



We're on a Mission, **YOURS**



MULTIPLE AWARD SCHEDULE

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(DBA Reingold, Inc.)
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Alexandria, VA 22314

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Contract Number: GS-23F-0168L
Contract Period: 05.02.16 - 05.01.21
Price list current as of Modification
#PS-A812 effective 04/09/2020

Contract Administrator:
Kevin Miller
kmiller@reingold.com

Federal Supply Group:
MAS

Business Size:
Small Business

On-line access to contract ordering information, terms and conditions, up-to-date pricing, and the option to create an electronic delivery order are available through GSA Advantage!, a menu-driven database system. The INTERNET address GSA Advantage! is: GSA Advantage.gov.

For more information on ordering from Federal Supply Schedule click on the FSS Schedules button at fss.gsa.gov.

Customer Information

- 1a. Table of Award Special Item Number**
SIN OLM Order-Level Material
SIN 541810 Advertising Agencies
SIN 541810ODC Advertising Agencies
SIN 541820 Public Relations Agencies
SIN 541511 Custom Computer Programming Services
SIN 541910 Marketing Research and Public Relations Opinion Polling
SIN 512110 Motion Picture and Video Production
SIN 541850 Outdoor Advertising
SIN 561920 Convention and Trade Show Organizers
SIN 541922 Commercial Photography
SIN 541430 Graphic Design Services
SIN 541613 Marketing Consulting Services
SIN 611430 Professional and Management Development Training
SIN 611512 Flight Training
- 1b.** N/A
- 1c.** Hourly rates and their corresponding job descriptions are attached.
- 2a. Maximum Order:** \$1,000,000
- 3. Minimum Order:** \$100
- 4. Geographic Coverage:** Worldwide
- 5. Point of production:** Washington DC (US)
- 6. Discount from list prices or statement of net price:** Government net prices (discounts already deducted). See Attachment.
- 7. Quantity discounts:** None offered
- 8. Prompt Payment Terms:** Net 30 Days.
Information for Ordering Offices: Prompt payment terms cannot be negotiated out of the contractual agreement in exchange for other concessions.
- 9a. Government purchase cards are accepted at or below the micro-purchase threshold:** Yes
- 9b. Government purchase cards are accepted or not accepted above the micro-purchase threshold:** Yes
- 10. Foreign items:** None
- 11a. Time of Delivery:** Specified on the Task Order
- 11b. Expedited Delivery:** Items available for expedited delivery are noted in this price list.
- 11c. Overnight and 2-day delivery:** Contact Contractor
- 11d. Urgent Requirements:** Contact Contractor
- 12. F.O.B. Point(s):** Destination
- 13a. Ordering Address(es):** Same as company address
- 13b. Ordering Procedures:** For supplies and services, the ordering procedures, information on Blanket Purchase Agreements (BPA's) are found in Federal Acquisition Regulation (FAR) 8.405-3.
- 14. Payment address(es):** Same as company address
- 15. Warranty Provision:** Contractor's standard commercial warranty
- 16. Export Packaging Charges:** N/A
- 17. Terms and Conditions of Government purchase card acceptance:** Contact Contractor
- 18. Terms and Conditions of rental, maintenance and repair:** N/A
- 19. Terms and Conditions of installation:** N/A
- 20. Terms and Conditions of repair parts indicating date of parts price lists and any discounts from list prices:** N/A
- 20a. Terms and Conditions of any other services:** N/A
- 21. List of service and distribution points:** N/A
- 22. List of participating dealers:** N/A
- 23. Preventive maintenance:** N/A
- 24a. Special attributes such as environmental attributes:** N/A
- 25. Data Universal Numbering System (DUNS) Number:** 185056942
- 26. Notification regarding registration in System for Award Management (SAM) database:** Registered



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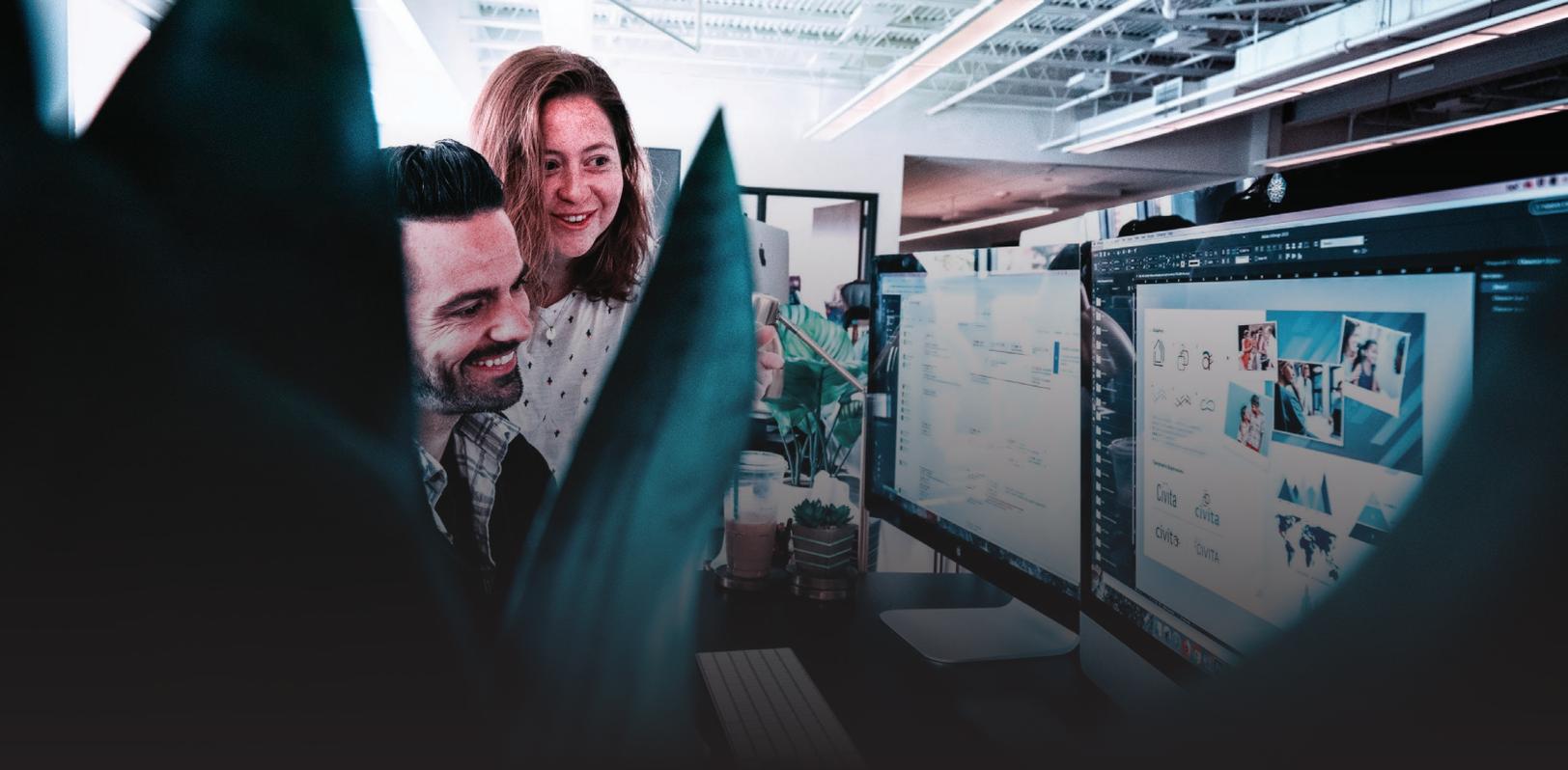
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Reingold applies **marketing communications expertise, decades of experience, and the latest technologies** in engaging and mobilizing carefully targeted audiences – with measurable impact.

