharmaceutical company with a roster of cannabinoid medicines for addressing serious medical conditions with limited treatment options. Editorial projects for this client include social media content calendars and presentations on strategic plans.

National Apartment Association Education Institute, 2020 – present

Ms. Small is the lead editor for the RPM Careers to encourage young professionals to enter careers in property management. She edits ads, blog posts, social calendars, digital dashboards, emails, flyers, plans, and website copy.

Military Family Advisory Network, 2019 – present

Ms. Small is the lead editor for MFAN. Editorial projects for this client include an annual report, staff bios, brochures, cards, emails, guides, media, MilCents affirmations, flyers, press releases, social media content calendars, video scripts, and online materials.

Special Olympics Center for Inclusive Health, 2019 – present

Ms. Small is the center's lead editor for products including search engine optimization reports and website copy.

U.S. Department of Veterans Affairs, Office of Connected Care, 2019 – present

Ms. Small is the lead editor for Health Outreach, Public Awareness, Content Management, and Training (HOPAT). Editorial projects for this client include articles and blog posts, brochures and trifold, charts, e-bulletins, emails, fact and FAQ sheets, flyers and handouts, forms, infographics, internal docs, invitations, plans, posters, prescription pad content, press releases, a 2019 Roadshow annual report, Roadshow conference PowerPoints and after-action reports, Roadshow scrapbook slide decks, Roadshow technology presentations, social media content, surveys and survey results, talking points, video scripts, wallet cards, and web copy.

Ms. Small also supports the Telehealth Clinical Training (TCT) program, working on an annual report, conference posters and other materials, Continuum of Care Form, Directive 1914 work, DMPs, GovDelivery emails and email templates, Home Telehealth ROES training, iCare Tonometer training, outreach emails, preceptor program training, process improvement, professional role training scripts, research slide decks, surveys, technology training videos, the Telehealth Manual, telehealth Ops materials, telepresenter certification, telepresenter systems training courses, telespecialty presentations, town hall PowerPoints, and Training team emails.

U.S. Department of Veterans Affairs, VA Pulse, 2019

Ms. Small was the lead editor for VA Pulse, VA's virtual work hub connecting employees across the organization to share best practices and new ideas, as well as keeping employees updated on VA news. Editorial projects for this client included announcements, blog posts, broadcast messages, emails, guides, Hey VA messages, newsletters, and one-pagers.



Patrick Harrington**Project Role: Associate Creative Director****Reingold: Creative Director****A. Background Information****Relevant Experience**

Mr. Harrington has been an award-winning creative director/copywriter for some of the nation's leading ad agencies working on some of the world's top brands. He has developed multichannel campaigns for Coca-Cola, Time Warner Cable, Amtrak, Kraft, and P&G, along with dozens of other clients large and small. Mr. Harrington brings a storyteller's perspective to every project. He strives to find the unique insights and compelling copy that will stand out in today's crowded and complex media landscape. His background includes work in numerous categories, from telecommunications to health care, packaged goods, and travel and hospitality.

Education

Providence College, Providence, R.I., B.A. (painting, English), 1985

Selected Awards

Best of Show, ADDY Awards, Route 11 Potato Chips, 2003

Gold, ADDY Award, Amtrak, 2003

Silver, Effie Award, Coca-Cola, 2000

Gold, Effie Award, TWA, 1998

Positions and Employment**2018 – present: Creative Director, Reingold, Alexandria, Va.**

Mr. Harrington is the creative director leading the digital marketing campaign for the U.S. Census Bureau's 2020 Census, including message development for owned social platforms and paid online media. He also works across the broad spectrum of Reingold's client roster, including the U.S. Department of Veterans Affairs (VA) suicide prevention efforts.

2003–2015: Senior Vice President, Group Creative Director, Wunderman, Washington, D.C.

As creative director at the world's largest direct response marketing agency, Mr. Harrington helped grow the agency with multimillion-dollar campaigns for Time Warner Cable, Windstream, Sunovion Pharmaceuticals, and AARP.

B. Related Client Experience**U.S. Census Bureau, 2020 Census Outreach Campaign, 2019 – present**

Mr. Harrington develops creative copy for use in raising public awareness of the value and importance of the 2020 Census. The resulting print and digital materials, such as storybook about the census count for preschool children and social media posts targeting distinct populations, are tailored to the interests and knowledge levels of various audiences with the goal of encouraging 2020 Census participation.

Amtrak, 2000–2003

Mr. Harrington introduced the Acela Express service along the Boston-New York City-Washington, D.C., corridor, creating the brand image and tone for Amtrak's most successful service. Using television, radio, print, online, outdoor, and direct mail channels, he created award-winning marketing messages for the nation's first high-speed train service.

Time Warner Cable, 2003–2010

Mr. Harrington developed dozens of multichannel campaigns promoting Time Warner Cable's high-speed internet, phone, and bundled products. He produced more than 200 TV spots along with direct mail, email, print, radio, and outdoor advertising, during the migration from dial-up to broadband internet service, attracting hundreds of thousands of new subscribers quarter after quarter.

Whitman-Walker Health, 2013–2015

Mr. Harrington created a breakthrough campaign for this Washington, D.C., health care provider with a proud history of serving on the front lines during the AIDS crisis and faithfully serving the LGBTQ community. When the health center opened a new multimillion facility, Mr. Harrington created the award-winning "We See You" campaign, emphasizing that every patient is welcome.

AARP, 2008–2009

Mr. Harrington led the strategic and creative efforts to engage adults ages 65 and over to understand the benefits of combining Medicare with additional insurance coverage for conditions and services that Medicare doesn't cover. The "Know Where to Look" campaign produced very successful results for both AARP members and its insurance partners.

Cynthia Terry

Project Role: Creative Writer

Reingold: Communications Associate

A. Background Information

Relevant Experience

Ms. Terry blends creative, concise writing with best practices in administration and training development. Her background in executive and corporate-level operations gives her a unique perspective on successful teamwork and cross-functional collaboration. She applies current training methods and proven learning management systems to create or improve training presentations that fulfill clients' goals and learning objectives.

As a researcher, Ms. Terry employs the latest qualitative methods and technology to detailed and voluminous survey responses in order to mine specific and nuanced data. She produces accurate results at a quick pace and works well as part of a research team, ensuring consistent results across a large data set. Ms. Terry writes website content, blogs, and social media content. She brings years of experience in writing policies and procedures, training guides, business continuity plans, articles and copy for company newsletters and blogs, speeches, radio spots, presentations, and correspondence for a wide variety of audiences and purposes. She has also worked with senior leaders across a variety of fields, including entertainment and media, legal services, financial securities, and risk management.

Education

University of Mary Washington, Fredericksburg, Va., B.A. (English literature, creative writing), 1993

Positions and Employment

2018 – present: Communications Associate, Reingold, Alexandria, Va.

Ms. Terry develops and contributes to client content for multiple platforms, tailoring language to connect with distinct audiences while delivering relevant client messaging. She also reviews detailed training presentations prepared by subject matter experts and applies training best practices to help learners understand the content, engage with the material, and retain the information. She oversees the full production of online trainings materials, writes scripts for voiceovers, reviews design elements, and approves the final versions in Adobe Presenter. In addition, she leads training consulting teams, develops tools and resources to optimize training product development, and integrates teams across multiple departments. She also conducts research and performs qualitative data coding to support the measurement of individual survey responses, which can then be aggregated to show broad trends.

2017–2018: Deputy Clerk, Carroll County General District Court, Hillsville, Va.

Ms. Terry served as a member of a cohesive team managing an extremely high-volume docket. She worked closely with teammates to address hundreds of questions from the public each day, continually referencing the Virginia Code and consulting with the clerk of the court. She also maintained an efficient workflow of data entry in compliance with state law and court procedures.

2011–2016: Office Manager and Paralegal, Todd Ratner, PLC, Richmond, Va.

Ms. Terry specialized in Financial Industry Regulatory Authority arbitrations. She managed intake, the legal calendar, and document discovery and production for all matters, and drafted legal documents and prepared deed packages for residential real estate transactions.

2009–2011: Executive Assistant, SunTrust Banks, Inc., Richmond, Va.

Ms. Terry supported the risk manager for the Wealth and Investment Management line of business (LOB), serving as the office manager and providing distance support during his frequent travels. She drafted, edited, and revised LOB policies and procedures and updated the LOB intranet website using MS FrontPage. Ms. Terry also tracked compliance of mandatory training for all employees in the LOB and



served as a liaison between the risk manager and SunTrust University. In addition, she served as the administrator of a newly developed application to track employee compliance for quarterly personal securities transaction (Regulation H) reporting for the LOB, wrote enhancement requests for this application, served as a liaison to the programmer and project manager, and performed software testing and verification of enhancements.

2007–2009: Principal, Agency Editing, Richmond, Va.

As a freelance contractor, Ms. Terry provided editorial and writing services to college, graduate, and postgraduate students.

2004–2007: Administrative/Legal Assistant and Team Lead, Wachovia Securities, Richmond, Va.

Ms. Terry supported the assistant general counsel, the senior attorney to broker-dealers/investment advisors, multiple branch advisory attorneys, and an attorney from the international banking group. She prepared and collaborated on merger-related documentation, edited the legal department newsletter, performed time and attendance maintenance for hourly employees, and trained new hires.

2002–2004: Administrative/Legal Assistant, SunTrust Banks, Inc., Richmond, Va.

Ms. Terry supported two senior attorneys in a fast-paced office, preparing and proofreading documents and scheduling meetings and travel. She coordinated the mid-Atlantic team's conversion to an electronic billing system, wrote office procedures, defined reporting requirements, trained users, and identified and documented technical issues and tracked them to resolution.

B. Related Client Experience

American College of Allergy, Asthma and Immunology, 2018 – present

Ms. Terry conducted research, including interviews of numerous physicians across the United States, to inform content revisions to the college's asthma webpages. She also wrote patient brochures on adult and pediatric asthma, which were delivered to physicians' offices to facilitate their discussions of asthma with their patients.

U.S. Department of Veterans Affairs, Office of Connected Care, Telehealth Clinical and Technical Training, 2019 – present

Ms. Terry organizes learning concepts and refines language for telehealth training presentations for providers. She prepares scripts for voiceovers to accompany the presentations for use in online learning management systems (LMS). Ms. Terry works with a team to produce the final, Section 508-compliant product in Adobe Presenter. She also assisted with refining language used in presentation templates to increase the efficiency of the production process.

U.S. Department of Defense, Defense and Veterans Brain Injury Center, A Head for the Future, 2019 – present

Ms. Terry wrote blogs and social media content for the initiative known as A Head for the Future. She also developed the initiative's social media calendar, which included promotions of relevant military or civilian events and highlighted important aspects of brain injury awareness month.

Military Family Advisory Network, 2019 – present

Ms. Terry serves on a research team performing qualitative coding and analysis of large survey responses from service members in all branches of the U.S. military. She uses software that was created for qualitative research and has experience with a time-tested application, NVivo, as well a new, cutting-edge application, Qualtrics. This research has been instrumental in bringing attention to issues faced by military families, such as the condition of privatized military housing, which was the subject of a 2019 joint hearing of the Senate Armed Services subcommittees on Readiness and Management and Personnel. In addition to assisting with research, Ms. Terry has written blogs for the client website.

U.S. Department of Commerce, Census Bureau, 2019



Ms. Terry interviewed stakeholders from across the United States representing a variety of audiences that are deemed hard to count. These interviews were an important data source for strategies to motivate these hard-to-count audiences to complete the 2020 Census.

Governor’s Task Force on Prescription Drug and Heroin Abuse in Virginia, 2018

Ms. Terry advised on script creation and production of Reingold’s outreach videos targeting rural audiences in Southwest Virginia. She also coordinated and executed events and outreach with partners such as the Remote Area Medical Volunteer Corps.

U.S. Department of Veterans Affairs, Homeless Veteran Outreach, 2018

Ms. Terry conducted interviews of VA employees who are succeeding in preventing veteran homelessness and greatly reducing risk factors for homelessness in the veteran population. Using the interview material, she wrote submissions for VA’s VAntage Point blog, promoting the successes and the methods used, and encouraging all readers to take part in the work to end veteran homelessness.

Dain Lee**Project Role: Web Developer****Reingold: Junior Front-End Web Developer****A. Background Information****Relevant Experience**

Ms. Lee is a certified front-end web developer who fell in love with technology in college. She has continued expanding her skills through a web development internship and certificate programs, gaining proficiency in browser-based technologies, software deployment, database development, quality assurance, and internet marketing, as well as JavaScript, Java, and Node.js.

Education

The George Washington University, Arlington, Va., Web Development Certification, 2017

George Mason University, Fairfax, Va., B.A. (biology), 2017

Positions and Employment**2018 – present: Junior Front-End Developer, Alexandria, Va.**

Ms. Lee designs, builds, implements, and maintains web-based applications, online portals, and internet marketing technologies.

2018: Web Development Intern, Engage LLC, Alexandria, Va.

Ms. Lee collaborated with front-end and back-end web developers to develop custom web projects, primarily using WordPress and PHP. She designed and constructed layouts for a variety of websites and provided technical support to other web design team members, hand coding in HTML, CSS, JavaScript, and jQuery to make the PSDs into functioning slices.

2018: Web Development Intern, Office of Rep. John Curtis (Utah), Washington, D.C.

Ms. Lee helped develop the Congressman's website. She supported front-end development and converted Sketch designs to a custom WordPress theme. The site was developed with WordPress, Timber, PHP, jQuery, SASS, Bootstrap, MySQL, Sketch, API & Ajax, Gulp, and Git.

B. Related Client Experience**No Labels, 2018**

Ms. Lee helped develop the No Labels website, performing front-end development and converting Sketch designs to a custom WordPress theme. The site was developed with WordPress, Timber, PHP, jQuery, SASS, Bootstrap, MySQL, Sketch, API & Ajax, Gulp, and Git.



Samantha Smith

Project Role: Marketing Researcher

Reingold: Communications Associate

A. Background Information

Relevant Experience

Ms. Smith brings experience in ambassador outreach and engagement and improving processes for successful project development and execution. She ensures coordination across creative, digital, and consulting teams to help deliver high-quality materials while closely adhering to project timelines.

Education

George Mason University, Fairfax, Va., B.S. (marketing), 2019

Positions and Employment

2020 – present: Communications Associate, Reingold, Alexandria, Va.

Ms. Smith supports Reingold’s nonprofit clients in reaching their goals through project coordination and support. She facilitates the progress of deliverables with Reingold’s design, digital and editorial teams to provide clients with outstanding collateral and materials. Ms. Smith has coordinated projects involving branding, strategic planning, and digital advertising for clients including the National Student Clearinghouse (NSC) and the American College of Allergy, Asthma and Immunology (ACAAI). She has also supported Reingold’s public relations team through podcast research and media outreach, tracking audience engagement, and tracking the process of delivering materials to ambassadors.

B. Related Client Experience

National Student Clearinghouse, 2020 – present

Ms. Smith supports coordination between the client and Reingold’s design, editorial and digital marketing teams to ensure that all deliverables meet the client’s standards. Her responsibilities include producing accurate and comprehensive meeting notes and weekly emails to send to the client, tracking deliverables through the design and editorial process, and scheduling meetings.

U.S. Department of Commerce, Census Bureau, 2020

To support the Statistics in Schools program, Ms. Smith assisted with media tour research and approval, ambassador program outreach and management, and management and newsletter research for the Count of Young Children (CYC) event. Her responsibilities included tracking ambassador engagement, conducting ambassador outreach in priority states, creating ambassador badges, and conducting media outreach with the PR team.

Gautham Rallapalli

Project Role: Web Developer and Designer

Reingold: Sr. Web Developer

A. Background Information

Relevant Experience

Mr. Rallapalli is a Microsoft-certified professional web developer with a special interest in .NET and PHP. He is proficient in many technologies, including PHP, ASP.NET, C#, VB.NET, SQL Server, MySQL, and XML. In addition, he has experience with other languages including C and Java, object-relational mapping tools including LINQ to SQL and Entity Framework, and content management system (CMS) platforms including Drupal (7 and 8), DotNetNuke (DNN), SharePoint, Documentum, Radiant CMS, and TeamSite.

Mr. Rallapalli has developed web solutions using internet technologies including ASP.NET, PHP, XML, LINQ, HTML, JavaScript, jQuery, CSS, AJAX, Ruby on Rails, XSLT, and tools such as Visual Studio (2008, 2010, 2012, 2013, 2015), Dreamweaver 8/CS3/CS4, Adobe Photoshop, Eclipse, Rational Rose, Microsoft (MS) Office, MS Visio, and MS Project.

Education

George Mason University, Fairfax, Va., M.S. (information systems), 2009

Jawaharlal Nehru Technological University, Vijayawada, India, B.S. (computer sciences and engineering), 2007

George Mason University, Fairfax, Va., graduate certificates in information engineering and software engineering

Positions and Employment

2009 – present: Sr. Web Developer, Reingold, Alexandria, Va.

Mr. Rallapalli has worked on multiple web development projects. He has developed cross-browser-compatible web applications — including mobile-optimized versions — using ASP.NET, PHP, HTML, JavaScript, and CSS; created and modified tables, managed database users and stored procedures in MS SQL Server 2008, MySQL; maintained multiple internal and external websites on Internet Information Services 6.0 and 7.0 in multiple server environments using various techniques and LAMP servers; worked independently on several Drupal, WordPress, and DNN websites; and prepared administrator guides as well as trained clients to use the DNN CMS.

2008: Web Developer, Bucchere Development Group, Herndon, Va.

Mr. Rallapalli ported a cutting-edge social application (The Social Collective), written in Ruby on Rails, from being a subcomponent of BEA AquaLogic Interaction to a stand-alone system based entirely in Ruby on Rails. He also integrated this website with Twitter.

2008–2009: Web Developer, George Mason University, Fairfax, Va.

Mr. Rallapalli implemented and demonstrated a model Web 2.0 e-commerce system through the university's online bookstore.

B. Related Client Experience

National Apartment Association Education Institute, 2016 – present

Mr. Rallapalli worked on setting up the National Apartment Association's website in Drupal 7, defining content types, views, and other functional requirements. He also worked on developing themes using PHP, Javascript/Jquery, and CSS, creating custom templates, setting up pages, and adding several modules. He used his understanding of Drupal environments to support the uploading of new content, to troubleshoot bugs, and to customize modules. Mr. Rallapalli is also responsible for migrating updates from the staging to the production environment.



U.S. Department of Defense, Office of Economic Adjustment, 2015 – present

Mr. Rallapalli worked on setting up the Office of Economic Adjustment website in Drupal 7, defining content types, views, and other functional requirements. He also worked on developing themes using PHP, Javascript/Jquery, and CSS, creating custom templates, setting up pages, and adding several modules, such as Webforms. He used his understanding of Drupal environments to support the uploading of new content, to troubleshoot bugs, and to customize modules.

U.S. Department of Veterans Affairs, Veterans Crisis Line, 2015 – present

In collaboration with web designers, Mr. Rallapalli created several pages on VeteransCrisisLine.net and updates the site frequently. He also created several applications to the website, such as “The Power of One” flag and graphic generator applications, which were built using ASP.NET, Facebook, and Twitter API. Mr. Rallapalli created a C# console application that updates the resource locator database by getting the latest data from VA feeds, and he provides server maintenance for the website.

American College of Allergy, Asthma and Immunology, 2010 – present

Mr. Rallapalli worked on the redesign of public and member sites for the American College of Allergy, Asthma and Immunology (ACAAI) in Drupal 7. He defined content types and views and developed themes for the site. He built functionality enhancements for a custom module that is used for the “Find an Allergist” page on the public site, and he also added a standalone search engine called Apache Solr to the server, which displays search results from multiple ACAAI websites. In addition, Mr. Rallapalli integrated Solr search with Drupal for both the public and member sites. He used several modules like GeoLocation, Feeds, and Webforms for several pages on the website.

U.S. Department of Veterans Affairs, Make the Connection, 2015–2016

Mr. Rallapalli helped redesign MaketheConnection.net for the U.S. Department of Veterans Affairs (VA). He rebuilt the resource locator for the site using ASP.NET MVC, SQL Server database, and the Google Maps API. He also created several views for the site using ASP.net MVC.

Brokertoolkit (Careconnect) and NFL Life Line, 2016

Mr. Rallapalli worked on setting up and managing these two WordPress websites in the LAMP environment. Tasks included setting up Git repositories for the websites on the servers, creating databases, setting up security on the server, and adding web files to the server.

National Council on Aging, Ncoa.org, 2015

Mr. Rallapalli worked on building a custom plugin for WordPress, which is used to bulk import content into the WordPress website.

National Football League, Engagement Zone, 2012

Mr. Rallapalli created an invitation-only social network that serves as a forum for current and former NFL players and student-athletes, along with a place to find resources specific to athletes’ needs. The NFL Engagement Zone allows current and former NFL players to share resources and ideas and gives student-athletes in all sports a space to talk online and find information related to their personal growth and development. The redesign and rebuild used DNN Social.