We help your mission
SUCCEED.

Our research-based strategies have spurred people to seek mental health support, explore federal benefits, take advantage of government services, respond to census questionnaires, and more.

We take on our clients' missions as our own, collaborating with their in-house experts to raise awareness, foster understanding, and ultimately change behavior.

While most marketing campaigns deliver one-way communication and measure results based on the reach and frequency of the messaging they send out, **Reingold has a laser focus on audience engagement.** We use the latest monitoring technologies and web analytics to gauge not only the penetration of our messages among key audience segments but also how and when those audiences respond. Beyond website hits, video views, media impressions, and other standard metrics, we track meaningful actions, like enrolling in programs, signing up for news updates, and seeking out resources. Using these analytics, we determine which tactics are moving the needle in changing both perceptions and behavior, and then optimize our campaign tactics to deliver the greatest return on investment.

The following are examples of services that may be performed under each SIN category; however, Reingold can perform additional services under the GSA AIMS schedule.

Advertising Services (SIN 541810)

Reingold **maximizes advertising dollars** by integrating traditional broadcast, out-of-home, and print media to build awareness with digital advertising to reach highly targeted audience segments and drive desired action. We develop research-based strategies and define metrics tailored to specific objectives so we may track return on investment and optimize tactics in real time. In addition, we use our media relationships to negotiate premium ad positioning, increase reach and frequency through pro bono placements, and take advantage of discounts on large inventories – passing along the savings to our clients.

Integrated Communications Plans

Reingold performs and builds on market research to develop a strategic communications plan designed to achieve specific marketing and outreach objectives. Landscape, media, and social media audits reveal opportunities to tap and challenges to overcome in the communications environment, while formative research points to gaps between what our clients aim to convey and what their audiences perceive. Through surveys, interviews, and focus groups with stakeholders and target audiences, we identify the messages and concepts that resonate with them and the communications channels they trust and prefer.

While most marketing campaigns focus on one-way communication and measure results based on the reach and frequency of the messaging they send out, **Reingold uses the latest monitoring technologies and web analytics** to gauge our messages' penetration among key audience segments and audience response to specific calls to action.



We achieve measurable results not only in higher numbers of website hits, video views, media impressions, and other standard metrics, but also in behavior change, such as enrolling in programs, requesting information and support, and accessing client resources.

”

– Kevin Miller, Partner and Chief Operating Officer



QUALITY + IMPACT



Branding

Through communications audits, trend and content analysis, and attitudinal research, Reingold **evaluates the quality and impact of our clients' communications and proposes a new or enhanced branding framework.** A brand must be simple, with well-defined attributes that core constituents value. The overarching positioning must clarify the value that the organization, program, or product delivers to target audiences, and each submessage and call to action must directly speak to the needs, interests, and capabilities of a specific target. As needed, Reingold creates logos and visual identity systems that **elicit an emotional response** from target audiences and **evoke associations** with the brand position and themes. Consistent, focused use of the brand will help develop its promise – the recognition, goodwill, and trust that a memorable brand conveys to each audience.





USA.Gov logo; informational animated USA.Gov video



USA.Gov Brand Identity

U.S. General Services Administration

Reingold worked with the **General Services Administration** to develop a new parent brand, USA.Gov, based on consumer feedback captured through focus groups and an online survey. The cohesive brand identity and consistent messaging integrate various aspects of the USA.gov web platform and convey the value of USA.Gov information to the public and GSA's federal

partners. We also created the USA.Gov en Español brand persona and overall brand architecture. To launch the brand, we developed and executed a strategy including collaborative events for GSA staff, social media outreach, toolkit and materials development, and media training – and the website we developed won a 2017 National Association of Government Communicators award.



Media Planning and Placement

Creating the right messages is only the beginning. Reingold identifies the most effective communication channels to reach target audiences where they are – particularly online – through the media they rely on the most. We are the lead media buying and management agency for more than a dozen clients, with buys totaling more than \$25 million in fiscal 2018. Our media planners and buyers have produced and placed targeted national and regional campaigns with multimedia saturation, integrating digital, broadcast, print, and out-of-home placements. Blending web analytics with sophisticated research on markets, demographics, social and psychological factors, consumer motivation, and cost-per-thousand (CPM) calculations, we plan, purchase, and evaluate strategic placements to achieve the greatest return on investment (ROI).

We optimize paid media placements based on data, aligning the right media with the right message to obtain desired outcomes. We are unbiased in our media buying approach, letting the data, research, and our campaign experience guide our tactics and investing where we are getting the results. Through A/B testing – comparing two versions of an ad to see which drives more audience action – and constant analysis of each advertising channel, we report success and recommend adjustments to the overall spend to make sure that we constantly deliver the highest ROI.

Deploying a Comprehensive Media Strategy

U.S. Department of Veterans Affairs

Reingold has developed and implemented comprehensive media buys for more than 15 national campaigns on behalf of the **U.S. Department of Veterans Affairs**. In the first seven years of VA's suicide prevention campaign, annual call volume more than quadrupled, from 134,528 in 2010 to 635,579 in 2017. Through partnerships, digital and traditional advertising, and social media outreach, from November 2011 to May 2018, we garnered more than 15.4 million website visits for VA's campaign to overcome mental health stigma. The advertising campaign for Explore VA helped attract 5 million website

visitors and spur 1.2 million application starts in just two years.

For VA's Homeless Veterans Outreach Initiative, Reingold launched a targeted, multimedia advertising campaign that garnered an estimated 534.7 million radio impressions, 358.9 million cable TV impressions, and 230 million out-of-home impressions. During Reingold's contract from October 2011 to March 2014, calls to VA's homeless veterans hotline increased by 231%, and the number of veterans identified in the annual Point-in-Time Count of homeless people nationwide fell by 26%.