Lynsey Jacob

Proposed Role: Social Media Associate

Reingold: Sr. Digital Marketing Content Strategist

A. Background Information

Relevant Experience

Ms. Jacob has spent the past eight years of her career building in-depth social media and digital experience across a variety of commercial industries, including consumer packaged goods, hospitality, and entertainment, as well as on behalf of nonprofit initiatives. She has developed and executed strategic, integrated social media campaigns for brands such as AARP, AMC Network, Hilton, and Secret deodorant. Through her work with nationally and internationally renowned organizations, Ms. Jacob collaborated with high-profile talent and covered live-event integrations, earning recognition within the digital marketing industry and from her clients. At Reingold, Ms. Jacob continues to build and execute relevant digital content plans that set her clients up for success.

Education

New York University Summer Publishing Institute, New York, N.Y., Certificate in Publishing, 2010

George Mason University, Fairfax, Va., B.A. (communications), 2007

Selected Awards

Shorty Social Good Awards, Finalist, AARP Disrupt Aging Campaign, 2018

PRNews' Digital PR Awards, Winner, Digital Marketing Campaign (\$100,000 and under): Secret/Diana Nyad, 2014

Positions and Employment

2019 – present: Sr. Digital Marketing Content Strategist, Reingold, Alexandria, Va.

Ms. Jacob develops comprehensive digital content plans that meet all core objectives and reflect cutting-edge trends on behalf of clients such as Avaniir and the U.S. Department of Veterans Affairs (VA). She collaborates with Reingold art directors, graphic designers, video producers, and writers to create content for use across digital media. She also conducts market research and competitor, landscape, audience, and social listening analyses, recommends key performance indicators (KPIs), and performs data analysis for campaign optimization.

2018–2019: Sr. Community Advisor, AARP, Washington, D.C.

Ms. Jacob led content development and optimization for various AARP social media properties within the integrated brand marketing team, including AARP Foundation, Disrupt Aging, Sisters from AARP newsletter, and The Girlfriend newsletter. She also provided strategic guidance for various stakeholders and leaders within the organization. Campaigns of note included the Disrupt Aging: Bold Ladies series and AARP Foundation's #MealPackChallenge on the National Day of Service. Ms. Jacob planned and coordinated all content calendars for her accounts and saw them through to publication. She provided in-depth insights into notable trends in engagement and provided recommendations to internal teams and stakeholders based on performance.

2017–2018: Sr. Copy Writer, Capital One, McLean, Va.

Ms. Jacob joined Capital One's creative team as a senior copy writer with a focus on social media content as well as various internal style guides, pitch decks, and other materials. She led the development of the brand's internal social media style guide, which was distributed to all departments across the corporation. She also partnered with the strategy department to develop the sports and sponsorships department's social media creative strategy and concepts to promote various high-profile partnerships with organizations including the Capitals, the Wizards, and SXSW. Depending on the project need, Ms. Jacob also partnered with other internal marketing teams on integrated email and experiential campaigns, and



she was tasked with ideating and developing creative concepts for Capital One's refreshed diversity and inclusion content.

2016–2017: Sr. Supervisor, Insights and Engagement, MXM, Arlington, Va.

Ms. Jacob spent most of her tenure at MXM managing a small but mighty team of community managers dedicated to the hero entertainment client AMC Network. As a team supervisor, she oversaw content calendar development and weekly reporting and insights. She regularly led team brainstorms as new seasons premiered and ended. Ms. Jacob served as the client contact on all social media marketing requests and strategic guidance on emerging trends. She worked closely with the insights analysts for the account's seasonal and project-based reporting. While she was at the helm, "The Walking Dead" became the most talked-about TV series across both Facebook and Twitter, thanks in part to the work of her team.

2014–2016: Digital Marketing Manager, HZDG, Rockville, Md.

Ms. Jacob developed and executed content strategies for a variety of clients — from regional companies to international corporations — in an array of industries. She often owned many aspects of the social media marketing process, including developing early campaign concepts, executing social media paid campaigns, and developing reports. In addition, as a community manager, she mapped out content calendars, partnered with internal copywriters, and published content.

Ms. Jacob ran several integrated digital campaigns in partnership with paid media, search engine marketing, and email marketing teams. In addition, she provided oversight on new business pitches that included social media components and educated clients and internal staff on social media best practices. She was integral to notable projects including the Ryan Homes Facebook lead generation campaign and the Hilton Honors #HiltonAtPlay influencer series, providing strategic guidance and reporting results that exceeded client expectations.

2013–2014: Sr. Community Manager, MMC, New York, N.Y.

Ms. Jacob became the dedicated social media manager of the Secret deodorant brand accounts, including their anti-bullying cause, "Mean Stinks," during a time when organic growth and catching a trend could still dramatically improve post performance. Key campaigns during her tenure on the Secret team included #FearlessNyad, covering the world record-breaking swim by Diana Nyad, and the Grammys #PITCAM, aimed at combatting a competitor's messaging. She constantly tracked real-time trends and responded when necessary, which often involved rapidly turning around creative and obtaining client buy-in. As the social lead for Secret, Ms. Jacob developed strategic plans for building awareness of brand initiatives, executed them, and provided final reports and insights. She also engaged with talent at sponsored live events and via social media chats as a part of several integrated campaigns.

2012–2013: Social Media Editor, Panasonic, Secaucus, N.J.

Ms. Jacob's digital marketing career began in the electronics industry, where she managed the Panasonic North America social media accounts. She created and curated the editorial calendar, published content—including sponsorship content for the 2012 Olympics, and managed reports. Ms. Jacob oversaw all contests and sweepstakes as well as the U.S. Open LUMIX influencer program. She collaborated with the PR team on integrated promotions and campaigns. Her most noteworthy project was Panasonic's annual LIVE @ CES event, where she spearheaded the social media livestream coverage throughout the conference.

B. Related Client Experience

AARP Disrupt Aging: Bold Ladies, 2018

Ms. Jacob developed content for the Disrupt Aging Instagram launch by collaborating with the Facebook Creative Shop on a video and motion graphics series, featuring a diverse group of older women who challenged outdated beliefs about aging in an authentic and straightforward way. This content introduced the Instagram community to Disrupt Aging, a concept that focuses on the idea that age should never limit anyone's possibilities. Designed to appeal to a multigenerational female audience, the initiative aimed to inspire engagement with the content, build deeper relationships with followers, and tell the Disrupt Aging



story using illustrations and short videos of tips from “bold ladies.” This work earned a Shorty Social Good Award nomination.

AARP Foundation #MealPackChallenge, 2018–2019

As part of the AARP Foundation team, Ms. Jacob covered the National Day of Service event, which focused on Foundation’s fight against senior poverty. Volunteers came together on this day to pack 1 million meals throughout the day for distribution to local seniors in need. In collaboration with the Foundation’s event marketing team, Ms. Jacob documented the #MealPackChallenge on Facebook, noting the major milestones throughout the day and driving awareness about Foundation’s mission.

AMC Network “The Walking Dead” Season 7 Promotion, 2016–2017

The highly anticipated seventh season of “The Walking Dead” challenged Ms. Jacob and her team to continue building the program’s momentum into the season and through to the finale. She led the team through a variety of campaigns and events, beginning with San Diego Comic-Con, where the show premiered its Season 7 trailer via the new (at the time) Facebook Live feature. As the season premiere inched closer, Ms. Jacob worked closely with the insights team to pull in-depth reporting and social listening data to gauge how fans were feeling in anticipation of the controversial premiere episode. Social listening continued throughout the airing of the premiere and beyond. In-season coverage included digital campaigns across Facebook, Twitter, and Instagram, as well as live tweeting of each episode.

Hilton Honors #HiltonAtPlay Campaigns, 2015–2016

In 2015, Hilton Honors launched its first international concert series for #HiltonAtPlay. Hilton’s objective was to use these events to grow its Instagram community and launch a Snapchat presence for the first time. Ms. Jacob served as the campaign lead, helping to identify the appropriate influencers for each city and concert, develop the content plan for each one, and integrate all content with content on all other marketing channels. As a part of the campaign execution, Ms. Jacob worked with high-profile talent to highlight specific Hilton properties and the city hosting each concert.

Secret Deodorant #FearlessNyad Campaign, 2013

To capture and celebrate Diana Nyad’s fearless swim from Cuba to Florida — her last attempt to complete the swim and break a world record — Ms. Jacob led a campaign that covered the swimmer’s every move. Secret used the then-new Twitter ad feature of keyword targeting to insert the brand’s commentary into the existing Twitter conversations about Nyad’s historic swim. Because of the reach achieved from the real-time Twitter ads, the brand hashtag #FearlessNyad infiltrated the organic conversation by accounts large and small, including a variety of verified accounts. This campaign won a Digital PR Award from PR News.



Specific Plan (Methodology)

Explain your specific plans for providing the proposed services outlined in the Statement of Needs including:

- a) Your approach to providing the services described herein.*
- b) What, when and how services will be performed.*

Our Approach

Upon award, Reingold will convene a launch meeting with the Mason leadership team to discuss goals, expectations, administrative matters, and any other pressing contractual matters. This meeting will help us make sure we fully understand your vision for the engagement and how you — and we — will define success. Thereafter, for each project or purchase order issued against this contract, Reingold will convene a project kick-off meeting as needed with the appropriate Mason department or marketing personnel and their Reingold counterparts. We will bring strategic questions about project goals, creative vision, primary communications challenges, target audiences, and the types of information and insight you seek to deliver to your audience(s). We will use these meetings to understand the departments' marketing capabilities and resources and determine how we can work with them to most efficiently meet your needs. We also will define the management and communications protocols that will make the job go smoothly. This understanding will allow us to create products that reinforce Mason's vision while minimizing the time spent on costly review and revision cycles.

We understand that Mason uses a hybrid centralized and decentralized Creative Services approach, and that potential clients cover a wide range of university departments including the School of Business, Criminal Investigations and Network Analysis Center, College of Education and Human Development, and the College of Visual and Performing Arts. Reingold can provide as little as one or two consultants to augment an existing Mason marketing department, or offer full creative direction and a whole team of designers. For each engagement, we will tailor the personnel and the approach to meet the needs of the individual department and coordinate most effectively with each marketing team, as well as other Mason contractors, such as printing or web and information technology (IT) contractors, as needed.

The following sections show specifically what, when, and how our approaches meet Mason's statement of needs, and how we produce the breadth of our award-winning creative products.



Creative Design Approach (Section X, Subletter A)

Reingold takes a collaborative approach with our clients to develop a full range of branded advertising, educational, and informational products, from print and digital ads and collateral materials to videos, broadcast media, and websites. We create products that grab attention, evoke loyalty, and build value — incorporating your visual identity, reinforcing consistent messaging, and giving your audiences a reason to remember

your institution.

We use principles of design to heighten contrast and increase attention and perception. Our graphics specialists consider combinations of elements such as headlines, body copy, visuals, and calls to action. They look at size, weight, color, and typeface of fonts to create contrast and attention. For each product, our graphics specialists and video producers will work with Mason to define key issues and communications goals, characterize intended audiences, and develop materials and products that immediately resonate with the target audiences. Our products are tailored to target audiences' needs and interests and their levels of knowledge and understanding of Mason or your intended subject.

Reingold will design all materials for downloading from the web, so that they are easily accessible and distributable to your specific audiences. We have extensive experience making multimedia materials accessible online, having developed powerful strategies in our work for clients such as the Census Bureau, the U.S. departments of Education, Housing and Urban Development (HUD), and Veterans Affairs (VA); the American Association for the Study of Liver Diseases (AASLD); and the American College of Allergy, Asthma and Immunology (ACAAI).



Branding Approach. The development of a brand, image, and position is key to the growth and long-term success of any communications strategy. Associations, businesses and institutions are similar in their need to create a unique, identifiable position in the minds of their core audiences. A brand must be simple, with well-defined attributes that core constituents value. The overarching theme must elucidate the value delivered to target audiences, and each sub-message must directly speak to some community. Consistent, focused use of the brand will help develop its promise — the goodwill and trust that a well-known brand conveys to each audience. Reingold's approach to creating and executing branding campaigns is detailed in the bullet points below:

Start with strategy. Reingold is dedicated to building powerful and impactful campaigns. We will begin each engagement by carefully framing the strategy and positioning of the campaign and ensuring that we have clearly identified Mason's mission, position, and desired image in the marketplace. We do the heavy lifting upfront to clearly define the university in a manner that will resonate with its core constituents and reach beyond them to new audiences. At each project kick-off meeting, we will identify all key individuals to participate in strategic planning sessions to pinpoint key messages and branding elements that will resonate with each of Mason's target audiences. Reingold will arrive at this session equipped with research and a set of strategic questions, and we will clearly define your measures of success for each engagement and suggest metrics that can track the campaign's progress.

Conduct a brand audit. We will begin any Mason branding campaign with a comprehensive brand audit to determine how you communicate internally and externally and identify the messages you are sending out to stakeholders. We will analyze all marketing collateral, reports, publications, and websites to identify conflicting messages, inconsistent brand usage and reinforcement, or logo placement and color inconsistencies. Our brand audit report will include not only our observations, but also professional recommendations and next steps as we continue through the branding initiative.

Conduct market research and identify target audiences. Our long-practiced, standard methods of efficient audience identification will bear fruit in time and cost savings. We use formal and informal information gathering methods to eliminate weak approaches and point toward high-yielding efforts.

Conduct key stakeholder interviews. We can interview your key constituents and target audiences to determine what current and prospective students, parents, and other audiences think about Mason's brand, services, strengths, and weaknesses vis-à-vis similar universities. Our experienced researchers and interviewers are professionally trained to objectively extract valuable information that will help us develop your overall positioning statement and the look and feel of your brand. Reingold uses these interviews to:

- Test preliminary creative concepts, messages, and designs
- Gather research and intelligence on media that work best
- Identify effective channels for communications
- Identify appropriate individuals with influence over target audiences
- Evaluate campaign effectiveness

At the conclusion of the interviews, we will develop a summary report, including data analysis, recommendations, drafting, and design. The report will detail the proceedings, analyze the interviews, and provide a list of interviewees. In addition, we propose preparing a PowerPoint presentation of the report's main findings and recommendations to present and discuss at a gathering of your key officials on completion of this phase of the campaign.

Research the competition. In addition to interviewing your internal staff and external stakeholders, we will research your competition. Branding in a vacuum, without any knowledge of what your competition is doing, serves no purpose. Reingold will conduct a competitive analysis to determine which services may be unique to your organization and how to position your organization for maximum appeal and impact. Reingold also will determine how your competitors communicate with their stakeholders, how their service offerings compare to yours, and how you can continue to carve out a niche for your target audiences. The result will be a positioning grid that describes your status and opportunities.

Refine image, position, and message. From information gathered through target audience identification, research of the competition, and the Strategic BrainTrust session, Reingold will work with



Mason to refine your image and position for any branding campaign. We will create an overarching message targeting all stakeholder audiences and unite the image and mission of your organization.

Create robust, coherent messages targeted to the general public. After refining your image, positioning, and the creation of an umbrella message, we will compose individual sub-messages for each core audience. For example, messages and outreach intended to resonate with young women have different goals than messages for men. Effective and targeted messaging will aim for each audience to more fully experience, understand, and appreciate what Mason is doing, and the unique benefits that Mason offers to current and prospective students, parents, educators, and others. Based on the research and findings, Reingold will create messages from the standpoint of the targeted audiences that clearly show Mason's value to each target group.

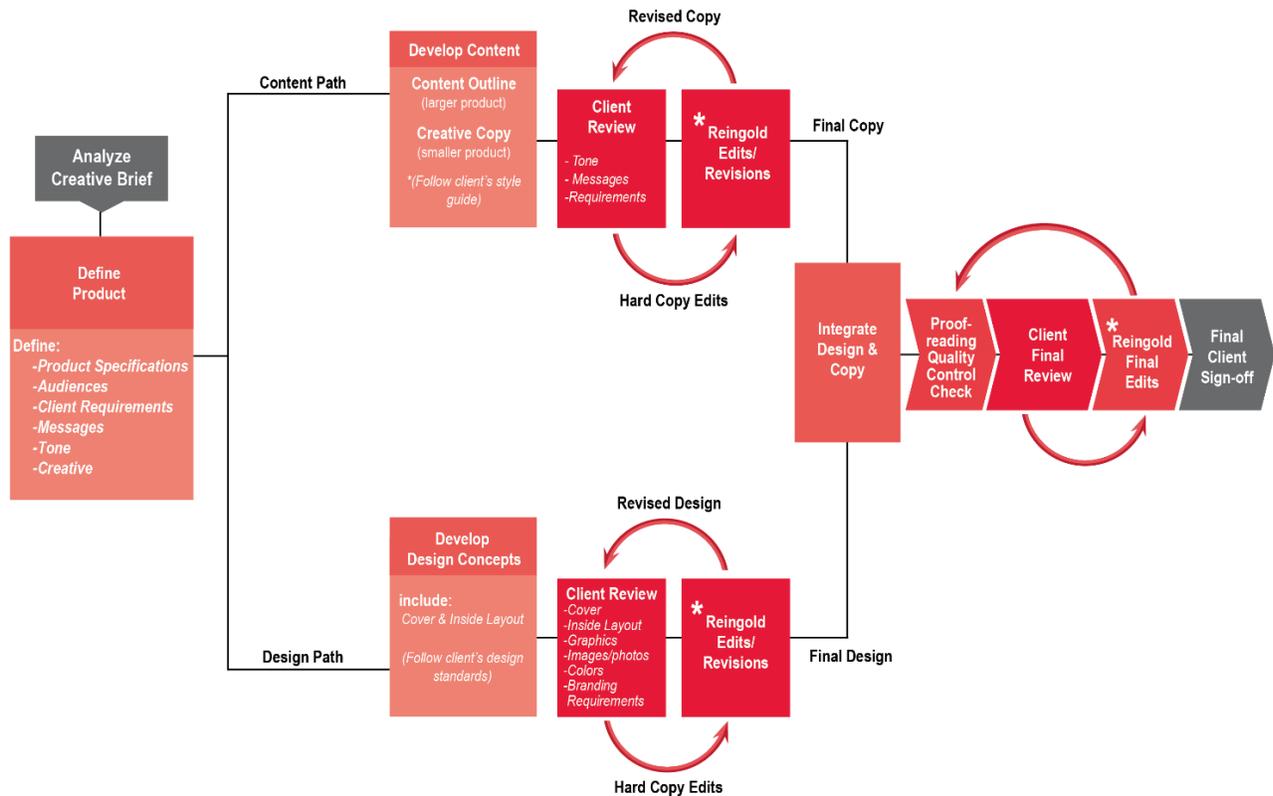
Establish communication and graphic design standards and protocols. As the messaging and brand identity are finalized, we will establish graphic design standards and protocols that will help Mason maintain and promote its image to its target audiences. These will ensure your visual identity is equally represented throughout all of your collateral, and present for your varied stakeholders a look that is easily recognizable to them. Reingold develops standards and protocols that go beyond identifying proper logo placement and correct color selections: we address your overall image, brand, identity, and position.

Devise and execute a strategy for delivering key messages to target audiences. Creating the right messages is only the beginning. Pinpointing specific audiences and developing efficient channels to deliver messages that speak to them directly will define any branding campaign's success, whether via online, print, out-of-home, or broadcast channels. Reingold's strategic branding approach will lay out a practical, comprehensive road map for branding and marketing Mason to the public — including how to take advantage of existing opportunities, what new strategies to develop, and optimal methods of dissemination.

Product and materials development. Creative briefs are a part of our standard process, so both Mason and our team will know exactly what to expect when working together. We will analyze each creative brief provided, determining the communications objective, audience, message, tone, specific client requirements, format if specified, and other creative and landscape considerations provided by your team. The graphic below illustrates how we coordinate design and content development in an integrated workflow, incorporating rounds of review with the Mason team to obtain your feedback and approval at key junctures.



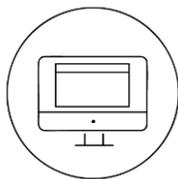
Reingold Design and Content Development Workflow



* When making edits, Reingold has printouts of client's requests to ensure that their needs are fulfilled.

Design. Our graphic design team considers every aspect of the visual experience — such as color palettes that elicit emotions, organization that underscores lead messaging, fonts and contrasts that enhance readability, graphics that clarify data, and images that evoke feelings, concepts, ideas, and other associations. For all print and digital collateral materials, our goal will be to guide the reader through each piece using design, graphics, and photographs that emphasize key points, create a hierarchy of information that allows the reader to decide whether to skim or zero in on material, and break up the copy with images that engage the reader — or, for video, break up and reinforce the narrative with memorable visuals.

Writing. Our graphics specialists, editors, and writers will develop an information hierarchy for every communications product and craft headings and subheadings to create a flow that draws readers through the document and holds their interest. All delivered materials will be consistent with Mason's language preferences and style guides. See the Copy Writing, Proofreading, and Copy Editing section for more detail about our writing and editing process.