Direct Mail and Email

While direct mail generally is not cost-effective for broad-based marketing, it can be a valuable tool for engaging **highly targeted audience members** who have either expressed interest in the client's offering or have characteristics strongly associated with the people who have. Reingold has experience testing the quality of recipient lists to determine which of them yield the highest response rates among specific target audiences. After testing to identify the best lists, we expand our mailings to include a greater number of individuals from those lists.

We also test creative packages to identify which packages are delivering the greatest number of interested audience members. We write and design direct mail packages that integrate our clients' messages and branding into powerful, targeted pieces tailored to specific audience segments and

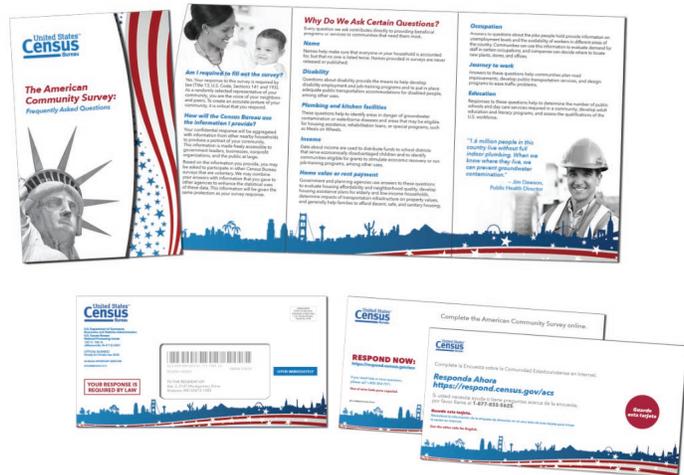
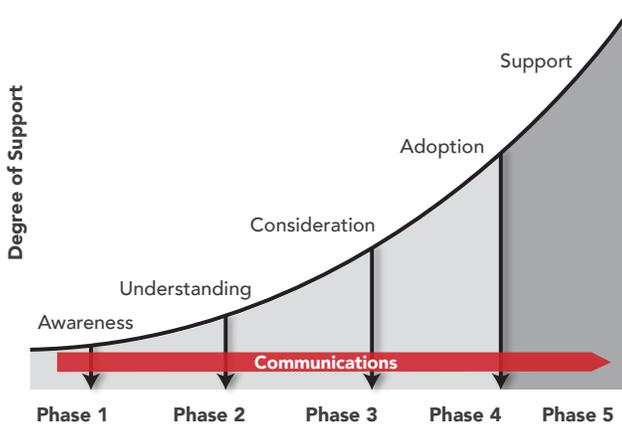
American Community Survey

U.S. Census Bureau

On behalf of the **U.S. Census Bureau**, Reingold developed and tested new messaging and the direct mail packaging for the American Community Survey (ACS), an annual survey of 3.5 million American households. Together with our partner, Penn Schoen Berland, we

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% increase in response and projected **annual savings of \$5.7 million to \$9.1 million.**

Strategic Plan, Mailing Package Concepting



tied to timely events. We design every element of the package – including the envelope, which may be the most important of all – to engage recipients and drive them to explore the entire piece. And we see that the call to action and response mechanism are simple and direct to maximize results. We tweak messages, images, and calls to action to see which of these packages elicit the highest response rates.

Similarly, we use email campaigns to drive traffic directly to our clients' webpages while allowing recipients to easily forward information to their own networks of contacts. Emails yield valuable data on open rates and click-through rates for A/B testing of various subject lines and messages, providing detailed insights into target audiences' content needs and interests. We create dynamic, easily navigated email templates that incorporate branding and elevate key messaging.

Broadcast, Print, and Out-of-Home Advertising

Reingold's traditional advertising uses compelling storytelling to **engage, educate, entertain, and persuade** – incorporating our messaging into concepts that command attention and issue a clear call to action. We employ a total market approach, always mirroring the market to reach the entire target audience, including hard-to-reach populations. Through multiple traditional media channels, we create a backdrop of awareness to build on through more highly targeted digital channels that home in on specific audiences and elicit a specific response. Our strategies integrate placements on radio stations that have loyal listeners who are less likely than others to scan during commercials, TV and connected television spots that reach on-demand and online viewers, print ads to connect with local audiences and older adults who may infrequently use other channels, and out-of-home placements where target populations are concentrated.



Public Service Announcements

Reingold has created hundreds of video, radio, and print public service announcements (PSAs); our digital PSAs have received millions of online views, and our broadcast videos have consistently placed among the top 10% of PSA performers, as measured by Nielsen. For all PSAs, we work with our clients to define specific objectives and calls to action; develop an outline, creative concept, and copy or script; manage all photo and video shoot logistics; and collaborate with our graphic designers to create a cohesive, branded look and feel. For digital products, we also add closed captioning and other elements to ensure Section 508 compliance.

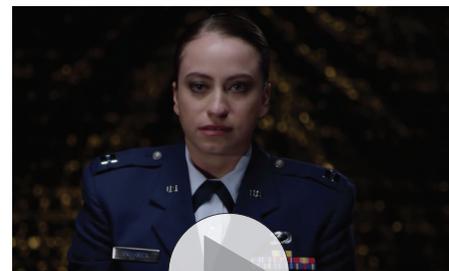
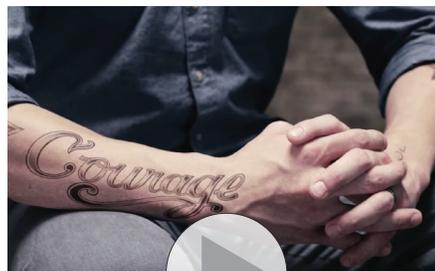
We conduct market research to target PSA placements or, for national campaigns, disseminate PSAs to 2,000 radio station program directors and 1,200 television PSA directors nationwide. We provide PSAs in a variety of sizes for print and online publication and lengths for broadcast, package them attractively and professionally, and deliver them with correspondence that spells out how the ads will respond to the needs of the outlet's readers, listeners, or viewers. We also package ads so they may be downloaded from the client's and partners' websites and social media properties – ensuring maximum exposure for the campaign's messages and themes. We follow up with the recipients by phone and email, and designate a Spanish-speaking staff member to conduct PSA outreach and promotional activities to reach Spanish-language stations.

PSA Production

U.S. Department of Veterans Affairs

From 2010 to 2018, Reingold filmed, produced, and distributed more than two dozen public service announcements (PSAs) on behalf of the **U.S. Department of Veterans Affairs (VA)** alone. These have aired nearly **1.5 million times**, generating

nearly **11 billion impressions** and more than **\$140 million in equivalent paid media value for VA**. The PSAs themselves have earned more than a dozen awards and consistently rank within the top 5% of all PSAs as tracked by Nielsen.



Campaign Evaluation

From the start of a campaign, Reingold works with clients to define specific goals for each audience and the metrics we will use to gauge results – our progress in moving the needle from awareness to understanding to buy-in and, finally, to action and advocacy. We measure the impact of each tactic and channel to assess not only digital engagement, partner activities, quantities of materials distributed, media impressions, and other standard metrics, but also indicators of behavior change, such as enrolling in programs, requesting information and support, and accessing resources.

Reingold is experienced in conducting quantitative surveys and qualitative interviews and focus groups to determine target audience knowledge, perceptions, and behavior. However, in the past decade these evaluation tools have taken a back seat to digital metrics and analytics. We typically use traditional evaluation tactics to provide a more detailed and enhanced understanding of the more immediately available and cost-effective digital analysis of campaign performance and impact.

- **Surveys, interviews, and focus groups.** Our team has the proven ability to identify and reach out to the right participants and ask the right questions – so that our research produces accurate, focused insights and conclusions tailored to helping our clients achieve the results they require. For evaluation purposes, we can conduct a baseline survey, interviews, or focus groups before the campaign begins and repeat them at various points in the campaign to measure changes in audience understanding and behavior. Depending on the size of a survey sample, we are able to say within a certain confidence interval what the target audience perceives or believes about specific topics. By contrast, while focus groups are not statistically valid, they provide color and depth to survey responses, and when we conduct a series of focus groups we can begin to identify common elements and draw qualitative inferences about the audiences.
- **Web analytics.** Reingold provides advanced configuration of each campaign's web

CBP Recruitment Campaign

U.S. Customs and Border Protection

Reingold provides expert market research, data analytics, and advertising expertise to recruit applicants for law enforcement opportunities with **U.S. Customs and Border Protection.**

We have designed, implemented, and optimized a media buy of more than **\$2 million**, using the placement of pixels and tags on key webpages, tracking parameters appended to URLs, and Google Analytics to evaluate campaign performance. Through innovative targeting and ongoing optimization, in the campaign's first two months we achieved more than 370,000 web sessions, more than 18,500 leads for recruitment follow-up, and nearly 13,000 clicks to USAJobs.gov to begin an application.



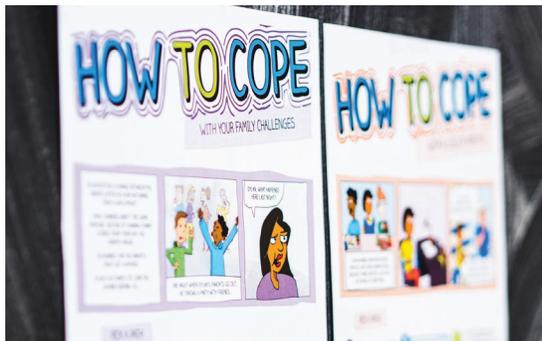
analytics to properly track and evaluate the performance of digital marketing efforts. All conversions can be tracked with data segmented by meaningful characteristics, such as collateral used, traffic source, and targeting method used. Every month, Reingold delves into all of this data to produce campaign reports on paid media results and analyses, social media metrics and website analytics data and evaluation, and audience engagement through enrollments, downloads, and responses to other calls to action. The reports include suggestions for refining messaging, media outlets, and outreach approaches, as well as an analysis of successful and less-than-desired outcomes.

Design (Collateral and Online)

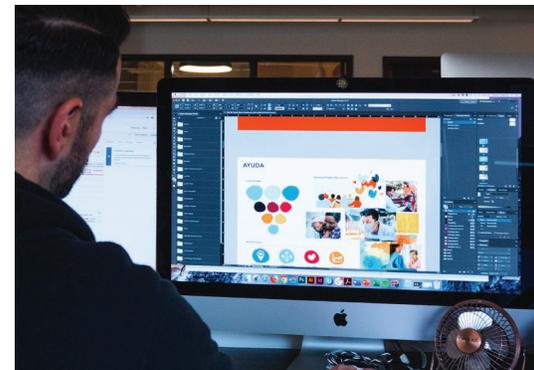
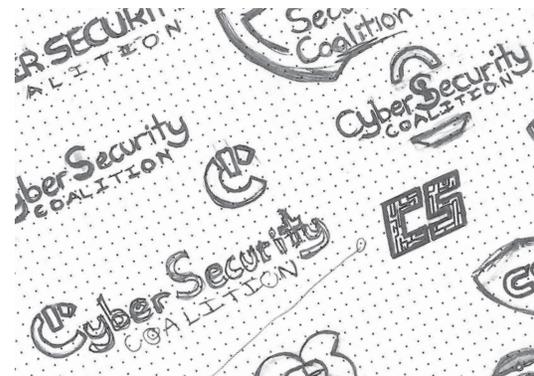
A competitive differentiation for Reingold is the degree of integration among strategy, design, and message: Every creative execution is tethered to a carefully researched communication strategy and brand. Our art directors join our marketing team in client kickoff meetings and brainstorms so they can help refine objectives and translate them into handsomely designed materials with lasting impact. Our design team has won accolades from the American Marketing Association, the American Advertising Federation, Apex Awards, AVA Digital Awards, Communicator Awards, Graphic Design USA, Horizon Awards, MarCom Awards, Mercury Awards, the National Association of Government Communicators, ShowSouth, and many others.

Our materials include:

- **Reports.** Publications are Reingold’s hallmark product – a core competency for more than 30 years. We write, edit, and design annual reports, case statements, development and research publications, and other documents for federal, state, and local government agencies and numerous foundations and private sector institutions. We use appealing and evocative images and graphic elements that reinforce key messages, set in layouts that break up dense copy with callouts and lead the reader easily through the copy – guiding the eye to major points. In addition, we create interactive digital versions for easily navigating online.



- **Brochures and collateral materials.** Reingold develops award-winning collateral packages and brochures that unite communications strategy and visual appeal. While some organizations mistake a brochure for a dense litany of capabilities and resources, our design experts know that a brochure must deliver messages, facts, and a call to action that are specifically tailored to a target audience – including just enough information to define a compelling purpose and induce people to call, email, or log on to find out more. We work with our clients to create focused and targeted brochures and pamphlets that strategically balance and blend graphics and text.
- **Logos.** Reingold receives national recognition and has won numerous awards for the firm’s development and design of logos and identity systems. Based on initial market research to determine overarching themes that resonate with each audience, followed by testing to gauge audience response to various concepts, we create logos that evoke ideas and emotions in a memorable and appealing way. Because much of logo creation is subjective, we develop a series of options for the client to review and then continue to refine a few until the client is fully satisfied that we have captured exactly what needs to be conveyed.