Web Design and Production Approach (Section X, Subletter B)

Reingold organizes and integrates complex, disparate, and disconnected online copy and tools into user-friendly websites, applications, and social media platforms designed to appeal to audiences and make it easy for you to drive key conversions. We make it easy for users to intuitively find appealing and compelling content, using a data-driven approach that emphasizes the importance of understanding analytics data. On the back end, we customize tools for our clients' staff to maintain their sites, manage customer relationships, and communicate with audiences. We know that key audience actions occur when the right visitors meet

the right content and are provided with intuitive navigation and appealing design, and developed a proven six-phase Web development process.



Phase 1: Goal Setting. Our team will convene with the relevant school or department for a Strategic BrainTrust to establish solid working relationships with the school or department and ask strategic questions about your goals and technical requirements to fully understand the vision, goals, and clarify the timeline for the web product.

Phase 2: Data Gathering. We will dive into the data to understand the environment from the ground up. We will analyze your website's traffic and its sources, keywords that are driving it, and what visitors are doing on site: Which pages do users frequent? Do they find particular content engaging? How long are they staying? Where do they exit? What are they talking about online? Who influences them? We will conduct keyword research to identify the unique high-level content categories around which we can organize your site content to maximize search engine visibility and make it easy for audiences to find information.

We will then gather qualitative feedback from your stakeholders and users to understand their motivations, interests, and priorities. During this phase we will also conduct analyses of competitor sites to gather insight on features and functionality users find appealing.

Phase 3: Website Strategy. When competing for attention on the web, content is king. What you provide to users and how you present it will ultimately determine the success of your site or platform, so it is critical to provide the right content to the right users in a way they expect to find it. For each website, we will develop an information architecture based on keyword research and our understanding of your users' priorities. We will determine any gaps between what users are searching for and content you already have to advise on the development of future content. For social media platforms, we will identify keywords and hot topics frequented by your users, and identify opportunities to engage them by promoting your unique value or working with their key influencers.

Based on the research gathered in Phase 2, we will map out how visitors will enter your site and navigate it to complete desired goals. By clearly mapping out the steps from visitor entry to goals completion, we can ensure site design helps drive visitors to engage with your content and take desired actions. Existing content will be mapped to the list of targeted keywords, and internal linking strategies will be defined to maximize search engine optimization (SEO) value within your site. Targeted keywords will be mapped directly to pages within the site map. We establish clear conversion goals at the page and category levels.

Phase 4: Design and Execution. We will create wireframes — simple line drawings, free of imagery or coloring in order to focus on the functionality and user experience of the site. Many vendors provide wireframes earlier in the process, before developing any understanding of the audience and the particular digital landscape. This is risky, because your site may then miss opportunities to seamlessly funnel your users to conversions.

We will use expected traffic patterns on the site to create clean, simple pages that are extremely tailored to target audiences. This allows us to develop prominent, customized calls to action in the site and page architecture, further driving visitors to take desired actions on your site. Our wireframe process is a collaboration between your staff and our graphics specialists and user experience (UX) teams to evaluate how well visual layout arrangements serve business goals, research and analytics findings, and UX recommendations. Information about where visitors are entering the site, what they are looking for, and what we are pushing them to accomplish leads the strategy for the layout of every page. The product of the wireframe process will be a series of schematics that serve as a visual map and resolve placement of content, main navigation, and multimedia elements.

Once the site map and wireframes have been approved, we will begin the actual design of the site's look and feel, development of back-end systems and processes, and creation or editing of keyword-rich



content. Using Mason’s visual identity guidelines, Reingold will create a design concept that embodies branding, reflects core value and messaging, and creates an aesthetically appealing and engaging experience for website visitors.

Our web designs are responsive, providing tailored, user-friendly experiences on mobile and tablet devices. Our graphic specialists use fluid, proportion-based grids to prevent elements from straying outside of their containing element, allowing the site to be scaled in size based on the viewing device. CSS media queries allow the page to adapt to different styles based on the size and characteristics of the user’s browser. We also consider bandwidth limitations and the usability disparity between point-and-click and multitouch. We validate mobile responsiveness by continuously testing across browsers on Android and iOS devices. We will work with Mason staff to determine the accepted device and operating system requirements

Phase 5: Testing and Launch. After development has been completed and content has been uploaded, we will conduct verification testing, which ensures that the system meets the stated requirements. Functional requirements are tested interactively by executing the user tasks and scenarios identified during requirements discovery. All links, buttons, and interactive elements are tested to ensure they function with all major browsers. Once the site is complete, validation testing will focus on testing specific calls to action across your website and confirming the proper functioning of search and advanced search queries, CMS logins, and data imports and exports.

Well before site launch, we will work with you to create a deployment plan. These plans take into consideration server hardware, database, and software requirements, CMS installation and/or customization, backup and data integrity considerations, network security, intrusion detection, and site monitoring. Reingold will coordinate and perform the production and deployment. Production deployment is followed by a soft launch, which allows for final verification of the site in the production environment before the public launch.

Phase 6: Ongoing Analysis and Optimization. Reingold uses Google Analytics to monitor website performance and make continual updates to optimize your key performance indicators. In addition, we will support ongoing operations, guiding our clients through software updates and testing, customer support, and content optimization and reevaluation.



Copy Writing, Proofreading, and Copyediting Approach (Section X, Subletter C)

Copy Writing. Reingold’s skilled writers ask the right questions and offer creative ideas for producing effective copy for each piece. We make sure we thoroughly understand each target audience, every nuance of the material, and which points are most important and valuable to the reader. As appropriate, our writers suggest ways to present information visually as well as verbally when we identify concepts that are easier to present in a graphic. We will work with clients to develop an information hierarchy for every communication product, lending organizational structure that guides the reader or viewer through the material in a logical progression — with major points highlighted so that even a cursory review will convey key messages.

In many cases writing requires extensive exchange and collaboration among experts, clients, and stakeholders. To facilitate the writing process, Reingold can provide outlines of proposed content, submit interim drafts for feedback, and incorporate all the comments and revisions into a final, clean document. We expect to perform all or some of those actions for any given publication or product. Our process generally relies on the following activities:

- Meet with all key personnel responsible for the product to ask strategic questions and work out all aspects of content, process, specifications, design concepts, and vision for final product.
- Use available background research and review past materials to gather all essential content resources before we begin.
- Provide initial outlines for client review and refinement and/or approval.
- Develop initial rough drafts and seek client feedback, which is incorporated into final manuscripts.

Resolve conflicting comments and provide guidance so that all parties are pleased with the final product.



Copy Editing. Whether content comes from our own writers or the client, Reingold's editors use their decades of communications, policy, and journalism experience to edit, refine, summarize, or polish it to the highest standards and for the knowledge and literacy levels of target audiences. Our editors are experts in enhancing organization, tightening and clarifying language, and maintaining a consistent style and voice within and across all materials. We can refresh copy and ready it for publication on any platform or channel. Our editors are experts in Associated Press and Chicago styles, and they also maintain and follow style sheets that track each client's unique requirements regarding messaging, preferred terminology, capitalization, and formatting.

Proofreading. Reingold's rigorous quality control process checks for typographical errors, incorrect spelling, capitalization or grammatical errors, inaccuracies, consistency, and more. We typically perform proofreading at four critical junctures: before final content is sent to the client in a Word document, after the client's requested revisions are incorporated, after the final content is flowed into a design, and after all revisions have been made in the final product. When additional rounds of revision are required, we proofread the entire product after each round.

Proofreading and quality control checks include but are not limited to checking for the following:

- Complete incorporation of all client edits, including carrying particular edits (such as the capitalization of a term) throughout the product
- Adherence to client style and graphic design guidelines
- Accuracy of table of contents, page numbering, and placement of odd-numbered pages on left if required
- Consistency of font styles and colors for various levels of headers and copy
- Consistency of bullet styles
- Matching text in the designed document with text in the Word document
- Removal of any placeholders held over from drafts
- Matching of text and terminology in graphics and figures with those used in main copy
- Accurate numbering and placement of graphics and figures
- Alignment of columns and text in tables as well as consistent formatting across tables
- Accurate placement and color saturation of photos
- Correspondence of jump page directions such as "continued on page x" with content
- Quotation mark fonts (because "curly" quotation marks may become "straight" when copied and pasted)
- Completeness, consistency, and accuracy of footnotes or endnotes
- Alphabetizing of lists
- Correct dash styles (em —, en –, and hyphen -) and consistent use of spaces between dashes and words or numbers
- Accuracy and appearance of word hyphenation
- Correct spacing after sentences, between words, and between paragraphs
- Text alignment
- Inclusion of all required logos, phone numbers, addresses, URLs, recycled paper bugs, and other specified marks



Videography and Motion Graphics/Animation Approach (Section X, Subletter D)

Reingold knows that to achieve impact, videos must use authentic voices and visuals and be engaging and relevant to their target audiences. Our video production process involves four distinct phases.

Phase 1: Conceptualization. After receiving a work assignment, our team of experts will work with Mason staff to identify the goals of each video. We will gather background on target audiences, review assets provided by the department, identify needs for additional assets, and begin scheduling filming and production activities as applicable. We will then create concepts and plan and develop the final filming strategy. We also will further refine the video theme, including the look and feel of videos, and identify the best ways to engage, educate, teach, entertain, and persuade through the craft of

storytelling for the particular audience. We typically provide our clients with an outline summarizing the concept with original storylines that reflect their messaging.

Phase 2: Planning. Reingold will clearly document all required elements of the videos and develop a production plan. A shooting script will roughly detail the suggested tone, action, talent, and locations. If the concept is primarily one of motion graphics and kinetic typography over stills, a storyboard will demonstrate the appearance of fonts and colors, which will adhere to the university's and school's brand standards and show each key visual with respective transitions in between. We will deliver a video-shoot plan and shooting script and anticipate one round of revision before being presented as final. Once final versions of the script are approved, we will begin scheduling for filming.

Phase 3: Production. If the concept requires taping, Reingold will provide a skilled director, videographer, and video, audio, and lighting equipment to tape the visual sequences. Even before we begin shooting, we will work with our design and motion graphics departments to integrate those elements with live video. We will also begin to conduct a music search (if not already provided by the school or department). If the concept is primarily one of motion graphics and kinetic typography over stills, this is the phase where we will gather and create the appropriate and available assets, including still images, logos, illustrations, and music. In addition, we will take necessary steps to obtain any other assets that may be needed, but only those that are royalty-free, in accordance with the RFP. We place heavy emphasis on authenticity in our videos, and we will take the necessary steps to avoid the appearance of "stock" images.

Phase 4: Postproduction. Once filming is finished, we will digitize and organize footage to begin editing. We will coordinate and collaborate with our graphics specialists to facilitate cohesion, branding, and motion elements. We will identify music selections to match the tone and brand, and to enhance the message, and then track and edit any narration. The editor will string out a rough cut following the approved script. In the case of a primarily motion graphics piece, we will follow the script and storyboard closely, timing the animation with music and narration as appropriate. Videos are then finalized and provided in your preferred format.

Creative Samples

Please find Reingold's creative samples document attached as part of this submission.



References

No fewer than three (3) that demonstrates the Offeror's qualifications, preferably from other comparable higher education institutions your company is/has provided services with and that are similar in size and scope to that which has been described herein. Include a contact name, contact title, phone number, and email for each reference and indicate the length of service.

U.S. Department of Housing and Urban Development

Contact name: Michelle Matuga

Contact title: Program Analyst

Phone number: 202.402.5874

Email address: michelle.p.matuga@hud.gov

Length of service: 3 years

Public Defender Service for the District of Columbia

Contact name: Tanya Hatton

Contact title: Special Projects Manager

Phone number: 202.824.2795

Email address: thatton@pdsdc.org

Length of service: 16 year

National Library Service for the Blind and Physically Handicapped

Contact name: Kristen Fernekes

Contact title: Contracting Officer's Representative

Phone number: 202.707.0521

Email address: krfe@loc.gov

Length of service: Ongoing (4 years)

National Assessment Governing Board

Contact name: Munira Mwalimu

Contact title: Program Analyst

Phone number: 202.357.6906

Email address: munira.mwalimu@ed.gov

Length of service: Ongoing (11 years)

Proposed Pricing

Individuals with asterisks by their names either attended Mason or have worked with Mason on tasks similar to those outlined in the RFP's scope of work.

Personnel Name and Project Role	Rate
* Joseph Ney , Creative Director	\$235
* Scott San Martin , Senior Production Manager	\$145
* Meredith Muckerman , Account Leader	\$98
* Leslie Johnson , Account Coordinator	\$68
Colleen McMackin , Production Manager	\$105
* Zoe Worrell , Graphic Specialist	\$96
* Kyle Fox , Graphic Specialist	\$96
Tiffany Ford , Video Project Manager	\$117
Jordan Barber , Video Producer	\$95
Michael Sharp , Writer/Editor	\$103
Rachel Small , Editor	\$88
Patrick Harrington , Associate Creative Director	\$175
Cynthia Terry , Creative Writer	\$81
* Dain Lee , Web Developer	\$135
* Samantha Smith , Marketing Researcher	\$81
* Gautham Rallapalli , Web Developer and Designer	\$111
* Lynsey Jacob , Social Media Associate	\$88

CREATIVE DESIGN

Brochures



CREATIVE DESIGN
Brochures

Brochure developed for Statistics in Schools

Statistics in Schools and the 2020 Census

This is your chance to shape the future of your state for the next 10 years.

How Does the Use of SIS Impact School Funding?

By using new SIS materials, you can educate students and the adults in their home on the importance of counting everyone in the 2020 Census, especially children.

You Can Be the Difference

As a teacher, principal, superintendent, school board member, or education advocate, you can make a difference for student learning and school-related funding in your district.

What Is Statistics in Schools?

Statistics in Schools (SIS) is a U.S. Census Bureau program that uses census statistics to create classroom materials for grades pre-K through 12. Teachers and subject matter experts nationwide helped develop each SIS activity to make sure it is valuable and engaging. The SIS program includes more than 200 activities and resources in a variety of subjects.

What's New for 2020?

SIS has crafted new materials specifically for the 2020 Census, including:

- 67 new activities for grades pre-K through 12 that have students use data in interactive ways to build skills in subjects like history, math, geography, and English.
- Large, colorful maps with fun, census-based facts about the country and its territories, including state-by-state comparisons.
- A storybook with activities and a music video for children in preschool and early grades.
- Resources for English language learners and adult English as a second language students.

Why Should You Get Involved?

By using and promoting the SIS program, you can:

- Impact the amount of federal funding received by schools in your community.
- Influence student readiness for learning.
- Enhance student learning across subjects.
- Boost students' statistical literacy and data-finding skills.
- Prepare students for a data-driven world.
- Empower teachers to easily bolster their existing lesson plans.
- Motivate households to complete the 2020 Census form.

Free
Engaging
Designed by teachers
Pre-K through grade 12
English, math, history, geography, sociology, and more
New materials for 2020
For use within existing lesson plans

"I never realized how important information from the decennial census is for determining federal funding for our schools each year."
—Sarah Calhoun, kindergarten teacher

Brochure developed for Explore VA

You served with honor. Now let VA serve you.

In gratitude for your service to the nation, VA provides benefits to help you buy, rent, or modify a home, earn a degree, start a career, stay healthy, and do so much more in life after the military. Our mission is to serve you.

Explore Your Benefits

As you make important choices about your family, finances, education, career, and health care, spend a few moments to explore VA benefits:

- Receive compensation for your service-connected disability.** If you have a disability caused by or aggravated during active military service—no matter when or where you served—you may be eligible to receive tax-free monthly benefits. *Filing a Fully Developed Claim is the fastest way to get a claim decision.*
- Invest in your education.** VA provides education and training support for eligible Veterans and, in some cases, their spouses, dependents, and survivors. The Post-9/11 GI Bill, Montgomery GI Bill, and other programs help cover the cost of tuition, training, books, and fees. *Use GI Bill benefits to attend college, go to trade school, learn a technical skill, or get on-the-job training.*
- Jump-start your career.** VA offers numerous benefits, resources, and services to help you transition from service to civilian employment and enhance your education, skills, and career. VA provides vocational and employment counseling, job-seeking tools, and other assistance. VA also offers services if you're unable to work due to a service-connected disability. *If you have a service-connected disability or are a transitioning Servicemember, you may receive assistance to overcome employment challenges and advance your career, including training, tuition, books, and fees.*
- Care for your health.** VA provides world-class health care to eligible Veterans and, in some cases, their spouses, dependents, and survivors. The Veterans Health Administration is America's largest integrated health care system, with more than 1,700 sites of care, and it's consistently ranked among the nation's top health care providers. Our goal is to provide Veterans and their families with personalized, proactive, and patient-centered care. *More than 3 million Veterans choose VA health care and meet the Affordable Care Act health coverage requirements.*

Find Out How You Can Benefit

Eligibility and application processes vary by benefit and applicant. Some applications can be completed online, others are submitted by mail or in person through your nearest VA facility or regional office. Explore benefit highlights.

© 2015 VA is a registered trademark of the U.S. Department of Veterans Affairs.

Brochure developed for George Washington University

From the Capital to the World: GW at Home and Abroad

Our Unique Place in the World

A University of Historic Distinction

A Global Presence in the Heart of Washington

A Network Around the World

A Portal to Study Abroad

International Contacts

THE GEORGE WASHINGTON UNIVERSITY
WASHINGTON, DC

careers in residential property management

leasing consultant

REAL ESTATE CAREERS

the right career for me

Name: Ben Cole
Title: Maintenance Technician
Age: 25
Time in Residential Property Management: 2 years, 8 months
Education: Associate's degree from technical college
Aspiration: Regional manager

opportunities for advancement

Whether you like helping people, enjoy getting your hands dirty, or excel at teamwork, careers in residential property management (RPM) offer many possibilities and the opportunity for lifelong learning and career development. If you have served in the military, worked construction, or studied at a technical school, you probably have the skills to start a career as a maintenance technician. Stick with it and one day you could become a regional maintenance supervisor responsible for a portfolio of communities.

a rewarding career: maintenance technician

annual base salary range*

- entry level: \$30,000 - \$36,000
- experience: \$36,000 - \$54,000
- regional supervisor level: \$64,800 - \$90,000

benefits

- health insurance, life insurance, retirement plan, tuition assistance
- additional earnings* overtime pay and bonus pay of 4% - 9% of salary
- work hours full time
- housing benefits some employers offer 20%-100% rent reduction
- continuing education and professional credentials

*2015 CEI & Associates Real Estate Compensation Survey

Brochures developed for National Apartment Association Education Institute

Brochures

Brochures developed for Veterans Crisis Line

STAND BY THEM

You can help a Veteran. Keep these tips in mind when talking with a Veteran who may be at risk for suicide:

- Remain calm
- Listen more than you speak
- Maintain eye contact
- Act with confidence
- Do not argue
- Use open body language
- Limit questions — let the Veteran do the talking
- Use supportive, encouraging comments
- Be honest — there are no quick solutions but help is available

Additional Resources:

- **VA Mental Health Services:** Get information about inpatient and outpatient services available through VA at www.mentalhealth.va.gov
- **Online Resource Locator:** Find VA facilities, Vet Centers, Suicide Prevention Coordinators, and other VA resources at VeteransCrisisLine.net/ResourceLocator
- **Make the Connection:** Veterans and their loved ones can find out how to connect with VA resources at MakeTheConnection.net
- **Post-Traumatic Stress Disorder (PTSD):** Locate the VA PTSD program nearest you at www.ptsd.va.gov

**Operation SAVE
STAND BY THEM**

• • • Confidential crisis chat at VeteransCrisisLine.net or text to 838255 • • •

Operation SAVE: Supporting Our Veterans

Signs of Suicidal Thinking

There are behaviors that may be signs a Veteran needs help. Learn to recognize these warning signs:

- Hopelessness, feeling like there's no way out
- Anxiety, agitation, sleeplessness, or mood swings
- Feeling like there is no reason to live
- Rage or anger
- Engaging in risky activities without thinking
- Increasing alcohol or drug abuse
- Withdrawing from family and friends

The presence of the following signs requires immediate attention:

- Thinking about hurting or killing yourself
- Looking for ways to kill yourself
- Talking about death, dying, or suicide
- Self-destructive behavior such as drug abuse, weapons, etc.

Ask the Question

It is important to ask direct questions. Know how to ask the most important question of all:

"Are you thinking of killing yourself?"

Other ways to ask the question include:

"Are you thinking of suicide?"

"Have you had thoughts about taking your own life?"

When asking the question, remember:

- DO ask the question if you've identified warning signs or symptoms
- DO ask the question in such a way that is natural and flows with the conversation
- DO NOT ask the question as though you are looking for a "no" answer ("You're not thinking of killing yourself, are you?")
- DO NOT wait to ask the question until he or she is halfway out the door

Validate the Veteran's Experience

As you listen to the Veteran, let him or her do the talking and use supportive, encouraging comments. Use the following steps to let the Veteran know that you are listening and acknowledge his or her experience.

- Talk openly about suicide. Be willing to listen and allow the Veteran to express his or her feelings.
- Recognize that the situation is serious.
- Do not pass judgment.
- Reassure him or her that help is available.

Encourage Treatment and Expedite Getting Help

If you think someone is suicidal, remain calm and reassure the Veteran that help is available.