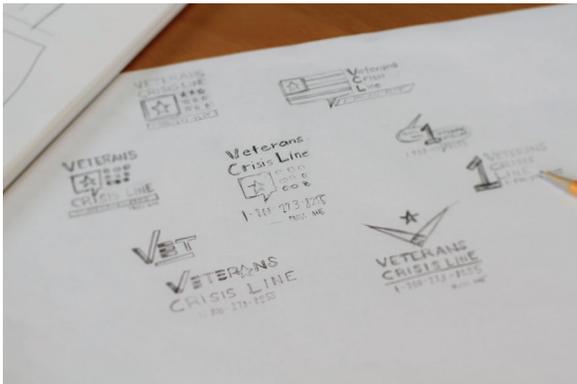
Veterans Crisis Line Logo Design

U.S. Department of Veterans Affairs

Reingold worked with the **U.S. Department of Veterans Affairs** to rebrand its national veterans suicide prevention hotline as the Veterans Crisis Line – lowering the threshold for seeking support – and created collateral materials built on the tagline: It's Your Call. To replace the hotline's logo, which employed a very bright, alarming green background with bold black letters, we created a new logo using a patriotic red, white, and blue palette and star element that resonates with the military and veteran community. The logo also incorporates

elements of a chat box and keypad, reinforcing the multiple channels (call, chat, or text) that veterans can use to receive support. In addition, the logo prominently features the toll-free phone number, the most universally accessible channel for all veterans, with special emphasis on the "Press 1" feature that enables callers to access responders who are specifically trained to assist veterans and their families and friends.

VCL logo design process



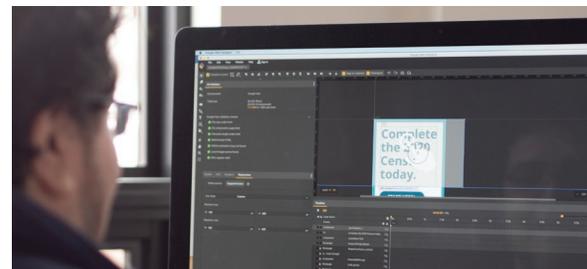
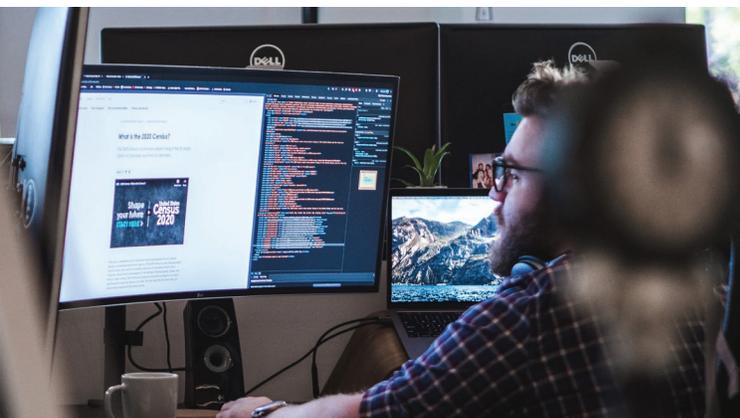
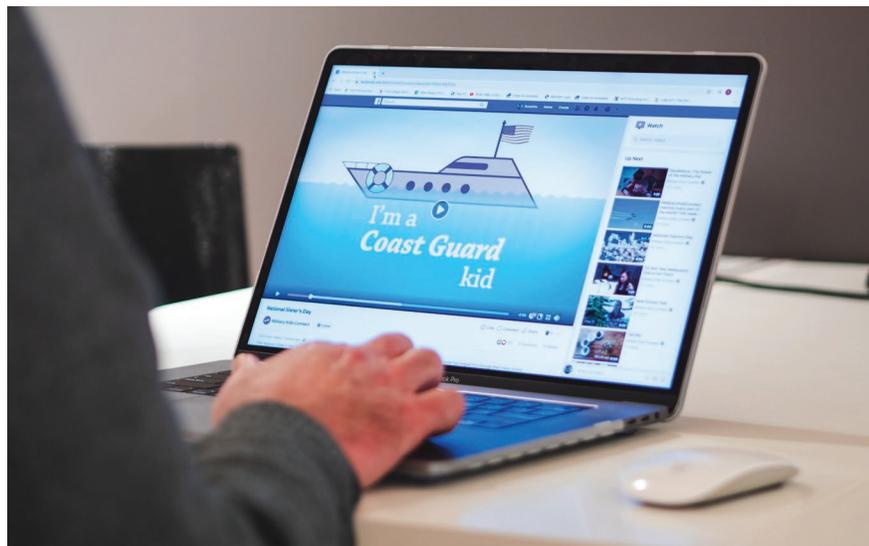
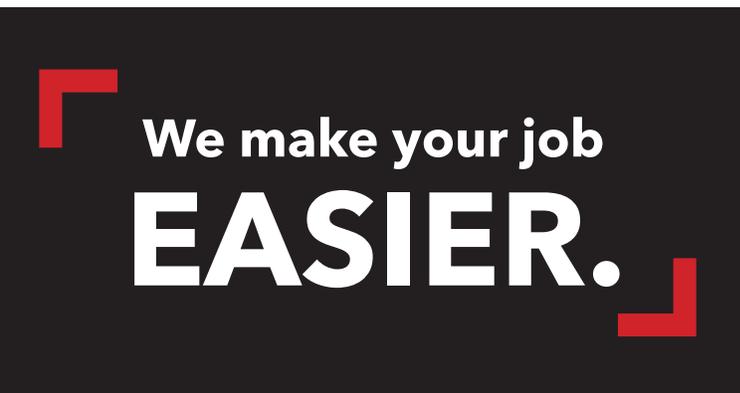
**Veterans
Crisis Line**



**1-800-273-8255
PRESS 1**



- **Social media content.** Today's crowded social media environment demands an integrated, data-driven approach to content marketing through rich media, interactive graphics, and timely hooks that engage target audience segments with the topics and issues that are most relevant to each one. Reingold optimizes content for each channel while supporting a broader cross-channel strategy that unites the brand and storytelling and aligns with specific communications goals. We use a variety of rich multimedia, including animated graphics, graphic and video slideshow stories, branded or illustrated graphics, illustrated videos, and short video testimonials.
- **Websites.** Reingold works with clients to enhance website programming and content to reinforce their branding and message as well as see that the website is optimized for search engines by integrating keywords throughout. When writing for the web, we're mindful of the audiences we're speaking to, how people read online, and how to craft content that's easy to read and searchable. We create a user-friendly online experience, framing well-organized, clear, and stimulating copy with clean graphics that guide the reader through the page and attractively illustrate and enhance key messaging.



Public Relations (SIN 541820)

Attracting media attention and raising public awareness takes more than a press release. Reingold works with clients to anticipate and identify opportunities to earn news coverage and leverage media and public attention focused on both predictable events and emerging issues that are relevant to our clients' activities. We target the news outlets with the right interests and audiences to advance our clients' goals, produce press kits and outreach materials, organize media events, and train and equip client leadership to effectively convey their messages to journalists and the public. Reingold is adept at writing talking points, media advisories, press releases, and pitches that get attention and gain media traction.

Media Relations

Strategic media relations can be a cost-effective way to raise widespread public awareness while enhancing an organization's credibility and lending third-party validation for a mission, initiative, or message. Built on well-defined client objectives and solid market research, Reingold's media relations strategies are integrated with social media and digital marketing to amplify results.



*We build databases of **reporters, bloggers, and news outlets** that focus on our clients' issues and cater to the audiences we need to reach.*

– Caroline Laurin, Director



Using Meltwater, Reingold updates and refines lists of journalists quarterly, tracking their coverage and interests and accounting for staffing changes. But to support successful media outreach, the database also should include producers, bookers, news desk staff, and editors, with the entire list broken down by media market, audience reach, and outlet type. As appropriate, our lists include national print, radio, and television news outlets; daily print media that are not considered national; national capital-area news outlets; academic publications and others that may require long lead times; online media; and audience-specific publications.

Reingold's media relations experts become reliable and valuable sources for these media contacts by organizing embargoed access to reports, studies, and data before they are released to the public; conducting media conference calls to respond to questions and clarify information; and building relationships by providing deskside briefings.



The Nation's Report Card

U.S. Department of Education National Assessment Governing Board

For seven years, Reingold worked with the **U.S. Department of Education's National Assessment Governing Board** to plan and execute dozens of events to release The Nation's Report Card data on student achievement nationwide – increasing the depth of news coverage and achieving hundreds of millions of media impressions in national broadcast, online, and print outlets. We conducted outreach to key reporters focused on K-12 education and specific report card subjects nationwide. We developed targeted pitching databases, sent media advisories

and news releases to more than 2,000 reporters through Constant Contact and PR Newswire, delivered tailored pitches to reporters, and facilitated media inquiries and requests. We also created and managed the process for reporters gaining early access to the embargoed release results and orchestrated conference calls that gave approved journalists the opportunity to discuss the embargoed data with Governing Board experts.



NAGB logo, report example and animated video.



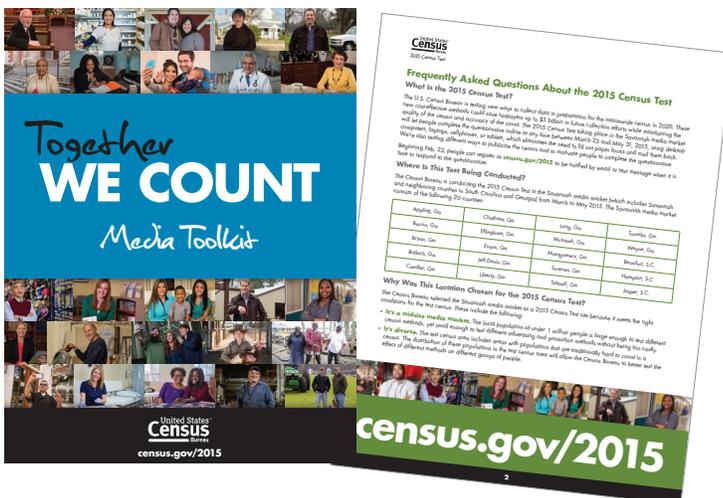
Beyond pitching stories to media contacts, we subscribe to Meltwater and PR Newswire to take advantage of unique and targeted distribution methods that reach a multitude of reporters, producers, and freelancers focused exclusively on our clients' issues. Our clients have been featured in national outlets including The New York Times, Wall Street Journal, Los Angeles Times, Black Enterprise, Time, and Newsweek, as well as in regional and community newspapers. They also have appeared on Univision and Telemundo; NPR's Diane Rehm, Kojo Nnamdi, and Tavis Smiley shows; ABC News' "Nightline" and "20/20"; NBC News' "Dateline"; CNN and CSPAN; and numerous other network and local broadcast outlets.

Media Materials

To reach large audiences, Reingold works with clients to develop news and feature stories that spotlight national and regional trends, highlight their work, and promote their key messages. We are experts at targeting these and other materials to national, regional, and local mainstream media, as well as trade press, ethnic press, and other specialty outlets. We research policy, industry, and trade media to learn what they want and need from our clients, and we investigate our clients' target audiences to determine which messages resonate with them, what media they most trust, and how we can best break through the cluttered media environment to reach them.

Census Digital Test

U.S. Census Bureau



Census Digital Test Media Toolkit

Before launching the Census Digital Test in Savannah, Reingold conducted deskside briefings with outlets throughout the media market. This laid the foundation for an editorial board-style meeting with **U.S. Census Bureau** Director John H. Thompson and local media contacts. The closed-door meeting provided an opportunity for local journalists to learn more about the Census Digital Test's goals, operations, and potential to impact the 2020 Census. The event also built relationships with local reporters and resulted in 11 original earned media pieces about the Census Digital Test, including two broadcast segments on local news stations and a radio piece that later aired on NPR.



We create dynamic press kits; develop news sections for client websites; produce schedules of media opportunities; write pitch letters, op eds, and press releases and media advisories; produce video news releases; and create template materials to help spokespeople carry the messaging to local media through their own relationships.

Press Conferences

Reingold produces and livestreams high-impact press conferences with broad reach, from identifying appropriate venues that underscore the event's theme to writing and pitching media releases that spark interest and preparing spokespeople to deliver powerful talking points. We also creatively produce and distribute video and radio news releases and implement satellite media tours, online chats, blog outreach, and media conference calls. We are equipped to:

- Recommend and reserve the event location.
- Secure appropriate technical capabilities.
- Provide audiovisual equipment, satellite/telecommunications, photography, transcription and sign language services, tables and seating arrangements, beverage service, and other needs.
- Set up and tear down the event.
- Provide on-site staffing support, including coordinating on-site logistics; outreach for invited media; media credentialing and check-in; parking for satellite trucks, guests with disabilities, and special guests; and live-shot arrangements.

Medical Countermeasure Systems

U.S. Department of Defense

As a crisis communications consultant for the **U.S. Department of Defense's Joint Project Manager - Medical Countermeasure Systems (JPM-MCS)**, Reingold worked with internal stakeholders to develop a unified timeline and organizational response to a potential manufacturing issue. We provided talking points, news releases, presentations, and media training for JPM-MCS leaders to respond to news inquiries, which helped align the public narrative with

the DoD's goals and garnered positive coverage. This response showed the clear and decisive actions taken by JPM-MCS to hold the manufacturer responsible, ensure the safety of service members, and defend the credibility of the agency. Instead of being drawn into reports published about the manufacturer in *The Wall Street Journal* and subjected to negative attention from Congress, JPM-MCS was able to keep the public informed and on point.



- Assemble and distribute any necessary collateral materials.
- Develop talking points or briefing books for speakers.