- DO NOT keep the Veteran's suicidal behavior a secret
- DO NOT leave him or her alone
- Try to get the person to seek immediate help from his or her doctor or the nearest hospital or emergency room, or
- Call 911

You can also call the confidential **Veterans Crisis Line** at **1-800-273-8255 and PRESS 1**

Safety is Important

- Never negotiate with someone who has a gun. Get to safety and call 911.
- If the Veteran has taken pills, cut himself or herself, or has done harm to himself or herself in some way, call 911.

• • • Confidential crisis chat at VeteransCrisisLine.net or text to 838255 • • •

**STAND BY THEM
WE'LL STAND BY YOU**

Confidential crisis help for Veterans and their families

Veterans Crisis Line
1-800-273-8255 PRESS 1

• • • Confidential crisis chat at VeteransCrisisLine.net or text to 838255 • • •

NETWORK OF SUPPORT

When Veterans experience emotional distress or a suicidal crisis, the Veterans Crisis Line provides them with the support they've earned.

VA understands our ability to reach Veterans in crisis depends on partnerships with community-based groups and individuals who have direct contact with Veterans every day. You can help ensure all Veterans and their families and friends are aware of the Veterans Crisis Line and the vital service our specially trained staff provides.

So how can you help a Veteran?

- Make sure the Veterans you know and their families and friends are aware of the confidential Veterans Crisis Line, online chat, and text-messaging service.
- Distribute Veterans Crisis Line materials to Veterans and their loved ones.
- Run an ad for the Veterans Crisis Line in your organization's print or online publication.
- Display an online ad on your website.
- Send the Veterans Crisis Line phone number, online chat link, and text-messaging number to your members, Veterans, and their families and friends.
- Host an event to promote the support and resources available for Veterans and their loved ones.

Together we can honor our Veterans by making sure they get the support they deserve.

Confidential crisis chat at VeteransCrisisLine.net or text to 838255

SUPPORTING OUR VETERANS

Since its launch in 2007, the Veterans Crisis Line has answered more than 1.2 million calls and made more than 30,000 missing resurrections. Additionally, the Veterans Crisis Line has responded to more than 175,000 online chats and more than 24,000 texts.

Veterans and their family members and friends who reach out to the Veterans Crisis Line are immediately connected with a VA professional who is specially trained to handle a crisis. Many of the Veterans Crisis Line responders are Veterans themselves and understand the unique issues Veterans experience.

Responders are available by phone, online chat, and text all day, every day... even on holidays.

Each VA Medical Center has a Suicide Prevention Coordinator or team to ensure Veterans receive appropriate services. When appropriate, calls from the Veterans Crisis Line can be referred to the coordinator, who follow up with Veterans and coordinate care for issues ranging from PTSD and depression to medication challenges and insomnia and more.

Suicide Prevention Coordinators and partner organizations continually engage Veterans and communities to raise awareness about the Veterans Crisis Line and VA broader suicide prevention and behavioral health resources.

VA has established two centers that focus solely on suicide research: **NSM '09 Mental Illness Research, Education and Clinical Center (MIRECC)** in Denver, and **VAMC Center of Excellence at Campandagna, VA**, which houses the Veterans Crisis Line, online chat, and text-messaging service, both study factors that may contribute to suicidality and develop and test public health intervention strategies for suicide prevention.

Confidential crisis chat at VeteransCrisisLine.net or text to 838255

"Our Veterans served our country. VA is here to serve them. Support is available for Veterans and their families."
Click Ciccolotta, U.S. Army, 1968-1996

"Everyone always told me everything was going to be OK. Calling the Veterans Crisis Line helped that become a reality."
Cassandra Hill, U.S. Marine Corps, 2003-2011

"Meeting and talking amongst others with similar experiences is a tremendous help. The VA gave me the opportunity to connect with people who are looking out for me and really care."
Pete Martinez, U.S. Marine Corps, 1989-1993

KNOW THE SIGNS

The Veterans Crisis Line is always available for our Veterans and their families.

Sometimes, a crisis may involve thoughts of suicide. Learn to recognize these warning signs:

- Hopelessness, feeling like there's no way out
- Anxiety, agitation, sleeplessness, or mood swings
- Feeling like there is no reason to live
- Rage or anger
- Engaging in risky activities without thinking
- Increasing alcohol or drug abuse
- Withdrawing from family and friends

The presence of the following signs requires immediate attention:

- Thinking about hurting or killing yourself
- Looking for ways to kill yourself
- Talking about death, dying or suicide
- Self-destructive behavior such as drug abuse, weapons, etc.

Confidential crisis chat at VeteransCrisisLine.net or text to 838255

Support.

Get the support you need, Veterans and their families.

It Matters.

Because one small act can make the difference.

Confidential help for Veterans and their families

Veterans Crisis Line
1-800-273-8255 PRESS 1

• • • Confidential chat at VeteransCrisisLine.net or text to 838255 • • •

Family.

Get the support you need, Veterans and their families.

It Matters.

Because one small act can make the difference.

Confidential help for Veterans and their families

Veterans Crisis Line
1-800-273-8255 PRESS 1

• • • Confidential chat at VeteransCrisisLine.net or text to 838255 • • •

Friendship.

Get the support you need, Veterans and their families.

It Matters.

Because one small act can make the difference.

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1-800-273-8255 PRESS 1

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Matters.

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Brochures

Brochure developed for Northern Virginia Black Chamber of Commerce

BLACK SUCCESS IS IN YOUR HANDS

NORTHERN VIRGINIA BLACK CHAMBER OF COMMERCE

NORTHERN VIRGINIA BLACK CHAMBER OF COMMERCE

Visit us and become a member at NorthernVirginiaBcc.org

For more information contact us at info@northernvirginiabcc.org or call 703-442-4472.



African Americans have played an essential role in building our country for over 400 years. To help this vital community prosper, you can support and patronize black businesses.

The Northern Virginia Black Chamber of Commerce is the hub of activity and advocacy that provides the resources, initiatives, and educational opportunities that Black businesses can tap into for success.



ENTREPRENEURIAL TRAINING AND EDUCATION

Our members enjoy quality educational webinars, professional development resources and marketing opportunities aimed at helping them manage and grow successful businesses.

ADVOCACY

NVBCC advocates for legislation that promotes growth for small-business, particularly policies that address the challenges of Black business owners. We understand the importance of maintaining a nonpartisan approach to advocacy. We work with leaders from all political affiliations to press for policies that best serve the interests of the Black community.



BECOME A MEMBER

When you join NVBCC you're connecting with a network of companies, fellow entrepreneurs, and public and private leaders who together can help advance your business. A yearly \$150 membership fee gives you access to our resources, and — equally important — help support our legacy of Black business accomplishments.

Brochure collage for American Association of Community Colleges

INSERT COLLEGE LOGO

hired retired

Discover your next passion at (insert college name)

plus 50
Community Colleges: AGELESS LEARNING

INSERT COLLEGE LOGO

inspired retired

Discover your next passion at (insert college name)

plus 50
Community Colleges: AGELESS LEARNING

INSERT COLLEGE LOGO

wired retired

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Community Colleges: AGELESS LEARNING



AASLD TDX Brochure



1001 North Fairfax Street
4th Floor
Alexandria, VA 22314

The Premier Hepatology Meeting



Program Highlights

aasld.org/livermeeting



AASLD
THE LIVER MEETING®
NOVEMBER 13-17 2020 BOSTON

Abstract Submission
Deadline: June 1

Advance Registration for AASLD Fellow Members opens **July 22**
Member Advance Registration opens **July 29**
General Advance Registration opens **August 5**

Advance Registration
Deadline: October 16

aasld.org/livermeeting

Program Highlights

Postgraduate Course, Saturday, November 14
Paradigm Shifts in Hepatology: Rethinking Conventional Wisdom
Program Chairs: Raymond T. Chung, MD, FAASLD; Kimberly Ann Brown, MD, FAASLD; Lawrence S. Friedman, MD, FAASLD

The practice of hepatology has undergone profound shifts. These shifts have been driven by new pathophysiologic insights, in many cases forcing rethinking of traditional dogma, as well as remarkable progress in diagnostics and therapeutics. This course will introduce these shifts to the attendee in the hopes of preparing them for practice with new goals and objectives for many liver diseases.

Basic Science Symposium, Saturday, November 14
Mechanisms of Alcohol-Related Liver Disease: Molecular, Cellular and Systemic Crosstalk
Program Chairs: Laura E. Nagy, PhD, FAASLD; Wen-Xing Ding, MD, FAASLD; Vijay Shah, MD, FAASLD

At the Basic Science Symposium, basic and clinical investigators summarize the newest research in the molecular and cellular mechanisms of alcohol-related liver disease (ALD). Topics include hot discoveries on organelle and protein damage, crosstalk of multiple organs/tissues, microbiota, cell-cell communication and immune response in ALD pathogenesis. Junior investigators and pre- and post-doctoral trainees are encouraged to attend.

Back by Popular Demand

Basic Science Debrief
Special Interest Group (SIG) Programming
Trainee Day on Friday, November 13
Associates Day on Sunday, November 15

Call for Abstracts

Present Your Work at the World's Leading Hepatology Event
Abstract Submission Period: April 1 – June 1

Make sure your work is part of The Liver Meeting® 2020, the must attend event in the field of hepatology. Submit your abstracts online at aasld.org/LMabstracts.

Original research not completed by the June 1 deadline may be eligible for submission as a late-breaking abstract. For more information about late-breaking abstract criteria, visit aasld.org/LMabstracts. The late-breaking abstract submitter opens September 9 and closes September 16.

New in 2020!

- ▶ *AASLD/Japan Society of Hepatology Joint Symposium*
- ▶ *International Joint Symposium*
- ▶ *Practice Guidelines Workshop*




Flyers



Flyers

Virginia Dept. of Health Curb the Crisis flyers

YOU CAN SAVE A LIFE.

If you think a loved one is experiencing addiction, you have the power to help. Join the effort to stop opioid misuse with Curb The Crisis, an online resource created specifically for Virginians.

On CurbTheCrisis.com, you can find these and other helpful resources:

- Hospital and treatment center locators
- Guidance on evaluating the quality of treatment providers
- Tips on proper drug storage and disposal
- Information on obtaining and administering naloxone, a lifesaving prescription drug that can reverse the effects of an opioid overdose

Visit CurbTheCrisis.com today.

facebook.com/CurbTheCrisis | instagram.com/CurbTheCrisis | twitter.com/CurbTheCrisis

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Visit CurbTheCrisis.com today.

facebook.com/CurbTheCrisis | instagram.com/CurbTheCrisis | twitter.com/CurbTheCrisis

YOU CAN PLAY A PART IN ENDING THE OPIOID CRISIS.

We all have a role to play in the fight against the opioid crisis. Take the first step with Curb The Crisis, an online resource created specifically for Virginians.

At CurbTheCrisis.com, find these and other helpful resources:

- Treatment locators
- Guidance on evaluating the quality of treatment providers
- Tips on proper drug storage and disposal
- Information on obtaining and administering naloxone, a lifesaving prescription drug that can reverse the effects of an opioid overdose

Visit CurbTheCrisis.com today.

facebook.com/CurbTheCrisis

DVVIC Flyers

RESPECT THE ROAD

6 TIPS

- The risk of a crash greatly increases when you text or dial on mobile phones. It can wait.
- Make sure every passenger's seat belt is fastened and secure. Children should be properly buckled up in a car seat, booster seat, or seat belt.
- Keep children safe: Never seat small children in the front passenger seat of a vehicle with an air bag. The safest place for children younger than 13 years is in the back seat.
- Stay sharp: Never drive or ride while under the influence of alcohol, drugs or prescription medications that cause drowsiness or impair judgment.
- Don't speed.
- Maintain your vehicle: Routine maintenance is necessary to prevent collisions.

dvvic.dcoe.mil/aheadforthefuture

CRUISE WITH CONTROL

6 TIPS

- Wear your motorcycle helmet properly, tightening the strap snug to fit your head. Passengers should always wear helmets too.
- Drive safely, only on designated roads and paths, at or under the designated speed limit.
- Use other means of travel if there is inclement weather.
- Never drive under the influence of alcohol, drugs or prescription medication.
- Give your bike a checkup before you head out.
- Focus on your surroundings, and make sure other drivers can see you.

dvvic.dcoe.mil/aheadforthefuture

HEADS UP

5 TIPS

- Use equipment to protect your head: Break out that helmet for hockey, or put on padded headgear for boxing.
- Be aware of your surroundings: Keep an eye out for flying elbows, other people, moving or stationary objects, and anything else that could hurt your head.
- Always wear proper footwear with good traction.
- Play in well-lit areas and on surfaces appropriate for your activity.

dvvic.dcoe.mil/aheadforthefuture

Head Check: Know Your Helmets

Learn tips to protect your head for your winter sport.

All Helmets

Use the most up-to-date gear and technology to stay protected and warm. Discard a helmet after a major crash, even if there is no visible damage. Never wear a cracked helmet. A damaged helmet does not provide adequate protection. Replace your helmet every 5-10 years, depending on wear and care.

Snowmobile Helmet

Make sure your helmet has dual pane shields and breather guards to minimize fogging and provide protection.

Wear a full-face helmet with a chin bar to protect yourself from dental and facial damage.

Fit the helmet to be snug and to fasten securely. An improper fit can reduce your field of vision.

VA Suicide Prevention State Data Sheets

VIRGINIA

Veteran Suicide Data Sheet, 2018

The U.S. Department of Veterans Affairs (VA) is leading efforts to understand suicide risk factors, develop evidence-based prevention programs, and prevent Veteran suicides through a public health approach. As part of its work, VA analyzes data at the national and state levels to guide the design and execution of the most effective strategies to prevent Veteran suicide.

The 2018 state data sheets present the latest findings from VA's ongoing analysis of suicide rates and include the most up-to-date state-level suicide information for the United States.* This data sheet includes information about Virginia Veteran suicides by age, sex, and suicide method and compares this with regional and national data.

After accounting for age differences, the Veteran suicide rate in Virginia:

- Was significantly lower than the national Veteran suicide rate
- Was significantly higher than the national general population suicide rate

Southern Region

- Alabama
- Arkansas
- Delaware
- Georgia
- Kentucky
- Louisiana
- Maryland
- Mississippi
- North Carolina
- Oklahoma
- South Carolina
- Tennessee
- Texas
- Virginia
- West Virginia

Virginia Veteran Suicide Deaths, 2018

Sex	Veteran Suicides
Total	177
Male	160-170
Female	<10

To protect confidentiality, suicide death counts are presented in ranges when the number of deaths in any one category was lower than 10.

Virginia, Southern Region, and National Veteran Suicide Deaths by Age Group, 2018*

Age Group	Virginia Veteran Suicides	Southern Region Veteran Suicides	Nat'l Veteran Suicides
Total	177	2,760	6,435
18-34	22	373	874
35-54	57	752	1,730
55-74	73	1,110	2,587
75+	25	523	1,237

Virginia Veteran and Total Virginia, Southern Region, and National Veteran Suicides

Age Group	Virginia Veteran Suicides	Virginia Total Suicides	Southern Region Total Suicides	National Total Suicides
Total	177	1,203	18,419	46,510
18-34	22	238	5,048	13,002
35-54	57	410	6,305	15,866
55-74	73	960	5,371	13,514
75+	25	105	1,695	4,128

District of Columbia Veteran and Total District of Columbia, Southern Region, and National Suicide Deaths by Method, 2018

District of Columbia Veteran Suicides

- Firearms: 106.6%
- Suffocation: 45.4%
- Poisoning: 35.2%
- Other Suicide: 24.4%
- Other and Low-Count Methods: 1.7%

District of Columbia Total Suicides

- Firearms: 4.4%
- Suffocation: 13.2%
- Poisoning: 11.2%
- Other Suicide: 21.8%
- Other and Low-Count Methods: 48.4%

Southern Region Suicides

- Firearms: 51.4%
- Suffocation: 11.2%
- Poisoning: 1.4%
- Other Suicide: 27.8%
- Other and Low-Count Methods: 7.2%

National Suicides

- Firearms: 31.4%
- Suffocation: 11.2%
- Poisoning: 1.4%
- Other Suicide: 27.8%
- Other and Low-Count Methods: 28.2%

District of Columbia Veteran and Total District of Columbia, Southern Region, and National Suicide Deaths by Age Group, 2018*

Age Group	District of Columbia Veteran Suicides	Southern Region Veteran Suicides	National Veteran Suicides	District of Columbia Veteran Suicide Rate	Southern Region Veteran Suicide Rate	National Veteran Suicide Rate
Total	<10	2,760	6,435	—	32.3	32.0
18-34	<10	373	874	—	43.6	45.9
35-54	<10	752	1,730	—	31.7	33.4
55-74	<10	1,110	2,587	—	31.1	30.4
75+	<10	523	1,237	—	30.1	27.4

District of Columbia Veteran and Total District of Columbia, Southern Region, and National Suicide Deaths by Age Group, 2018*

Age Group	District of Columbia Veteran Suicides	District of Columbia Total Suicides	Southern Region Total Suicides	National Total Suicides	District of Columbia Veteran Suicide Rate	District of Columbia Suicide Rate	Southern Region Suicide Rate	National Suicide Rate
Total	<10	53	18,419	46,510	—	9.3	19.2	18.4
18-34	<10	17	5,048	13,002	—	7.2*	17.8	17.3
35-54	<10	21	6,305	15,866	—	11.7	19.9	19.1
55-74	<10	10-20	5,371	13,514	—	—	19.5	18.6
75+	<10	<10	1,695	4,128	—	—	20.8	18.9

* Rates calculated from suicide counts lower than 20 are considered unreliable.

DISTRICT OF COLUMBIA

Veteran Suicide Data Sheet, 2018

The U.S. Department of Veterans Affairs (VA) is leading efforts to understand suicide risk factors, develop evidence-based prevention programs, and prevent Veteran suicide through a public health approach. As part of its work, VA analyzes data at the national and state levels to guide the design and execution of the most effective strategies to prevent Veteran suicide.

The 2018 state data sheets present the latest findings from VA's ongoing analysis of suicide rates and include the most up-to-date state-level suicide information for the United States.* This data sheet includes information about District of Columbia Veteran suicides by age, sex, and suicide method and compares this with regional and national data.

Southern Region

- Alabama
- Arkansas
- Delaware
- District of Columbia
- Florida
- Georgia
- Kentucky
- Louisiana
- Maryland
- Mississippi
- North Carolina
- Oklahoma
- South Carolina
- Tennessee
- Texas
- Virginia
- West Virginia

District of Columbia Veteran Suicide Deaths, 2018

Sex	Veteran Suicides
Total	<10
Male	<10
Female	<10

To protect confidentiality, suicide death counts are presented in ranges when the number of deaths in any one category was lower than 10.

District of Columbia, Southern Region, and National Veteran Suicide Deaths by Age Group, 2018*

Age Group	District of Columbia Veteran Suicides	Southern Region Veteran Suicides	National Veteran Suicides	District of Columbia Veteran Suicide Rate	Southern Region Veteran Suicide Rate	National Veteran Suicide Rate
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District of Columbia Veteran and Total District of Columbia, Southern Region, and National Suicide Deaths by Age Group, 2018*

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75+	<10	<10	1,695	4,128	—	—	20.8	18.9

* Rates calculated from suicide counts lower than 20 are considered unreliable.



VA, Make The Connection Fact Sheet

www.MakeTheConnection.net

U.S. Department of Veterans Affairs

Make the Connection is a U.S. Department of Veterans Affairs (VA) public awareness campaign that encourages Veterans and their families to "make the connection" — with information on mental health, resources for support, and stories of strength and resilience of Veterans like themselves.

Inspiring, unscripted stories

400+ Veterans and loved ones — from every branch and era of service — share their direct, personal experiences with mental health challenges and recovery, promoting a more balanced national conversation around mental health.

Engaged community of support

With nearly **3 million** fans, the Facebook page is among the fastest-growing community in the military and government space.

Reaching Veterans "where they are"

Partnerships with VA facilities and more than **800** organizations support outreach to Veterans, their families, and their influencers.

Innovative, customizable website

WEBSITE VISITS

8,467,292

VIDEO VIEWS

11,282,817

RESOURCE LOCATOR USES

253,606

FACEBOOK COMMUNITY

More than **2.8 million** fans; more than **31 million** comments, likes, and shares

Flyers

Veteran's Crisis Line flyers

Confidential chat at VeteransCrisisLine.net

IT'S YOUR CALL

Confidential help for Veterans and their families

1-800-273-8255 PRESS 1

The confidential Veterans Crisis Line and online chat are here for you.

If you know a Veteran who is in crisis, VA offers help that can make a difference. The Veterans Crisis Line is staffed by caring, qualified VA responders — many are Veterans themselves — who understand what Veterans have been through. The Veterans Crisis Line and online chat are available to all Veterans and their families, even if they are not registered with VA or enrolled in VA health care.

VA professionals are standing by 24 hours a day, 7 days a week, 365 days a year to provide confidential support by phone or online chat. Assistance is only a phone call or click away. You've served us. Now let us serve you.

KNOW THE SIGNS.

The Veterans Crisis Line is always available for our Veterans and their families. If you are a Veteran or know a Veteran who is experiencing any of the following warning signs for suicide, call us immediately:

- Thinking about hurting or killing yourself
- Looking for ways to kill yourself
- Talking about death, dying, or suicide
- Self-destructive behavior such as using drugs or brandishing weapons

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U.S. Department of Veterans Affairs

U.S. Army, 1964-1967 U.S. Air Force, 1954-1958 U.S. Marine Corps, 1950-1959 U.S. Navy, 1973-1983 U.S. Coast Guard Reserve, 1973-1976 U.S. Naval Reserve, 1975-1994

U.S. Department of Veterans Affairs

Stand by Them. We'll Stand by You.
Show Your Support for Veterans in Crisis

The Veterans Crisis Line is a toll-free, confidential resource that connects Veterans in crisis and their families and friends with qualified, caring VA responders. Veterans and their loved ones can call 1-800-273-8255 and Press 1, chat online at www.VeteransCrisisLine.net, or send a text message to 838255 to receive support 24 hours a day, 7 days a week, 365 days a year, even if they are not registered with VA or enrolled in VA health care.

Spread the Word Online

Download a variety of online banner ads and badges to use on your website and link to the Veterans Crisis Line. Banner ads and badges are available in standard sizes for public sites. Ads and badges are available at www.VeteransCrisisLine.net/banners/public

Download Print Materials

You can download Veterans Crisis Line materials and print them from your own computer. Multiple versions of full-color and black and white posters and flyers are available for download, as well as a public fact sheet. Download materials at www.VeteransCrisisLine.net/materials

Display Veterans Crisis Line Logos

Want to include the Veterans Crisis Line logo on your own materials or website? The Veterans Crisis Line logo is available for download in a variety of formats. Just go to www.VeteransCrisisLine.net/logos

Contact Your Local VA Suicide Prevention Coordinator (SPC)

SPCs are at every VA Medical Center across the country and can support your organization's outreach efforts and provide suicide prevention training and collateral materials. Log on to www.VeteransCrisisLine.net/resource/locator to find your local SPC.

Confidential chat at VeteransCrisisLine.net or text to 838255

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U.S. Department of Veterans Affairs

Veterans Crisis Line Public Fact Sheet
Confidential help for Veterans and their families

The Veterans Crisis Line is a toll-free, confidential resource that connects Veterans in crisis and their families and friends with qualified, caring VA responders.

Since its launch in 2007, the Veterans Crisis Line has answered more than 390,000 calls and made more than 13,000 life-saving rescues. In 2009, the Veterans Crisis Line added an anonymous online chat service, which has helped more than 4,000 people.

Veterans and their loved ones can call 1-800-273-8255 and Press 1 or chat online at www.VeteransCrisisLine.net to receive free, confidential support 24 hours a day, 7 days a week, 365 days a year, even if they are not registered with VA or enrolled in VA health care.

In 2011, the National Veterans Suicide Prevention Hotline was renamed the Veterans Crisis Line to encourage Veterans and their families and friends, who may be the first to realize a Veteran is in emotional distress, to reach out for support when emotional issues reach a crisis point, even if it is not a suicidal crisis.

The professionals at the Veterans Crisis Line are specially trained and experienced in helping Veterans of all ages and circumstances—from Veterans coping with mental health issues that were never addressed to recent Veterans struggling with relationships or the transition back to civilian life. Veterans Crisis Line responders provide support when these and other issues—such as chronic pain, anxiety, depression, sleeplessness, anger, and even homelessness—reach a crisis point. Many of the responders are Veterans themselves and understand what Veterans and their families and friends have been through.

VA is working to make sure that all Veterans and their loved ones are aware of the Veterans Crisis Line. To reach as many Veterans as possible, VA is coordinating with communities and partner groups nationwide, including community-based organizations, Veteran Service Organizations, and local health care providers, to let Veterans and their loved ones know that support is available whenever, if ever, they need it.

Whether you're a Veteran, or a friend or family member concerned about one, confidential assistance is only a call or click away.

For more information about the Veterans Crisis Line, visit www.VeteransCrisisLine.net. For more information about VA's mental health resources, visit www.mentalhealth.va.gov.

Confidential chat at VeteransCrisisLine.net

© 11/11 VHA

Booklets



CREATIVE DESIGN
Booklets

Arlington Initiative to Rethink Energy

FOLLOW OUR PROGRESS

The Arlington Initiative to Rethink Energy is proud to be a leader in our growing community of action.

Government agencies, business startups, major corporations, neighborhoods, and individuals are being inspired, sharing ideas, and doing the work required to lead Arlington to a smarter energy future.

Learn more about our vision and the work we do by visiting us online at www.ArlingtonEnergy.us.

Connect with AIRE on

A BOLD AND BRIGHT ENERGY FUTURE

The Arlington Initiative to Rethink Energy (AIRE), a program within The Arlington County Department of Environmental Services, is dedicated to achieving the County's renewable energy goals. The mission of AIRE is to:

- Cut household and business waste through recycling and composting more household and business waste.
- Encourage our residents to join the County for solar incentives, compelling solar and smart community demand powered by clean and renewable energy.
- Encourage household health by using clean energy and a variety of strategies to saving.

Arlington County will match the world's most energy-efficient communities by slashing greenhouse gas emissions 75 percent by the year 2050.

A TRANSFORMATIVE GOAL

Our goal is to reduce Arlington County's carbon emissions from 13 to 3 metric tons per person per year—meeting the emissions of benchmarks close such as Copenhagen.

13 METRIC TONS PER PERSON YEAR (2007)

3 METRIC TONS PER PERSON YEAR (2050)

Dr. Don Decker, EPA/USEPA

ENHANCING TRANSIT-ORIENTED DEVELOPMENT

AIRE collaborates with County agencies and community groups to encourage the use of Arlington's many transit transportation options. For more than 50 years, Arlington has concentrated development in Metro corridors with high-quality transit service. We've created "super villages" around each Metro stop, with small local shops and restaurants as well as pedestrian- and bike-friendly amenities, Arlington's Transit-Oriented Development (TOD) program is helping Arlington achieve its long-term goals for reducing vehicle miles traveled.

MOVING FORWARD

In fiscal 2013, Arlington County eliminated 41,328 vehicle trips and reduced CO₂ emissions by 862,267 pounds, helping to achieve the long-term goals of the Community Energy Plan.

SUPPORTING PERSONAL ACTION

The Arlington community rethinks energy with us. AIRE collaborates with regional partners and empowers community members through fun and practical programs, events, and campaigns.

Throughout the year, we sponsor interactive events like scavenger hunts, showcasing energy innovation and the Energy Journey Game, our life-size energy board game for all ages. Our "Be SMART Think LESS" campaign encourages our community to be smart about energy by saving resources efficiently and saving time.

We are in constant contact with our community, especially through local media. Arlingtonians share experiences and ideas, and we question. Community engagement is how we implement our transformative energy plan.

BeSMART ThinkLESS

American Association of Community Colleges (AACC) Booklet

Inspiring Innovation

Workforce Development Institute 2017
January 25-28, 2017, Newport Beach, CA

On behalf of the American Association of Community Colleges and its member colleges, the Workforce Development Institute thanks all active military service members, veterans, Reserve and National Guard members, and their families for their service to the nation. Collectively, we are proud to support them in pursuing and achieving their education and career goals by providing career pathways, prior learning assessment, links with industry, scholarships, and other programs and services.

Bring your challenges and your inspired solutions and join us as we explore promising practices with partners from across the public and private sectors, working together and inspiring innovation!

Photo provided by Gateway Technical College, WI

Welcome to WDI 2017

2017 AACC Workforce Development Institute

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- 3. Thursday, January 26
- 4. Friday, January 27
- 5. Saturday, January 28
- 6. Exhibit Hall

Thursday, January 26

8:00 am - 9:00 am: Registration

9:00 am - 10:00 am: Breakfast

10:00 am - 11:00 am: Keynote: "The Future of Work"

11:00 am - 12:00 pm: Lunch

12:00 pm - 1:00 pm: Breakout Session: "The Future of Work"

1:00 pm - 2:00 pm: Breakout Session: "The Future of Work"

2:00 pm - 3:00 pm: Breakout Session: "The Future of Work"

3:00 pm - 4:00 pm: Breakout Session: "The Future of Work"

4:00 pm - 5:00 pm: Breakout Session: "The Future of Work"

5:00 pm - 6:00 pm: Dinner

6:00 pm - 7:00 pm: Entertainment

7:00 pm - 8:00 pm: Entertainment

8:00 pm - 9:00 pm: Entertainment

9:00 pm - 10:00 pm: Entertainment

10:00 pm - 11:00 pm: Entertainment

11:00 pm - 12:00 am: Entertainment

Friday, January 27

8:00 am - 9:00 am: Registration

9:00 am - 10:00 am: Breakfast

10:00 am - 11:00 am: Keynote: "The Future of Work"

11:00 am - 12:00 pm: Lunch

12:00 pm - 1:00 pm: Breakout Session: "The Future of Work"

1:00 pm - 2:00 pm: Breakout Session: "The Future of Work"

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6:00 pm - 7:00 pm: Entertainment

7:00 pm - 8:00 pm: Entertainment

8:00 pm - 9:00 pm: Entertainment

9:00 pm - 10:00 pm: Entertainment

10:00 pm - 11:00 pm: Entertainment

11:00 pm - 12:00 am: Entertainment

Saturday, January 28

8:00 am - 9:00 am: Registration

9:00 am - 10:00 am: Breakfast

10:00 am - 11:00 am: Keynote: "The Future of Work"

11:00 am - 12:00 pm: Lunch

12:00 pm - 1:00 pm: Breakout Session: "The Future of Work"

1:00 pm - 2:00 pm: Breakout Session: "The Future of Work"

2:00 pm - 3:00 pm: Breakout Session: "The Future of Work"

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6:00 pm - 7:00 pm: Entertainment

7:00 pm - 8:00 pm: Entertainment

8:00 pm - 9:00 pm: Entertainment

9:00 pm - 10:00 pm: Entertainment

10:00 pm - 11:00 pm: Entertainment

11:00 pm - 12:00 am: Entertainment

Exhibit Hall

Exhibit Hall will feature over 100 exhibits with speakers and panels on an extensive range of topics. Exhibits will be open from 8:00 am to 6:00 pm.

Thursday, January 26: 8:00 am - 6:00 pm

Friday, January 27: 8:00 am - 6:00 pm

Saturday, January 28: 8:00 am - 6:00 pm

Exhibit Hall is located on the main level of the convention center.

Exhibit Hall is open to all attendees.

Exhibit Hall is free of charge.

Exhibit Hall is a great place to network and learn.

Exhibit Hall is a great place to see the latest in workforce development.

Exhibit Hall is a great place to see the latest in technology.

Exhibit Hall is a great place to see the latest in education.

Exhibit Hall is a great place to see the latest in business.

Exhibit Hall is a great place to see the latest in government.

Exhibit Hall is a great place to see the latest in community.

Exhibit Hall is a great place to see the latest in culture.

Exhibit Hall is a great place to see the latest in art.

Exhibit Hall is a great place to see the latest in music.

Exhibit Hall is a great place to see the latest in film.

Exhibit Hall is a great place to see the latest in theater.

Exhibit Hall is a great place to see the latest in dance.

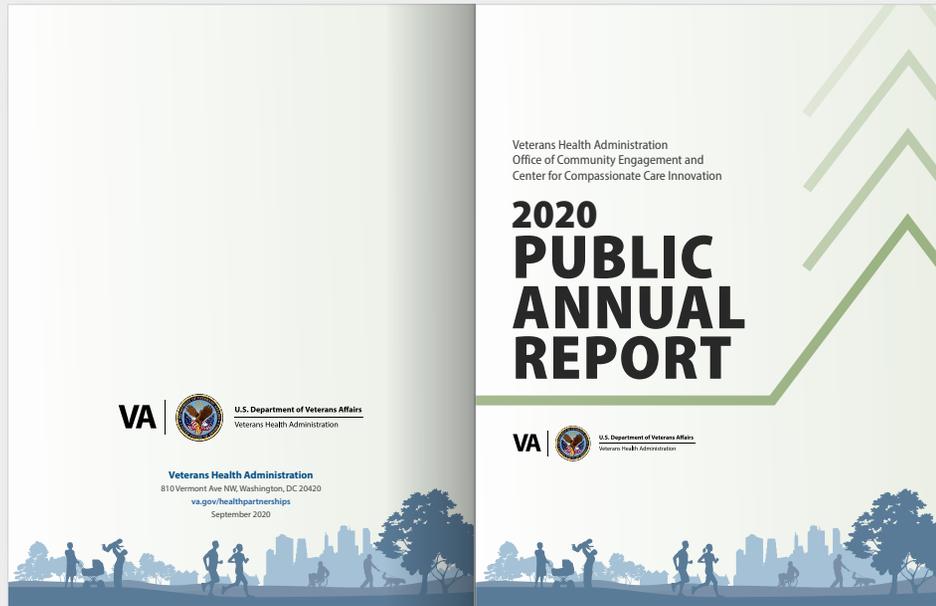
Exhibit Hall is a great place to see the latest in sports.

Exhibit Hall is a great place to see the latest in entertainment.

Exhibit Hall is a great place to see the latest in everything.

CREATIVE DESIGN
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VA Office of Community Engagement and Center for Compassionate Care Innovation, Annual Report



2020 Public Annual Report
Office of Community Engagement (OCE)
Center for Compassionate Care Innovation (CCI)

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Letter from the Nurse Executive

Featured Articles

Annual Community Partnership Challenge shines spotlight on organizations that help Veterans

VA20 OCE New Partnerships

Partnerships do not matter for oversight

VA20 OCE New Partnerships

VA20 OCE New Partnerships

Partnerships do not matter for oversight

VA20 OCE New Partnerships

Partnerships do not matter for oversight

VA20 OCE New Partnerships

Partnerships do not matter for oversight

VA20 OCE New Partnerships

Partnerships do not matter for oversight

Northern Virginia Black Chamber of Commerce, Brand Booklet



LOOK FULL COLOR

NORTHERN VIRGINIA BLACK CHAMBER OF COMMERCE

EMBLEM

THE EMBLEM symbol was selected because of its unique connection to Virginia and how its meaning reflects the core values of the Northern Virginia Black Chamber of Commerce.

EMBLEM

THE EMBLEM symbol was selected because of its unique connection to Virginia and how its meaning reflects the core values of the Northern Virginia Black Chamber of Commerce.

LEGACY SUPPORT WEALTH EMPOWERMENT

EMBLEM

THE EMBLEM symbol was selected because of its unique connection to Virginia and how its meaning reflects the core values of the Northern Virginia Black Chamber of Commerce.

OUR MISSION

WE WANT TO HELP YOU SUCCEED.

Let us help you identify resources, create initiatives, and establish educational opportunities that will provide opportunities for Black entrepreneurs to flourish in Northern Virginia and surrounding areas.

EXAMPLE OF WEB PAGE

HELPING BLACK OWNED BUSINESS SUCCESS

Let us help you identify resources, create initiatives, and establish educational opportunities that will provide opportunities for Black entrepreneurs to flourish in Northern Virginia and surrounding areas.



AASLD The Liver Meeting Booklet

TLMdX® Guide

AASLD November 13-16, 2020
The Liver Meeting®
 Digital Experience

AASLD November 13-16, 2020
The Liver Meeting®
 Digital Experience

Thank you for joining TLMdX®.

TLMdX®

Postgraduate Course - Part 1
 Saturday, November 14 | 8:30 AM - 8:00 PM
 Hepatology Clinics in Hepatology: Rethinking Conventional Wisdom
 Program Chair: Raymond T. Chung, Kimberly A. Brown, Lawrence S. Friedman
 Up to 2.0 CME Credits Offered | Up to 2.0 ABIM MOC Points Offered | Up to 2.0 CME Credits Offered

The practice of hepatology has undergone profound shifts driven by new pathophysiologic insights which, in many cases, have overturned traditional medical dogma. This volume of a postgrad program in diagnosis and therapeutics. This program explores these scientific shifts to allow attendees to re-examine their practices, and embrace new goals and objectives for treating many liver diseases.

Learning Objectives:

- Identify important conceptual changes that have altered our management of liver diseases.
- Apply insights from pathophysiologic to selection of new treatments for patients with liver diseases.
- Apply new standards regarding quality of care to their practice of hepatology.

AASLD/Japan Society of Hepatology Joint Symposium
 Saturday, November 14 | 9:00 AM - 6:30 PM
 Live! NABT LO

Program Chair: Eisaku M. Nishimura, Tetsuo Matsuda
 Up to 1.50 CME Credits Offered | Up to 1.50 ABIM MOC Points Offered

Non-alcoholic fatty liver disease (NAFLD) is both one of the most common liver diseases and the absence of traditional risk factors. It remains under-recognized. At this AASLD/JSH session, experts reveal the latest data on NAFLD progression in the general population. Speakers will also explore the influence of genetic and environmental, and the impact of metabolic abnormalities in NAFLD development in liver disease.

Learning Objectives:

- Discuss the prevalence of liver NAFLD in general population.
- Review the impact of metabolic abnormalities for hepatic fibrosis in liver NAFLD patients.
- Describe the association of genetic background and the liver fibrosis development in liver NAFLD.

TLMdX®

Meet-the-Experts
 Friday, November 13 | 4:30 - 4:30 PM
 An OME Q&A
 These highly interactive, small group Q&A sessions are opportunities for attendees to engage with well-known liver disease experts. Both researchers and clinicians can ask questions, explore a wide variety of clinical topics and research with both speakers and leaders in the field.

Attendance is limited:

- MTE 1: Drug-induced liver and biliary dysfunction related liver injury including DILI
- MTE 2: Mechanisms leading from fibrosis to cirrhosis
- MTE 3: Liver Therapeutic Targets for HCC
- MTE 4: Organoids in Model Liver Disease
- MTE 5: Postoperative Complications of Chronic Liver Disease
- MTE 6: Transplantation of HCC in Asia: Organics, Science, Practice, Policy

Academic Debates - Debate 1
 Adult / General Hepatology Teams
Liver Transplantation in the Times of COVID-19: "To Transplant or Not to Transplant?"
 Friday, November 13 | 6:30 PM - 8:30 PM
 Program Chair: Christine C. Lavekkens, Umberto Aglioti, David K. Yu
 Up to 0.75 CME Credits Offered | Up to 0.75 ABIM MOC Points Offered

Explore emerging issues in liver disease in a lively debate format on a pertinent and challenging hepatology topic and practice hepatology topics important, often controversial issues. Debates will open subject to rapid fire, limited time questions and final statements of each team (live and on video). Debaters and audience members will engage with supporting scientific, historical, individual and financial aspects on current clinical scenarios.

Learning Objectives:

- Discuss current controversies in hepatology and demonstrate how to critically engage on different viewpoints.
- Apply critical thinking and arguments on different viewpoints.
- Communicate research findings and consensus issues related to patient care through critical thinking.

Join the fun and ask questions! Don't forget to vote for your favorite expert! Women will be announced LIVE!

TLMdX®

Stronger Together: An Emerging Era of Combination Regimens for Unresectable HCC
 Supported by: AstraZeneca, Novartis, a member of the Roche Group, and Merck Sharp & Dohme Corp.
 Organized by: AASLD Clinical Oncology SIG
 CME provided by: Advancing Knowledge in Oncology (AKO)

On completion of this activity, participants should be able to:

- Describe treatment options for patients with unresectable hepatocellular carcinoma (HCC) that integrate chemotherapy and targeted systemic agents based on their efficacy and safety data.
- Describe individualized treatment plans for patients with advanced HCC across multiple lines of therapy.
- Analyze the safety and efficacy of new and emerging combination regimens for HCC.

Register online at www.aasld.com/education

For more information please contact Mia Newell at mia.newell@aasld.com or visit www.aasld.com/education

Sunday, November 15
Potential therapeutic roles for IBAT inhibitors in Cholestatic and Metabolic Liver Diseases
 Supported by: Alkermes Pharmaceuticals
 Organized by: Session 141C

On completion of this activity, participants should be able to:

- Describe the pathophysiologic features of cholestatic and metabolic liver diseases, as well as clinical outcomes associated with these conditions.
- Describe the mechanism of action of IBAT and explain how IBAT inhibitors may have their proposed effects on cholestatic liver disease and metabolic disease.
- Discuss clinical data regarding the efficacy and safety of IBAT inhibitors, and the mechanism of cholestatic liver disease, including biliary injury and progression towards cirrhotic cholestatic liver disease.
- Identify potential future clinical applications for the IBAT inhibitor class in hepatic and metabolic diseases.

For more information please contact Mia Newell at mia.newell@alkermes.com or visit www.aasld.com/education

TLMdX®

Census Bureau Statistics in Schools, Booklet

CENSUS.GOV/SCHOOLS

Shape your future START HERE >

STATISTICS IN SCHOOLS

Statistics in Schools and the 2020 Census

Shape your future START HERE >

STATISTICS IN SCHOOLS

Frequently Asked Questions

As an administrator, you may have several questions about the program. Here are some of the most common questions and answers to help you get started.