Crisis Communications

Reingold takes a strategic approach to managing crisis communications and, whenever possible, using attention paid to negative news coverage to educate the public and create positive perceptions about our clients' mission and work. We partner with our clients to assess the situation, develop a strategic response, address organizational risk, and develop multiple messages tailored for distinct internal and external audiences, stakeholders, and local and national media outlets.

In addition, we build relationships with the media and influential intermediaries that foster knowledge and understanding of our clients' position, issues, and programs long before a crisis demands that we call on the press for fair, well-informed reporting. Within the client's organization, we ensure that all key players are well-versed in the essential facts, have talking points to help them stay on message, and are well-trained in effectively dealing with the press and the public. As crisis communications roll out, we provide real-time media monitoring to gauge our success and optimize our messages and tactics as needed.

Media Training

Reingold provides media training for clients' designated spokespeople – including officials, employees, partners, grantees, and contractors – in both crisis communications and general media relations. We teach them to anticipate likely questions and handle the tough ones they may not wish to answer. We also cover the nuances of conducting effective interviews: helping reporters define their stories, simplifying complex information, providing compelling quotes, controlling their nonverbal communication and body language, and just feeling comfortable on camera.

Training sessions include typical, realistic presentation situations (e.g., board room, conference, interview), and provide instructional material, opportunities for role-playing, practice sessions and simulations, case study discussion, and individualized coaching.



DHA Connected Health

U.S. Department of Defense

As part of a media relations strategy to broadly convey the branding, messaging, and information about resources of the **U.S. Department of Defense's DHA Connected Health** (formerly the National Center for Telehealth & Technology), Reingold's media relations team created a customized media training curriculum. The training focuses on fostering the skills that spokespeople need to

effectively convey DHA Connected Health's value and navigate interviews in a way that results in favorable coverage. The training includes general media relations, interviewing and presentation guidance, on-camera exercises, and messaging workshops, with Reingold experts providing feedback and recommendations for each participant.

Media Relations: Media Training



- Reingold's media team provided a media training to T2 program team leads on March 30.
- The media training presentation included:
 - Media interviews
 - Presentation best practices
 - On-camera exercises
 - Development of talking points
- Media training prepares T2's leaders for potential media interviews, offering ways to articulate T2's key messaging and provide compelling quotes.



"Medically Ready Force...Ready Medical Force"

24

Media training with client and CNN Health media placement.

Media Relations: Media Training



- Delivered individual follow-up media training materials, including digital copies of mock interviews, talking points and a report with additional interview guidance based on the on-camera exercises.
- David Cooper and David Bradshaw participated in the complete training, Julie Kinn and additional staff members participated in portions of the training.



"Medically Ready Force...Ready Medical Force"

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Media Monitoring

Reingold analyzes the quantity and quality of clients' media coverage to identify opportunities to capitalize on breaking news and to gauge the impact of our media relations efforts. Using services such as Meltwater, we create alerts for topics of interest to our clients, access stories as soon as they break, and compile data on coverage in both traditional and social media. We analyze coverage of specific topics for sentiment; determine whether a message resonated with a particular target audience; examine competitors' coverage in the media; and research all aspects of how, why, and when a client received favorable or negative news coverage. This information informs ongoing media strategy development.



Reingold maintains a contract with Meltwater and frequently uses other products – such as Cision PR – as needed to collect news from online print and broadcast sources based on keyword searches set up by the user. With Meltwater, we generate clips reporting and analytics, recalibrating keywords, reviewing and selecting applicable news coverage, producing reports, providing thoughtful analysis, and summarizing findings into executive briefings and summaries. We also have used both Critical Mention and TVEyes for monitoring more than 1,400 television and radio stations 24 hours a day, seven days a week, and obtain transcripts and video clips of the portions of the programs that used relevant search terms.



Custom Computer Programming Services (SIN 541511)

Reingold came early to the digital revolution. From our founding in the 1980s, our work was always firmly evidence-based, and we were quick to understand the potential of digital media to quantify our impact and rapidly optimize any campaign. We are proud to have pioneered outreach strategies at the frontier of digital engagement specifically for U.S. federal government agencies. Reingold partner Jack Benson served on the public sector Google Advisory Council, and our digital work for some of the largest U.S. government agencies has produced dramatic results. And in 2018, Reingold became the lead digital marketing agency for the U.S. Census Bureau's national campaign to increase response to the 2020 Census, an effort that will touch every U.S. resident.



Reingold has experience in all aspects of multimedia production and web design and development, from content planning and information architecture to interface

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– Jennifer Over, Vice President, Experience Design

We develop enterprise content management systems, e-commerce solutions, and managed services, governance, workflows, structures, and standards. We create clear and visually stimulating designs for functional, user-friendly on-screen experiences that drive target audience members to take measurable desired actions. We also use our marketing expertise to see that our clients' websites appear at the top of search engine search results and reach their target audiences with maximum efficiency.

For the Make the Connection campaign, we developed an integrated digital campaign to help veterans overcome the barriers to seeking mental health treatment and learn about VA and community-based mental health resources. Our tailored messaging and creative materials helped VA's Make the Connection Facebook page become the fastest-growing page in the military and government space. From its launch in July 2012 to July 2018, the page earned more than 9 billion impressions, 3.7 million lifetime likes, and 58.7 million post likes, comments, and shares. MakeTheConnection.net, designed by Reingold, has garnered nearly 15.8 million visits, while our videos of veterans' testimonials have been viewed 71.5 million times on YouTube and Facebook.



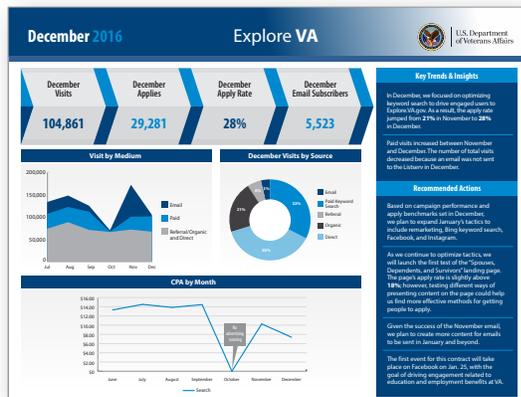
Explore VA

U.S. Department of Veterans Affairs

Reingold created the **Explore VA campaign** to raise awareness among veterans and their dependents about the benefits they've earned and to encourage them to apply. After building an optimized website that distilled all VA benefits into nine "buckets" with clear calls to action for starting the application process, we used digital advertising, direct email

marketing, and social media outreach to drive online sign-ups for VA benefits. In less than two years, more than 5 million people visited the Explore VA portal, resulting in more than 1.2 million application starts and over 1 million subscriptions to receive emails about VA benefits.

Visual Dashboard, One Pager, Billboard Ad and Blog Image.