- Who develops the SIS materials?**
 The materials are developed by the Census Bureau and the National Center for Education Statistics.
- Do I need special expertise to use SIS?**
 No, the materials are designed to be user-friendly and accessible to all educators.
- For what subjects and grade levels can SIS be used?**
 SIS can be used for mathematics, science, and social studies in grades 4 through 12.
- Are these activities compatible with the state standards?**
 Yes, the materials are aligned with the Common Core State Standards for Mathematics and Science.
- How does SIS benefit my students?**
 SIS provides students with real-world data and helps them develop critical thinking and problem-solving skills.
- Why is the 2020 Census so important for my school?**
 The 2020 Census is important because it determines the number of seats each state has in the U.S. House of Representatives.
- How do I access SIS materials and resources?**
 You can access SIS materials and resources at www.census.gov/schools.
- Are SIS materials available in Spanish?**
 Yes, SIS materials are available in Spanish.

Get Your School Involved

Start Now!

Video Highlight

Join Our Kickoff Event!

Take Part in SIS Week!

Census Day!

Important Next Steps

Table of Contents

- Introduction to Statistics in Schools
- Getting Started
- Resources for Every Student
- How to Use This Booklet
- Appendix A: Glossary
- Appendix B: Additional Resources

Shape the future of schools. Start here.

This is your opportunity to shape the future of schools. Start here.

Make sure your school counts.

There is a step-by-step process.

Important Next Steps

Take the first step.

Please copy and distribute the following two pages to teachers and students. Digital copies are also available at www.census.gov/schools.

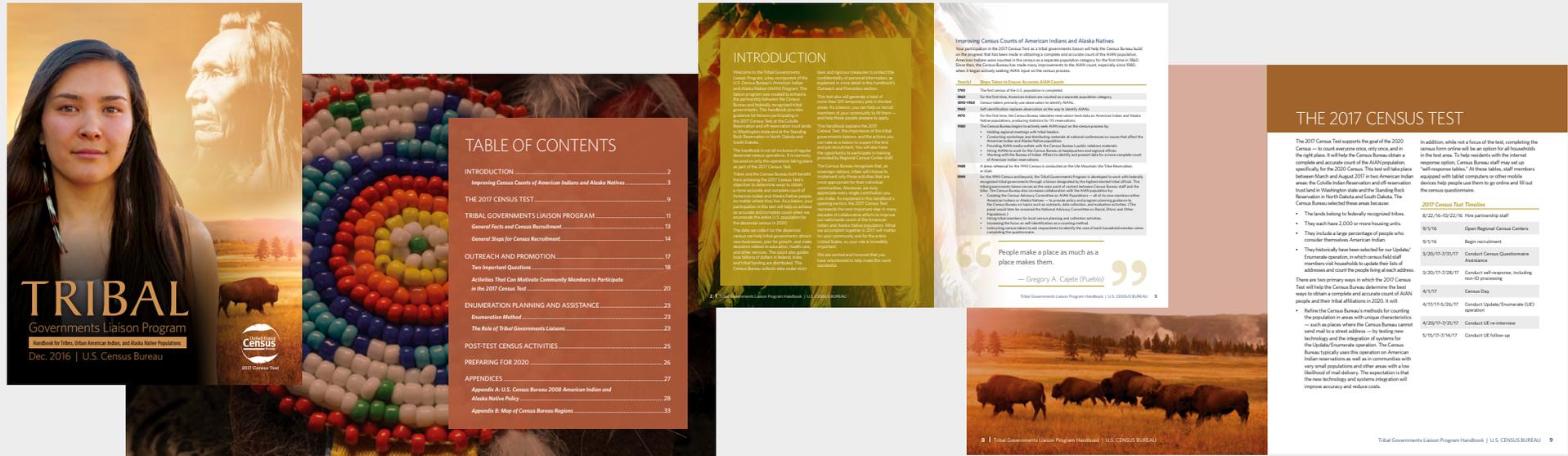
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Census Bureau Statistics in Schools Program Booklet



Census Tribal Government Liaison Program Booklet



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Booklets

Great Philly Schools

Published May 2020

2021

K-12 SCHOOL GUIDE

great PHILLY SCHOOLS
find your great school

GREATPHILLYSCHOOLS.ORG

For even more information, visit **GREATPHILLYSCHOOLS.ORG**

Academic performance results
Attendance and disciplinary rates
Course offerings
Extracurricular programs
Application details, including deadlines, dates and how to apply
Citywide school fairs, including the Philly K-8 School Fair and the Philly High School Fair
School events and open houses

QUESTIONS? WE ARE HERE TO HELP!

EMAIL
info@greatphillyschools.org

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Center City

Zip Codes: 19102, 19103, 19104, 19106

School	Enrollment	Rating
Francis Chamber Middle School	1,234	4
Greenfield, Albert M. School	567	5
Greenfield, Albert M. School	890	6
Greenfield, Albert M. School	1,234	7
Greenfield, Albert M. School	567	8
Greenfield, Albert M. School	890	9
Greenfield, Albert M. School	1,234	10

Application Timeline for Kindergarten

For kindergarten students starting in the 2020-21 school year

How to Apply to Kindergarten

The start of Kindergarten is an exciting time for families, but did you know that the process of selecting one school starts nearly a full year in advance? Finding a great kindergarten program is one of the most important ways to set your child up for academic success, so we have created this guide to help you navigate the process.

How to Apply to Middle School

How to Apply to High School

How to Apply to Charter Schools

How to Apply to Private Schools

How to Apply to Homeschooling

How to Apply to International Schools

How to Apply to Religious Schools

How to Apply to Non-Profit Schools

How to Apply to For-Profit Schools

How to Apply to Military Schools

How to Apply to Distance Learning

How to Apply to Online Learning

How to Apply to Hybrid Learning

How to Apply to Blended Learning

How to Apply to Virtual Learning

How to Apply to Micro-Schools

How to Apply to Small Schools

How to Apply to Gifted and Talented

WHAT'S INSIDE?

Profiles for over 400 Philly elementary, middle and high schools

Performance ratings comparing schools on a 1-10 scale

Instructions to apply to schools for all grades, including Kindergarten and high school

Application timeline for the 2021-22 school year

Specialized education programs

CONNECT WITH US

GREATPHILLYSCHOOLS.ORG

DC PDS

THE PUBLIC DEFENDER SERVICE
OF THE DISTRICT OF COLUMBIA

Everyone Deserves Someone in their Corner

Mission & Purpose

It is the mission of the Public Defender Service for the District of Columbia (PDS) to provide and promote quality legal representation to indigent adults and children facing a loss of liberty in the District of Columbia, thereby protecting society's interest in the fair administration of justice.

"Strongest public defender maybe the world."

By Norman Latifain, Prof. Indiana University Robert PDS Director

Key Highlights in our Proud History as a Model Institutional Defender Organization

- Establishing the first women's office in the nation to help public defender institutional maintenance services for their clients. This program provides the specialized skills of female social workers to our clients and their communities and their clients' social and family well-being.
- Implementing a successful intensive training program to prepare lawyers for the courtroom and the responsibilities of public defender.
- Creating the first public defender program to provide legal services to the District of Columbia's incarcerated population. The program has expanded to serve as a model for other jurisdictions.
- Establishing an office in a prison for inmates who represent children in criminal proceedings before the District of Columbia Superior Court.
- Creating the successful Community Defender Division to provide representation, advocacy, and family legal support to vulnerable youth and adults who are in the pre-arrest/pre-arrest stage of a criminal case in the District of Columbia Superior Court.
- Implementing a successful and innovative program to provide legal services to the District of Columbia's incarcerated population. The program has expanded to serve as a model for other jurisdictions.
- Establishing a first-of-its-kind program of PDS attorneys who have been appointed to provide legal services to the District of Columbia's incarcerated population. The program has expanded to serve as a model for other jurisdictions.
- Implementing a first-of-its-kind program to provide legal services to the District of Columbia's incarcerated population. The program has expanded to serve as a model for other jurisdictions.
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THE PUBLIC DEFENDER SERVICE
OF THE DISTRICT OF COLUMBIA

Public Defender Service for the District of Columbia
633 Indiana Avenue, N.W., Washington, D.C. 20004
Toll free: (800) 341-2582 | Phone: (202) 628-1200
TTY: (202) 824-2531 | Fax: (202) 624-2784
www.pdsdc.org

Newsletters



CCDC



CCDC
COMMUNITY COLLEGE
OF THE DISTRICT OF COLUMBIA
Member, University System of the District of Columbia

Volume 1, Issue 1
February 26, 2010

Welcome to the first newsletter of the Community College of the District of Columbia (CCDC). Since opening our doors in fall 2009, CCDC has enjoyed some exciting success. We're eager to share the results as we continue creating an innovative institution - a vital link to our region's intellectual, economic, civic, and cultural vitality. Be sure to visit our [website](#) to learn more.

CCDC Announces Keynote Speaker for Spring Inaugural Commencement

Dr. William Truehart, a national leader in harnessing the power of community colleges to help students achieve their goals, will deliver the keynote speech at CCDC's inaugural commencement this spring. Truehart was recently named the CEO of Achieving the Dream: Community Colleges Count, a multi-year nationwide initiative to encourage minority and low-income students to overcome adversity, succeed, and earn a college credential.

"We are privileged that Dr. Truehart has agreed to serve as our keynote speaker for the first commencement in CCDC's history," said Dr. Jonathan Guerverra, CEO of the Community College. "Dr. Truehart is dedicated to the advancement of students, here in the District of Columbia and across the country. His philosophy mirrors our commitment to educational access and excellence."

The CCDC spring commencement is scheduled for May 8, 2010.



A Community College for the District of Columbia: From Vision to Reality

For decades the District of Columbia has deliberated over the best way to provide our residents with access to high-quality, affordable postsecondary education - including workforce development programs and opportunities for lifelong learning. Today our city has finally realized its collective vision of a community college with courses and programs tailored to our community's needs.

After UDC's board of trustees approved the creation of CCDC, UDC President Allen Sessoms announced the plan in January 2009 and appointed Dr. Jonathan Guerverra to serve as the CEO. Just nine months later, CCDC opened its doors, offering open enrollment for:

- Associate Degrees:** 21 degree programs ranging from aviation maintenance technology to nursing
- Certificate Programs:** Short-term educational and training programs ranging from allied health to administration
- Continuing Education:** Over 1,000 online courses to enhance job skills, meet continuing education unit (CEU) requirements, and expand knowledge
- Workforce Development:** 22 programs ranging from addition counseling to green construction serving more than 1,000 students

Recently, the Board has approved a resolution for CCDC to move to its own location in 2011. This will allow CCDC to continually expand its offerings to meet the needs of 21st century students. We look forward to being your partner in success.

CCDC Boosts Enrollment, Builds a Platform for Student Success

As a result of CCDC's initial outreach and recruitment efforts enrollment numbers have surpassed initial expectations. Currently there are 2,300 students enrolled and we expect this number to continue to grow. But we're not satisfied with simply attracting more students. We're developing additional programs to make sure those students can realize their dreams.

As a dynamic institution driven by community needs, CCDC has already started to expand program offerings - now totaling more than 1,000 online and classroom-based **continuing education courses**.

Through a new Liberal Studies degree program, an additional 100 students will be eligible to graduate in 2010, and we've added a degree program in fashion merchandising as well.

New programs in the automotive, construction, health information technology, culinary arts, and English as a second language (ESL) sectors are under development. At the same time, CCDC is creating industry councils in the District's priority employment areas - including automotive, construction, healthcare, and hospitality - to formalize industry alliances that augment college coursework.

CCDC also launched the Student Success Center, dedicated to helping students navigate the challenges of college-level academics and making sure they can stay in school.

Visit our [website](#) to learn about recent news and events at the Community College of the District of Columbia

GW Newsletter



Celebration of Service

GW Honors Alumna Veteran

GW presents inaugural Colin Powell Public Service Award to Tammy Duckworth, MA '92, and launches Center for Civic Engagement and Public Service.

At The George Washington University's "Celebration of Service" dinner Oct. 15, former Secretary of State Colin Powell, MBA '71, Hon. DPS '90, presented the inaugural Colin Powell Public Service Award to Veterans Affairs Assistant Secretary Tammy Duckworth, MA '92. Assistant Secretary Duckworth was chosen for this honor for her lifetime of service.

In addition, GW President Steven Knapp announced the launch of the Center for Civic Engagement and Public Service that will support public service activities across the University. President Knapp made the announcement during the event, which was held at the Smithsonian's National Museum of American History and emceed by journalist Cokie Roberts and her husband, Steven Roberts, a professor at GW's School of Media and Public Affairs.

"I am honored to have two of GW's most prestigious alumni, General Powell and Assistant Secretary Duckworth, here for this special evening and this exciting announcement," said President Knapp. Tammy Duckworth was nominated by President Barack Obama to serve as the Department of Veterans Affairs (VA) Assistant Secretary for Public and Intergovernmental Affairs. She was sworn in by the Secretary of Veterans Affairs Eric Shinseki, on April 24, 2009.

New Society Members



Diane Robinson Knapp, President Knapp, Peter Aquino, president and chief executive officer, RCN Corporation, Michelle Aquino



Antonia Scherling, former president, Metropolitan Washington Chapter, ARCS Foundation, Betty Polachnik, president, Metropolitan Washington Chapter, ARCS Foundation, President Knapp

1821 Benefactors
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Metropolitan Washington Chapter, ARCS Foundation

George Washington Society
Marion P. Hyman
Ted Turner

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Dr. Shaun Harris, MA'93
Dr. M. Ivan Buibla
David Whitcombe and Lucy Kim Whitcombe, BS'83*
*deceased

GW Impact

Fall 2009 3

Folders



CREATIVE DESIGN
Folders

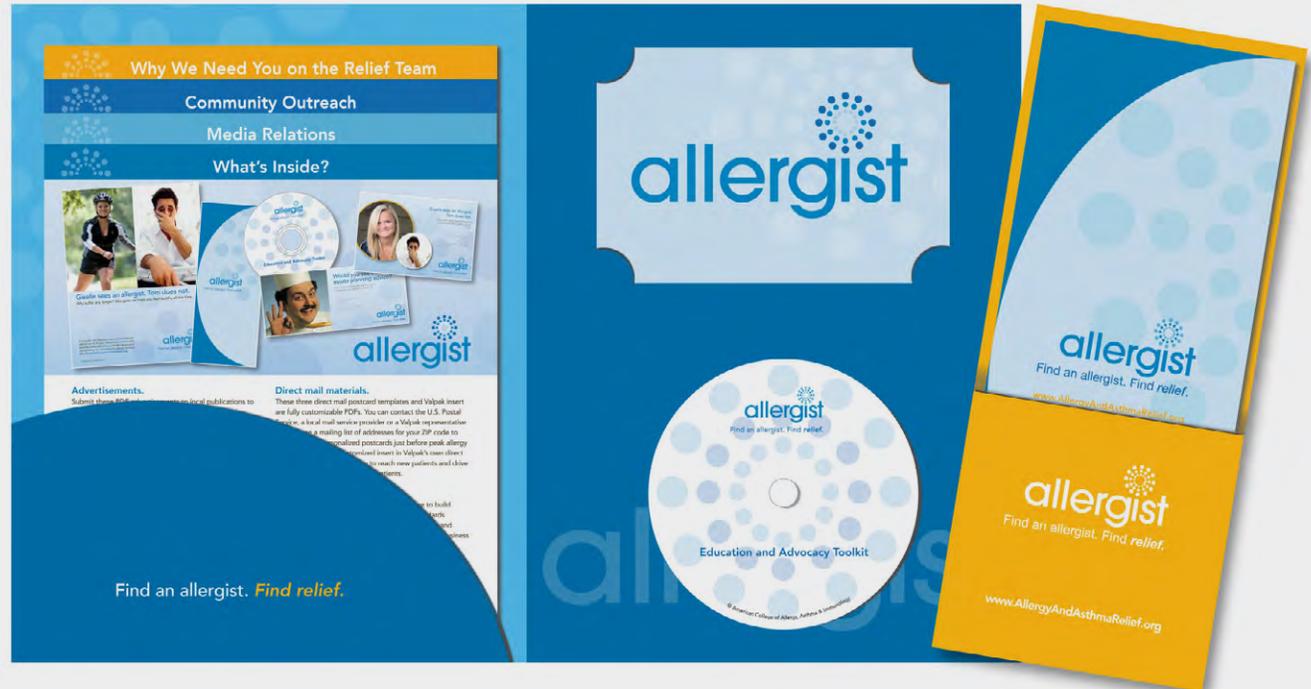
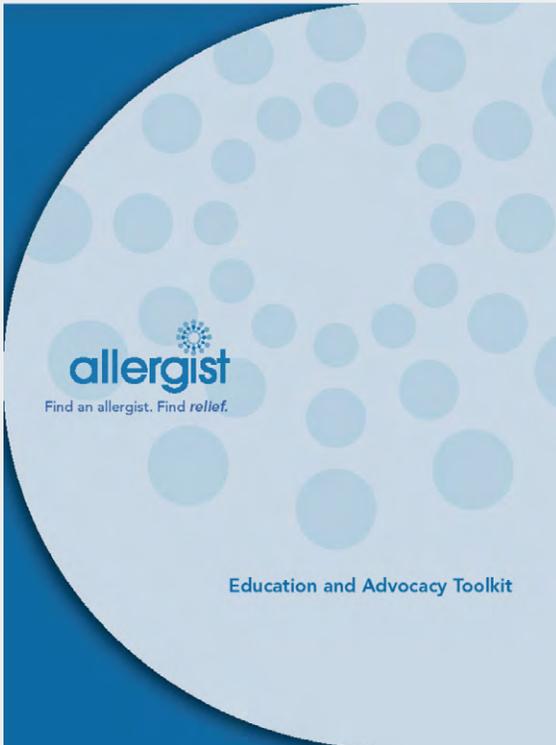
Darden University of Virginia, Folder



Boars Head Folder



Allergist, Folder

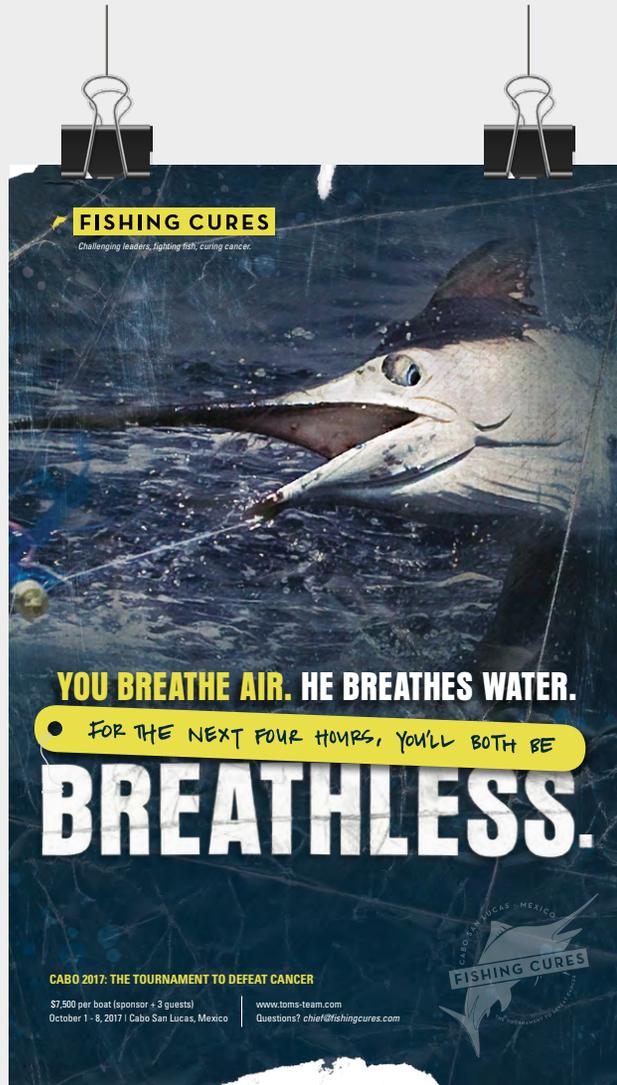


Posters



CREATIVE DESIGN
Posters

Fishing Cures, Poster



Poster developed for the American College of Cardiology



Posters developed for the United Service Organization (USO)



CREATIVE DESIGN
Posters

Posters developed for Veterans Crisis Line

U.S. Department of Veterans Affairs

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 Ask the question. It matters.

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It Matters.
Because you mean so much to them.

Confidential help for Veterans and their families
Veterans Crisis Line
 1-800-273-8255 **PRESS 1**

••• Confidential chat at VeteransCrisisLine.net or text to **838255** •••

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STAND BY THEM

Confidential help for Veterans and their families

1-800-273-8255 PRESS 1

Veterans Crisis Line

••• Confidential chat at VeteransCrisisLine.net or text to **838255** •••

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IT'S YOUR CALL

Confidential help for Veterans and their families

1-800-273-8255 PRESS 1

Veterans Crisis Line

••• Confidential chat at VeteransCrisisLine.net or text to **838255** •••

U.S. Department of Veterans Affairs

STAND BY THEM

Confidential help for Veterans and their families

1-800-273-8255 PRESS 1

Veterans Crisis Line

••• Confidential chat at VeteransCrisisLine.net or text to **838255** •••



Posters developed for Curb The Crisis

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ADDICTION.**

BUT FAMILY CAN.

Find resources for opioid treatment and recovery at: [CurbTheCrisis.com](https://www.CurbTheCrisis.com)

**POSTERS
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ADDICTION.**

BUT YOU CAN.

Find resources for opioid treatment and recovery at: [CurbTheCrisis.com](https://www.CurbTheCrisis.com)

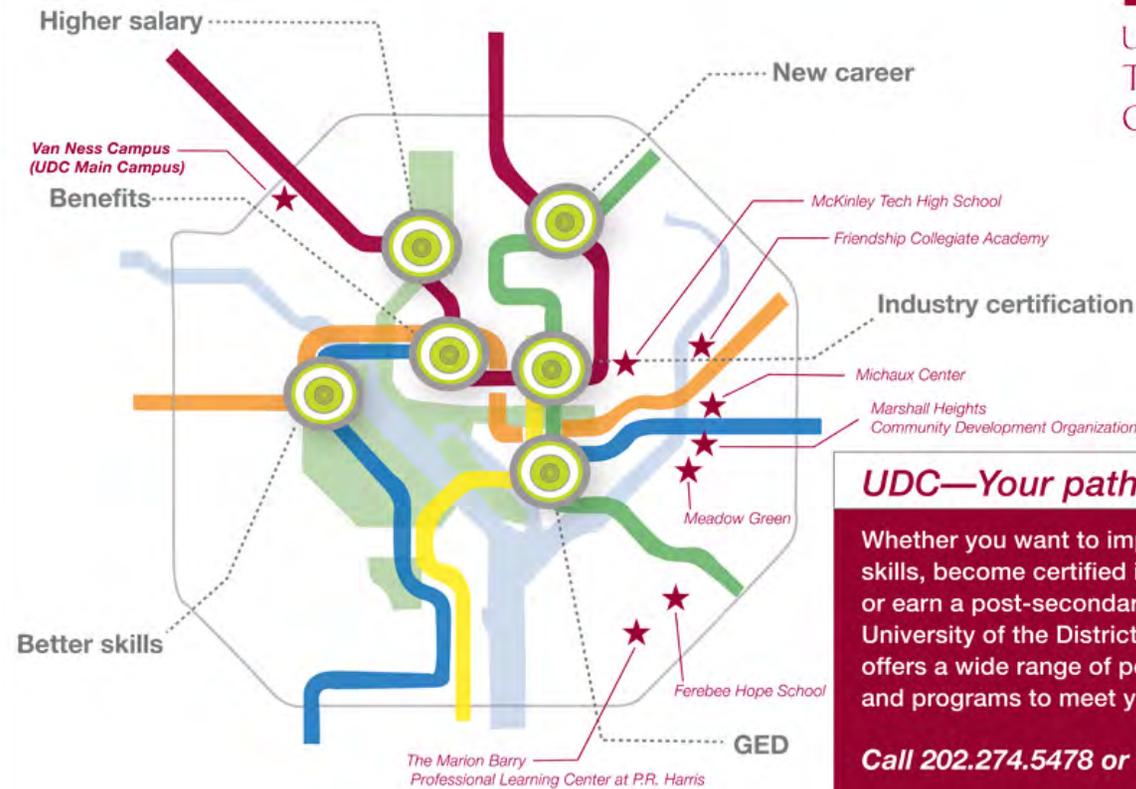


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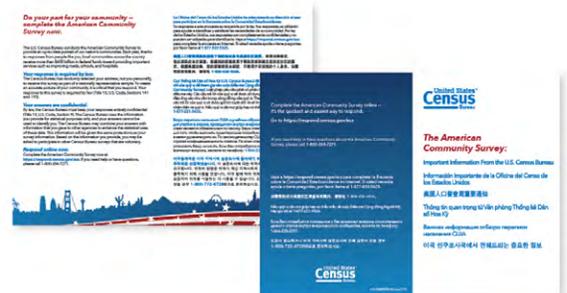


Direct Mail



Direct Mail

U.S. Census American Community Survey Mailing Package Materials



Direct Mail

U.S. Census American Community Survey Mailing Package Materials



**The American Community Survey:
Frequently Asked Questions**





Am I required to fill out the survey?
Yes. Your response to this survey is required by law (Title 13, U.S. Code, Sections 141 and 193). As a randomly selected representative of your community, you are the voice of your neighbors and peers. To create an accurate picture of your community, it is critical that you respond.

How will the Census Bureau use the information I provide?
Your confidential response will be aggregated with information from other nearby households to produce a portrait of your community. This information is made freely accessible to government leaders, businesses, nonprofit organizations, and the public at large. Based on the information you provide, you may be asked to participate in other Census Bureau surveys that are voluntary. We may combine your answers with information that you gave to other agencies to enhance the statistical uses of these data. This information will be given the same protection as your survey response.

Why Do We Ask Certain Questions?
Every question we ask contributes directly to providing beneficial programs or services to communities that need them most.

Name
Names help make sure that everyone in your household is accounted for, but that no one is listed twice. Names provided in surveys are never released or published.

Disability
Questions about disability provide the means to help develop disability employment and job-training programs and to put in place adequate public transportation accommodations for disabled people, among other uses.

Plumbing and kitchen facilities
These questions help to identify areas in danger of groundwater contamination or waterborne diseases and areas that may be eligible for housing assistance, rehabilitation loans, or special programs, such as Meals on Wheels.

Income
Data about income are used to distribute funds to school districts that serve economically disadvantaged children and to identify communities eligible for grants to stimulate economic recovery or run job-training programs, among other uses.

Home value or rent payment
Government and planning agencies use answers to these questions to evaluate housing affordability and neighborhood quality, develop housing assistance plans for elderly and low-income households, determine impacts of transportation infrastructure on property values, and generally help families to afford decent, safe, and sanitary housing.

Occupation
Answers to questions about the jobs people hold provide information on unemployment levels and the availability of workers in different areas of the country. Communities can use this information to evaluate demand for staff in certain occupations, and companies can decide where to locate new plants, stores, and offices.

Journey to work
Answers to these questions help communities plan road improvements, develop public transportation services, and design programs to ease traffic problems.

Education
Responses to these questions help to determine the number of public schools and day care services required in a community, develop adult education and literacy programs, and assess the qualifications of the U.S. workforce.

"1.6 million people in this county live without full indoor plumbing. When we know where they live, we can prevent groundwater contamination."
— Jim Dawson, Public Health Director





U.S. Census Bureau
Washington, DC 20235

Response Card

A Message From John H. Thompson, Director of the U.S. Census Bureau:

Your address has been randomly selected by the U.S. Census Bureau to participate in the American Community Survey. The Census Bureau conducts this survey each year to give our country an up-to-date picture of how we live — including our education, housing, and jobs.

Communities across the country rely on information from this survey to decide where important services are needed, including:

- Improving roads and reducing traffic
- Building schools
- Planning for the health care needs of the elderly

Respond now at <https://respond.census.gov/acs>

Your response is required by U.S. law. Because your household has been asked to participate on behalf of your community, it is vital that you complete this survey to help meet critical needs in your area.

If you are unable to complete the survey online, we will send you a paper questionnaire in a few weeks. The Census Bureau is using the Internet to collect this information to conserve natural resources, save taxpayers money, and process data more efficiently.

If you need help completing the survey or have questions, please call 1-800-354-7271.

Thank you in advance for your prompt response.

Sincerely,



John H. Thompson
Director, U.S. Census Bureau

Enclosures

American Community Survey data help determine the annual distribution of more than **\$400 billion** in federal funds to **communities nationwide**.

AC11710M 01/16/16 010

CENSUS.GOV



U.S. Department of Commerce
Bureaus and Statistics Administration
U.S. Census Bureau
National Processing Center
OFFICE 108-76
Jeffersonville, IN 47130-0007

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www.census.gov



AGZ 079 497 034 01 111 1007 36 148880 80148

362091 080009

TO THE RESPONDENT:
Apt. 2, 2147 Montgomery Drive
Baltimore, MD 21210-1203

OPEN IMMEDIATELY

**YOUR RESPONSE IS
REQUIRED BY LAW**



Complete the American Community Survey online.

RESPOND NOW:
<https://respond.census.gov/acs>

If you need help for home broadband, please call 1-800-354-7271.
Way of other links page opened.

Responda Ahora
<https://respond.census.gov/acs>

Si usted necesita ayuda o tiene preguntas acerca de la encuesta, por favor llame al **1-877-833-5625**.

Guarde esta tarjeta.
Mantenga la información de la encuesta de dirección en el envase de esta tarjeta para crear la base de Internet.

See the other side for English.

Guarde esta tarjeta



Now is the time to respond.

The U.S. Census Bureau has sent you several requests to complete the American Community Survey. If you have not already responded, it is imperative that you complete this survey now.

Complete and mail back your paper questionnaire now.
Or respond at <https://respond.census.gov/acs>

Your response is required by law.

If you do not respond promptly, a Census Bureau researcher may contact you to complete the survey.

If you need help completing the survey or have questions, please call **1-800-354-7271**. Thank you.

Social Media



Social Media

VA, *Make The Connection*



THE MOMENT WHEN
recovery begins

This May, take the first step at
MakeTheConnection.net/MHM



Inspire the Veteran in your life to reach out for mental health support.

Learn more at
MakeTheConnection.net/MHM

MENTAL HEALTH MONTH
NOW IS THE TIME



Make a difference in a Veteran's life.

Find mental health resources at
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MENTAL HEALTH MONTH
NOW IS THE TIME



Make your mental health a priority.

Find resources for Veterans at
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Start your mental health journey.

Find resources for Veterans at
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MENTAL HEALTH MONTH
NOW IS THE TIME



Hear stories of recovery from Veterans like you

[Learn More](#)

MAKE THE CONNECTION



Social Media

VA Opioid

Find a **TREATMENT CENTER** in Virginia.

Know how to **STOP AN OVERDOSE.**

END OPIOID ADDICTION.

END HEROIN ADDICTION.

Find resources for **OPIOID ADDICTION.**

Find resources for **HEROIN ADDICTION.**

Learn More

Learn More

Learn More

Learn More

Learn More

Learn More

CURB THE CRISIS

REVIVE!

Trainings for recognizing and responding to **opioid overdose**

REVIVE!

Trainings for recognizing and responding to **opioid overdose**

REVIVE!

Trainings on administering **Naloxone**

REVIVE!

Trainings on administering **Naloxone**

TAKE THE FIRST STEP FORWARD.



Social Media

2020 Census Social Media Campaign

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2020CENSUS.GOV

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Experiment, GA
more schools

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Do something
for your
community.

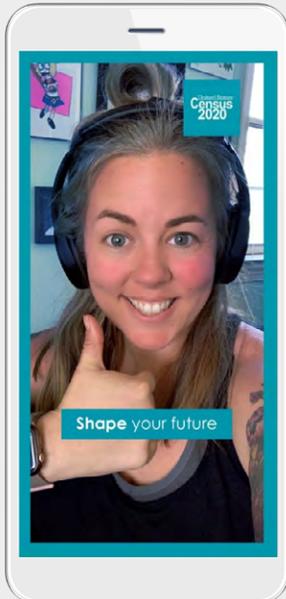
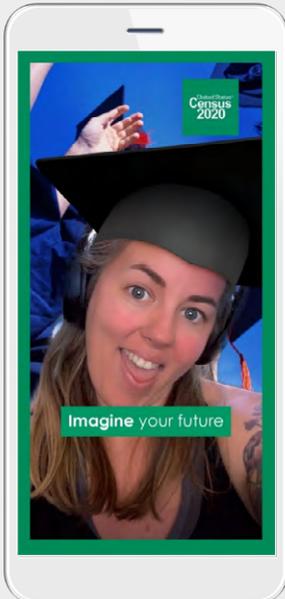
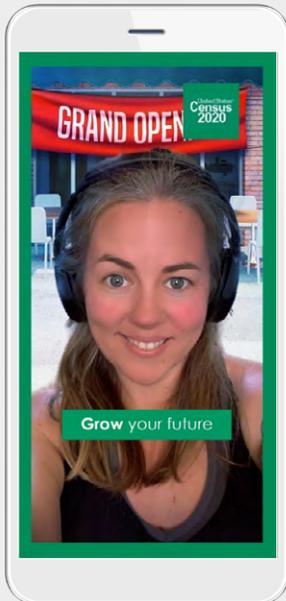
RESPOND ONLINE >

United States[®]
Census
2020



Social Media

Census Snap Chat Filters



2020 Census Shape your future

I challenge you
— TO COMPLETE —
the census to shape
the future of
your community

Responses to the 2020 Census will shape how hundreds of billions of dollars in federal funding are distributed to local communities annually.

#shapeyourfuture

My Community Counts!
The 2020 Census is here, and the results will shape the future of



Virginia
for years to come.

I challenge you to complete the census.

#shapeyourfuture

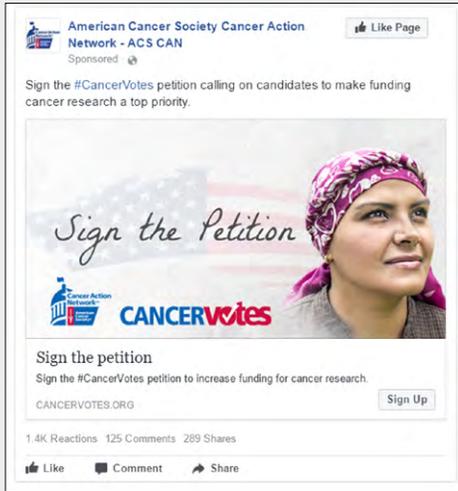
Shape
your future
START HERE ✓

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Census
2020

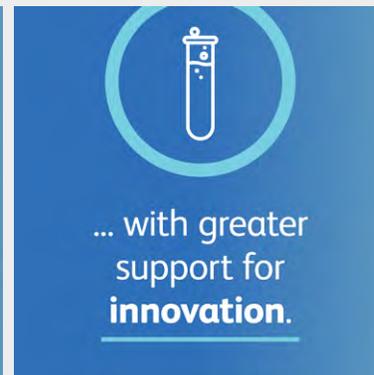
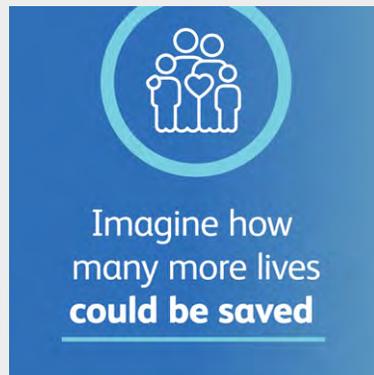


Social Media

American Cancer Society – Cancer Action Network (ACS-CAN) Cancer Votes Campaign (2017)

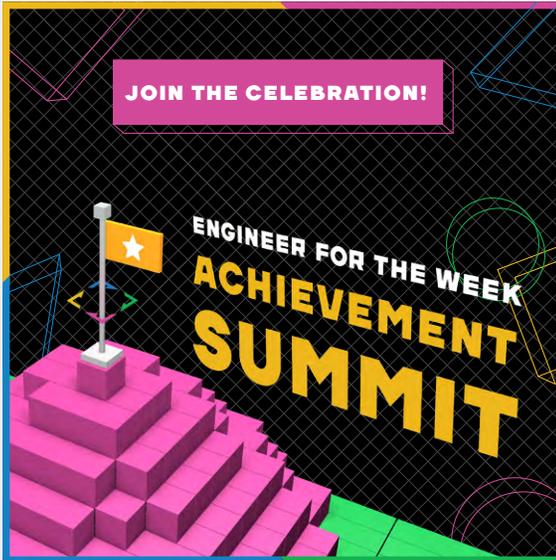


Pfizer Million Lives Saved Social Media Ads



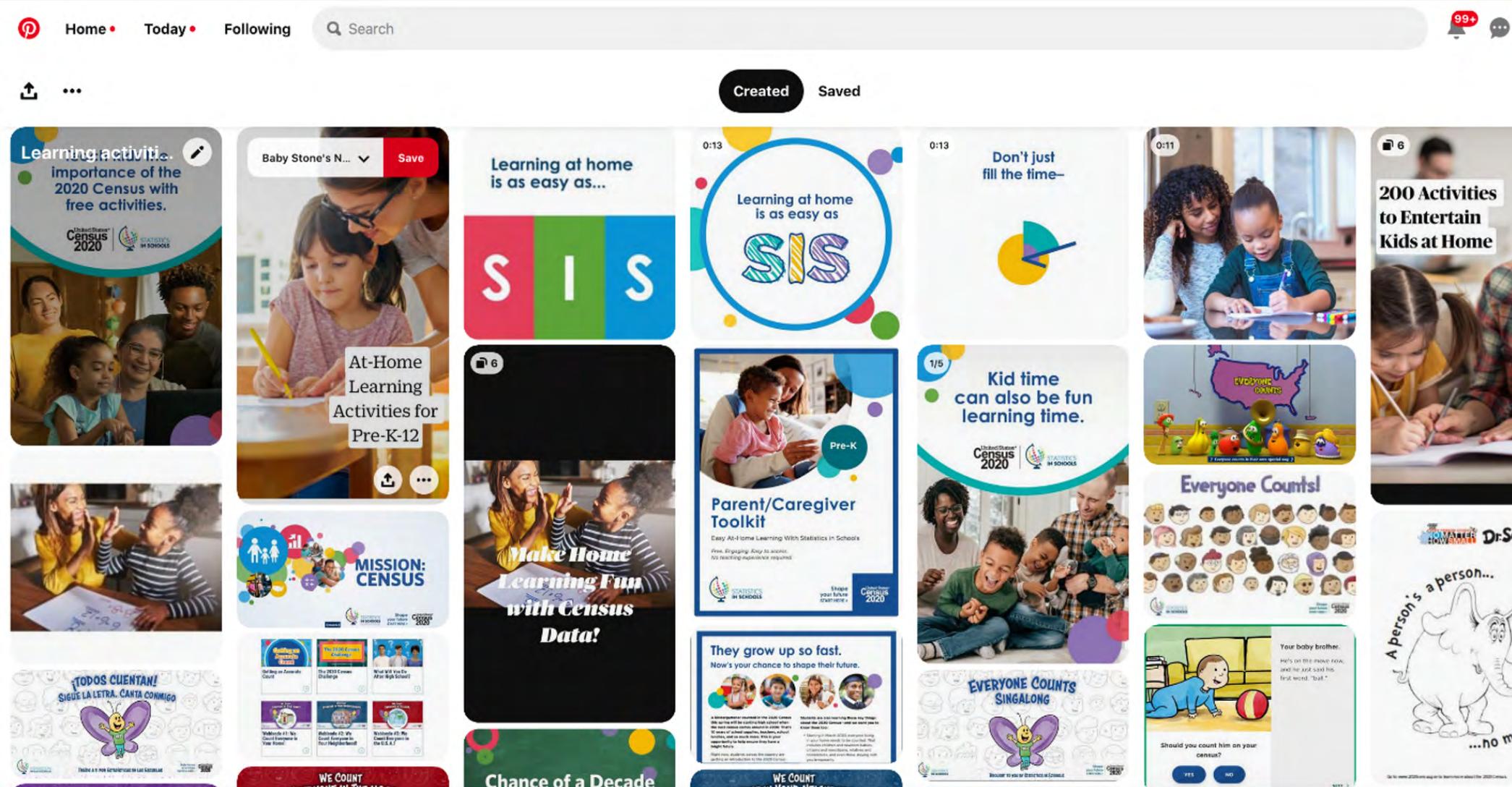
Social Media

Facebook EdMod



Social Media

Images developed by Reingold for Census Bureau's Pinterest page



WEB DESIGN AND PRODUCTION

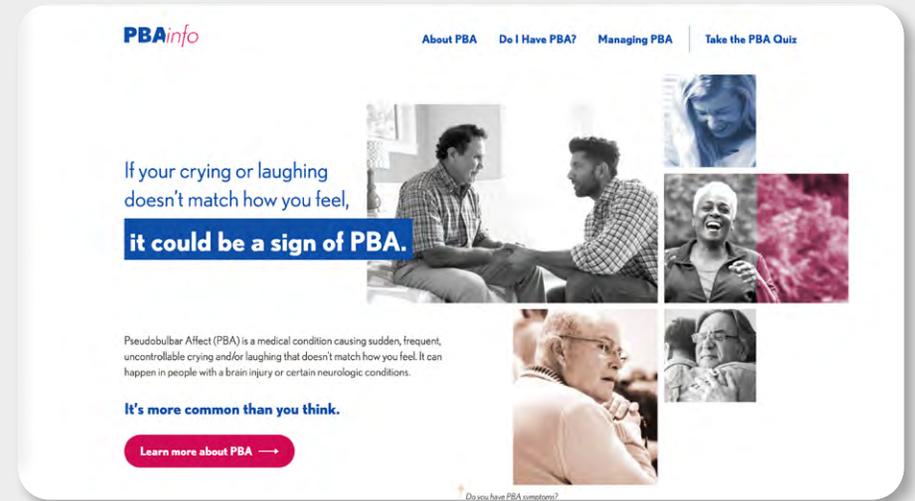
Web Design and Production

Selective Service System



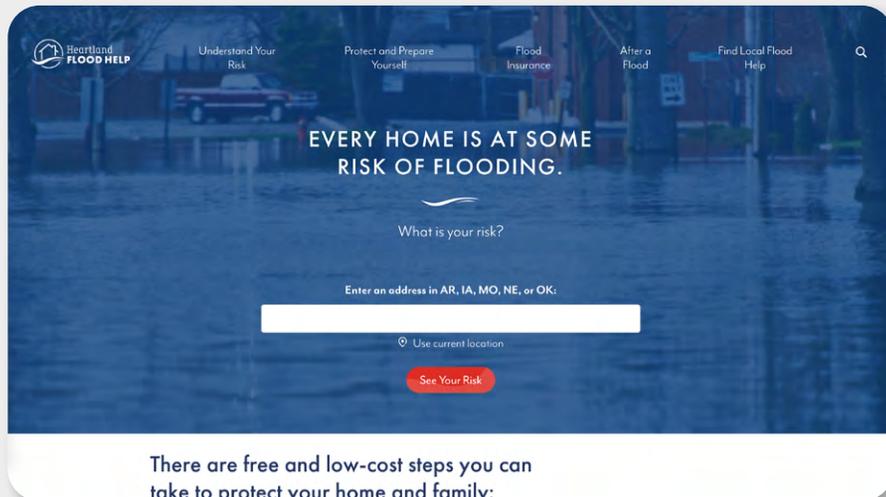
<https://www.sss.gov/>

Pseudobulbar Affect Disease



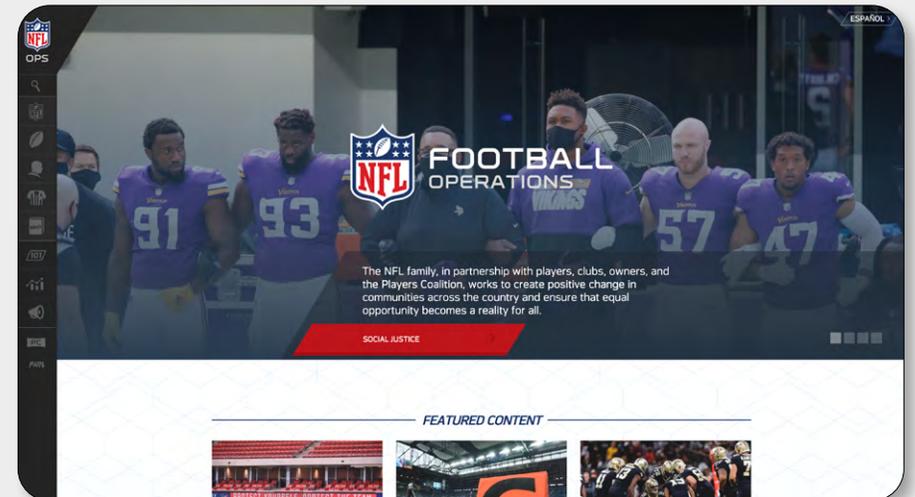
<https://www.pbainfo.org/>

Heartland Flood Help



<https://heartlandfloodhelp.org/>

NFL Operations



<https://operations.nfl.com/>



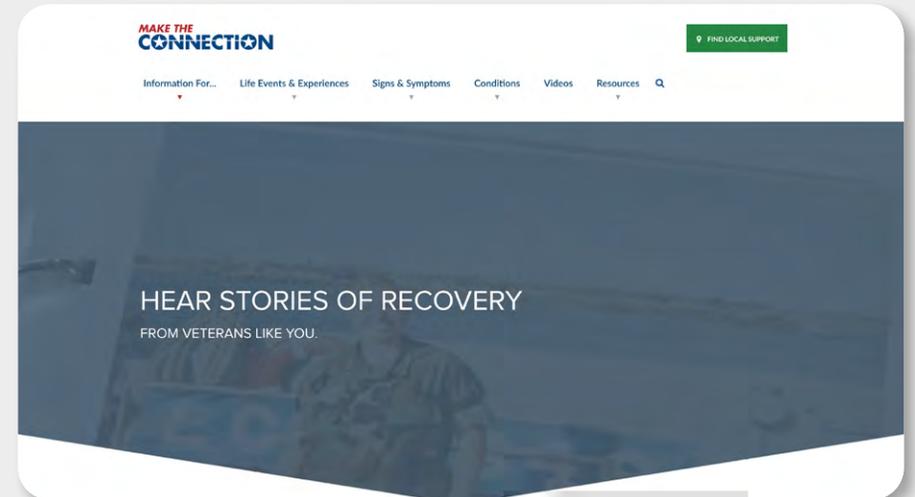
Web Design and Production

2020Census.gov



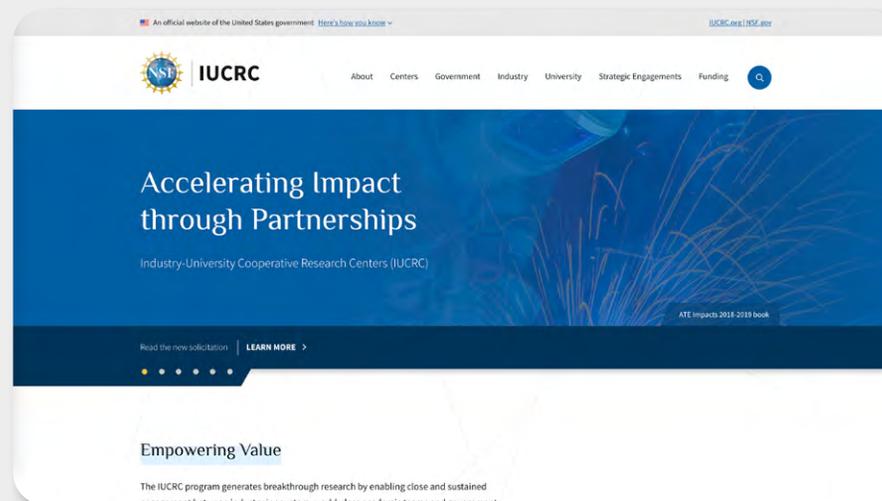
<https://www.2020census.gov/en/look-back.html>

Make the Connection



<https://www.maketheconnection.net/>

National Science Foundation - Industry-University Cooperative Research Centers website



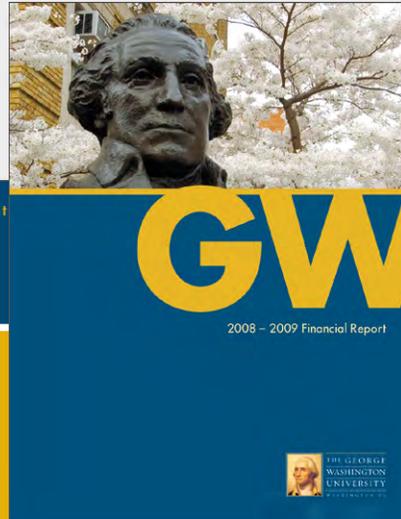
<https://iucrc.nsf.gov/>



COPYWRITING, PROOFREADING, AND COPYEDITING

Copywriting, Proofreading, and Copyediting

Page from financial report developed for George Washington University



Creating and Seizing Educational Opportunity

“Our students’ opportunity to learn and work alongside leading public policy practitioners prepares them for more than an immediate career. It prepares them for lifelong success as engaged citizens of our nation and the world.”

— Lorraine Voles, Vice President for External Relations

In many ways, The George Washington University is defined by a commitment to public service and the desire to engage the world from the nation’s capital. Our proximity to some of the world’s most influential political and institutional leaders—as well as some of the nation’s most vexing urban challenges—drives us to forge innovative partnerships and educational opportunities found nowhere else. And our commitment to cultivate the potential of all students spurs George Washington to continually expand access to the unique educational experience we create.

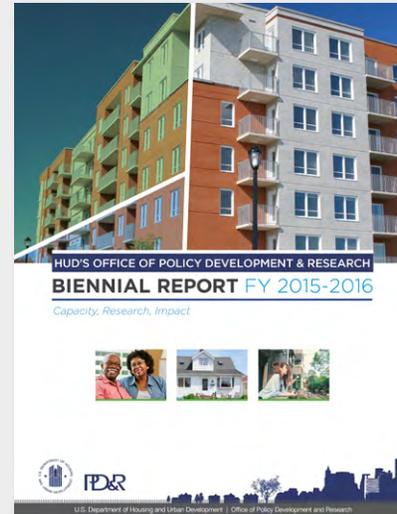
INITIATING POLICY DISCOURSE

In keeping with The George Washington University’s tradition of hosting national discourse on policy, law,

culture, science and technology, the GW Public Affairs Project Conversation Series invites influential leaders in government, mass media and business to engage in conversations moderated by GW Professor and Emmy-Award winning journalist Frank Sesno. In fall 2009, the series featured a discussion with U.S. Secretary of State Hillary Rodham Clinton and U.S. Secretary of Defense Robert Gates on the reach and limitations of American power. The program was broadcast worldwide on CNN and presented in a one-hour radio special distributed by America Abroad Media both internationally and to 240 public radio stations in the United States.

As the recently appointed director of GW’s School of Media and Public Affairs, Professor Sesno leads the

3



Biennial report developed for U.S. Department of Housing and Urban Development

PD&R'S PEOPLE AND ORGANIZATION

PD&R’s most important asset is its team of 141 employees (at time of writing) working across 7 offices and 11 divisions. One of the many strengths of this team is the diverse expertise of staff with backgrounds in economics, political science, law, public policy, sociology, geography, anthropology, criminology, architecture, engineering, urban planning, business administration, and public administration.

Among them are PD&R’s 32 field economists, who work in the 10 HUD regional offices across the country. Field economists are critical not only for PD&R but for all of HUD, because they conduct comprehensive housing market analyses for publication; collect and maintain data on demographic, economic, and housing

market conditions; conduct special studies; fulfill data requests; and prepare regional summaries of housing market conditions and local housing market profiles for publication in U.S. Housing Market Conditions reports.

Fiscal years (FY) 2015 and 2016 welcomed new leadership in PD&R. In April 2014, Katherine M. O’Regan was confirmed by the Senate and sworn in as Assistant Secretary for Policy Development and Research. In March of 2016, PD&R welcomed Matt Ammon as its new General Deputy Assistant Secretary. Prior to joining the PD&R leadership team, Matt was director of HUD’s Office of Lead Hazard Control and Healthy Homes and has more than 20 years of experience in a variety of HUD program offices.

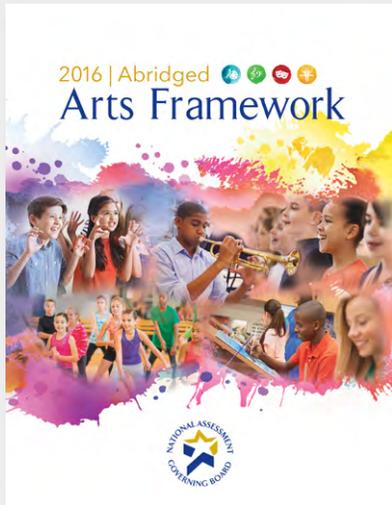


6 PD&R Biennial Report FY 2015-2016



Copywriting, Proofreading, and Copyediting

Arts framework document developed for the National Assessment Governing Board



From the arts, students discover how to use different senses, make decisions, mistakes, and work well together that they need to succeed in school and in life.

Introduction

The arts are an important part of the national vision for what every student should know and be able to do. Just as students draw from subjects like mathematics, science, and history to understand the world around them, they use the arts – which offer a unique combination of intellectual, emotional, imaginative, and physical experiences. From the arts, students discover how to use different senses, make decisions, learn from their mistakes, and work well with others – skills they need to succeed in school and in life. In these ways and more, the arts are essential to every child's complete development.

Having a large-scale national assessment in the arts makes an important statement about the need for all children in our country to obtain the special benefits of learning that only the arts provide. In recognition of the importance of the arts in education, the **National Assessment of Educational Progress (NAEP)**, also known as The Nation's Report Card, began assessing music and the visual arts in the 1970s. The **National Assessment Governing Board**, which has overseen and set policy for NAEP since 1988, then commissioned the development of a framework for the 1997 NAEP Arts Education Assessment, and the framework has remained in place since then.

The NAEP arts education assessment framework resulted from the work of many organizations and individuals involved in the arts and arts education, including K-12 teachers, postsecondary arts educators, practicing artists, researchers, and

Arts Content Areas

Arts education and evaluation vary by discipline, or content area. The 2016 NAEP Arts Education Assessment Framework addresses the evaluation of four content areas: music, the visual arts, theatre, and dance.

Connection Between Arts Processes and Assessment Content

The 2016 NAEP Arts Education Assessment Framework provides a general vision for assessing the four arts disciplines and the flexibility to accommodate differences among them. The matrix below shows how NAEP assesses the arts processes for each discipline. Each cell represents a subarea in which students may be assessed. In theatre, creating and performing are viewed as a combined act, and the response to the creative process. Also, in the visual arts, responding to artist's work is not central, so performing is not a focus of that assessment.

		The Framework Matrix			
		Dance	Music	Theatre	Visual Arts
Arts Process	Creating	✓	✓	✓	✓
	Performing	✓	✓	✓	✓
	Responding	✓	✓	✓	✓

Knowledge and skills based on specific content in the arts disciplines

National Assessment Governing Board

Music

Music, which uses a unique set of symbols, is a form of artistic expression that involves creating (composing and improvising), performing (playing, singing, and conducting), and responding (listening, moving, analyzing, and critiquing). Performance of music demands the integrated development of cognitive, affective, and psychomotor skills.

Sample Arts Processes for Music

Creating	<ul style="list-style-type: none"> Use standard and/or nonstandard notation to represent original ideas. Demonstrate skill and expressiveness in the choice and use of musical elements.
Performing	<ul style="list-style-type: none"> Apply skill by performing with technical accuracy. Apply historical, cultural, and aesthetic understanding by creating stylistically appropriate alterations, variations, and improvisations.
Responding	<ul style="list-style-type: none"> Analyze the elements and structure of music. Compare and contrast various musical styles. Make critical judgments about technical and expressive qualities of musical performances and compositions. Use movement or words to describe and describe personal responses to music.

Abridged Arts Framework

NAEP and the Arts Assessment Framework

NAEP is the largest continuing and nationally representative measure of U.S. elementary and secondary student achievement. For nearly 50 years, NAEP has assessed representative samples of students in various subjects. The results have become an unparalleled source of information on what U.S. students know and can do.

The NAEP arts education assessment framework was designed to measure student achievement in dance, music, theatre, and the visual arts at grades 4, 8, and 12. The framework was used to develop the 1997, 2008, and 2016 NAEP Arts Assessments.

The development of the 1997 NAEP Arts Education Assessment Framework coincided with the development of the National Standards for Education in the Arts, providing an unprecedented opportunity to align standards and assessment in a model for arts education. In 2016, the National Coalition for Core Arts Standards revised these national arts education standards, so there is an opportunity for future NAEP arts assessments to incorporate the updated standards as part of NAEP's overall transition to a digital assessment format.

Scope of 1997, 2008, and 2016 NAEP Arts Assessments

In 1997, the NAEP arts assessment was conducted nationally at grade 8 in three arts disciplines, also called content areas: music, the visual arts, and theatre. For music and the visual arts, representative samples of public and nonpublic school students were assessed. The theatre assessment was conducted with a targeted sample of students who had completed 20 hours of theatre classes at schools that offered comprehensive theatre programs. Limited offerings of dance programs at schools across the country prevented that content area's inclusion in the 1997 assessment.

For 2008 and 2016, NAEP tested a nationally representative sample of eighth-grade students in music and the visual arts. Due to funding constraints and the small percentage of schools with theatre and dance programs, however, the other two arts content areas were not assessed. So while the 2016 framework includes guidelines for assessing all four arts areas, the 2016 NAEP Arts Education Assessment assessed eighth graders in only two areas – music and the visual arts.

National Assessment Governing Board

Scope of 1997, 2008, and 2016 NAEP Arts Assessments

Assessment Year	Grades Assessed			Content Areas Assessed			
	Grade 4	Grade 8	Grade 12	Dance	Music	Theatre	Visual Arts
1997		✓			✓	✓	✓
2008		✓			✓		✓
2016		✓			✓		✓

* The 1997 theatre assessment was conducted using a targeted sample of students in schools with comprehensive theatre programs.

Arts Processes

Tasks on the NAEP arts assessment have been developed to assess students' abilities to create, perform, and respond to art. Because the assessment depends on precise definitions of what students should know and be able to do, the arts framework defines the processes in general, addressed below, and in the context of each of the arts disciplines, addressed in the following sections.

Creating	Creating refers to generating original art, allowing for improvisation of personal ideas, feelings, and responses in the form of a visual image, a character, a written or improvised dramatic work, or the composition or improvisation of a piece of music or dance.
Performing	Performing means acting out an existing work – a process that talks on the student's interpretive or re-creative skills and represents the engagement and motivation involved in creating a work of art.
Responding	Responding includes many forms and is usually a combination of affective, cognitive, and physical behavior, involving a level of perceptual or observational skill, a description, analysis, or interpretation, and sometimes a judgment or evaluation.

Abridged Arts Framework

VIDEOGRAPHY AND MOTION GRAPHICS/ ANIMATION



Videography and Motion Graphics/Animation

Selective Service System "Barber Shop" PSA



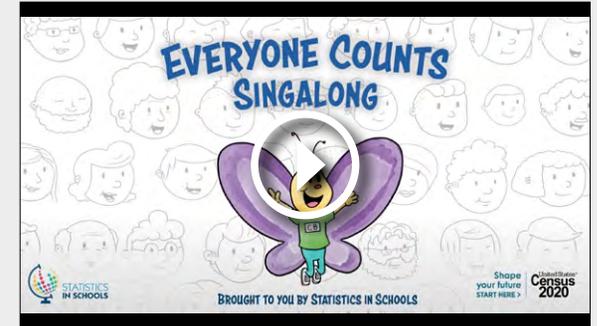
<https://www.youtube.com/watch?v=6HENH0rPwvQ&feature=youtu.be>

2020 Census Takers commercial



<https://www.youtube.com/watch?v=kxmDW-9XUc4&feature=youtu.be>

2020 Census SIS "Everyone Counts"



<https://www.youtube.com/watch?v=dPZX8hduHmk&feature=youtu.be>

Jr.NBA/Clorox "Stay Healthy, Play Healthy"



https://www.youtube.com/watch?v=5zm4JgjRu_8&feature=youtu.be

DVBC AHFTF "Talking TBI"



https://www.youtube.com/watch?v=wZ9F9_DqQIA&feature=youtu.be

Fairfax County "Gang Prevention"



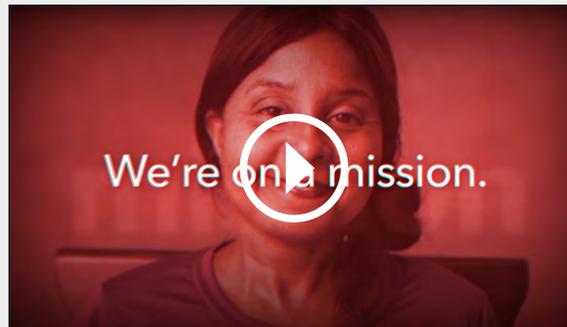
<https://www.youtube.com/watch?v=uUQKRbvJDos&feature=youtu.be>

AASLD The Liver Meeting 2018 Promo:



<https://www.youtube.com/watch?v=mL4ZysK7Bic&feature=youtu.be>

General



<https://youtu.be/B7yBofRxsDw>

Animation



<https://www.youtube.com/watch?v=SWC9HiWhdVk&feature=youtu.be>



Videography and Motion Graphics/Animation

Pfizer



https://www.youtube.com/watch?v=YvriA_gQ5gU&feature=youtu.be

VDH Curb the Crisis



<https://youtu.be/su5bNPh2Z4>

VA OPCC Whole Health



<https://youtu.be/X9M1JE9DFGA>

Census - Melissa



<https://www.youtube.com/watch?v=m7tBkFjgXso&list=PLewV-zKXDZkisX7RTRv-j3m4UIPnHTuCz&index=9>

Census - Phillip



<https://www.youtube.com/watch?v=2hnsht9rA4k&list=PLewV-zKXDZkisX7RTRv-j3m4UIPnHTuCz&index=10>

Census - Rodney



https://www.youtube.com/watch?v=tsnR7Z9_3s0&list=PLewV-zKXDZkisX7RTRv-j3m4UIPnHTuCz&index=17

Census SIS - Chance of a Decade



<https://youtu.be/p1fTO2j61U>

Census SIS - What Will You Do After High School?



<https://youtu.be/bgs-kSmql>

Census SIS - The 2020 Census Challenge



<https://youtu.be/MVLYq--JZEo>