**I SERVED. SHE SERVED.
VA SERVES US.**

No matter where you served or where you are in life, VA can help you get where you're going. See what VA can do for you.

U.S. Department of Veterans Affairs

TO LEARN WHAT BENEFITS YOU MAY BE ELIGIBLE FOR, VISIT www.VA.gov

You served with honor. Now let VA serve you.

In gratitude for your service to the nation, VA provides benefits to help you buy, repair, 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, housing, books, and fees. **Use GI Bill benefits to attend college or 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. Our goal is to offer 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. The Veterans Health Administration is America's largest integrated health care system, with more than 1,700 sites of care, and it is 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 5 million Veterans choose VA health care and meet the Affordable Care Act health coverage requirement.**

U.S. Department of Veterans Affairs

ExploreVA
Memorial Benefits

#ExploreVA
Explore.VA.gov



Website Design and Maintenance

Reingold is an established leader in development technologies and methodologies. Our team is distinguished by the capacity to develop complex web solutions with integration points in countless third-party systems: While most organizations are either highly technical or focused exclusively on the creative elements of the web, our team functions as a full-service web agency and has received dozens of industry awards for both creative, visual designs and highly technical solutions. Reingold is also well versed in digital multichannel marketing strategies and personalized user experience.

We organize and integrate complex, disparate, and dynamic content and tools into user-friendly websites that make it easy for all user types to locate the information they need – and to complete the action the client wants them to take. Our in-house design and development team includes accomplished user interface/user experience (UI/UX) specialists as well as front-end and back-end developers proficient in the latest frameworks and web content and commerce technologies.

We have built hundreds of websites for public, private, and nonprofit clients, including clients in the research, medical, and health care sectors. Our approach to website design and development strategically positions the site to attract and meet the needs of target audiences. Our websites not only raise the profile of an organization or campaign, but also deliver a user-friendly experience with intuitive navigation that leverages principles of user-centered design and the results of usability testing to meet the needs of the intended audience.

We have a deep understanding of proper semantic markup and HTML structures, enabling our clients to see returns on their investment in a website well past the initial launch. Responsive and adaptive HTML is a key way of ensuring a website's functionality, regardless of the future evolution of display devices, and our teams have delivered numerous websites that implement a fluid and flexible design. We use a combination of the latest JavaScript and cascading style sheet frameworks such as Angular, and we

Military OneSource Confidential Help

U.S. Department of Defense

For the U.S. Department of Defense's Office of **Military Community and Family Policy**, we conducted a three-month digital advertising campaign focused on Military OneSource Confidential Help. During the campaign, there was a **24% increase in calls** to the Military OneSource call center and a **30% increase in clicks** to chat with a Military OneSource representative. The campaign garnered more than 154 million advertising impressions and 1.3 million website visits.



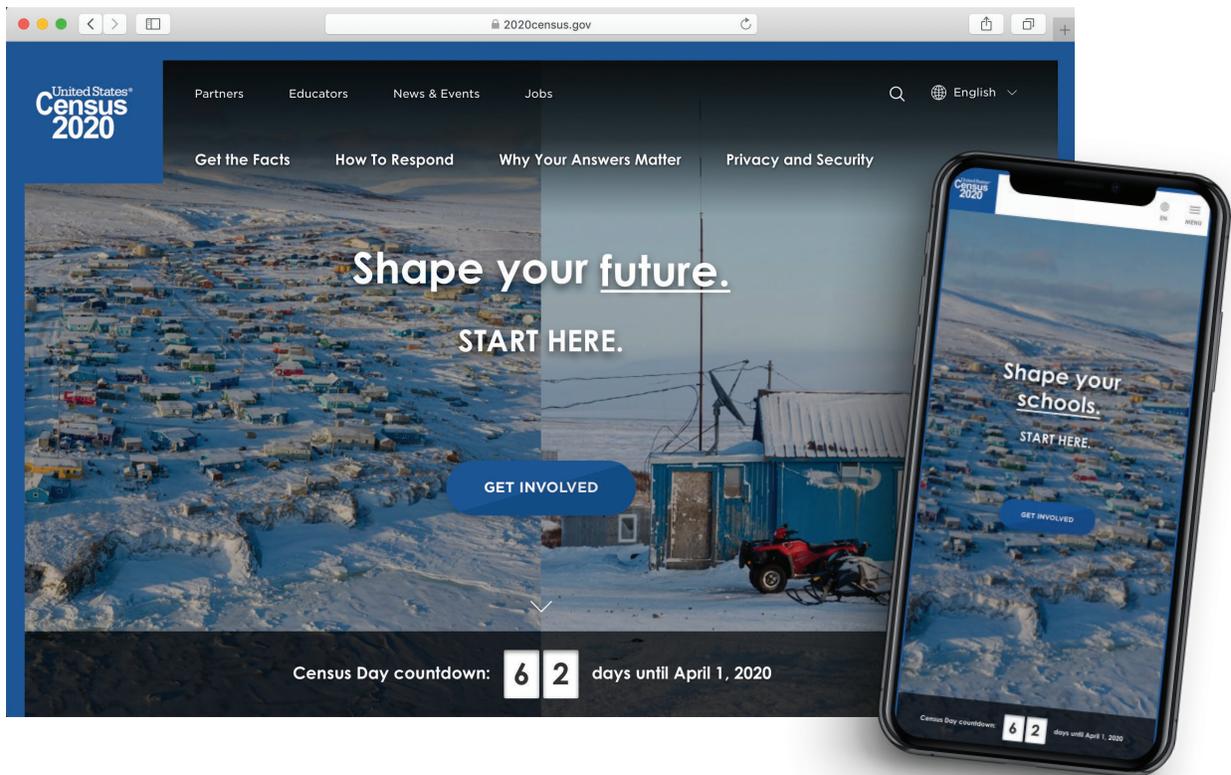
2020Census.gov

U.S. Census Bureau

The 2020 Census is the first decennial headcount designed to be completed primarily online, and Reingold serves as the **Census Bureau's lead digital agency** for a campaign to encourage response. Reingold led the design, user experience, and content strategy for 2020census.gov and actively participated in the site's development. We conducted a reputational threat audit to identify potential threats

to the 2020 Census and how best to address them. We are providing robust social media analysis to analyze online conversations in multiple languages. And we are managing the online tools being used to facilitate the recruitment of door-to-door canvassers, the first of whom was deployed to a remote Alaskan village on Jan. 21.

2020Census.gov.



leverage the features of content management solutions to ensure proper display across devices and web browsers. Our designers also have deep expertise in mobile applications and responsive design. Each of these disciplines informs the other, and our teams understand how to make them work together seamlessly for engaging experiences.

OEA.gov Website

U.S. Department of Defense

As part of our work with the **U.S. Department of Defense's Office of Economic Adjustment (OEA)**, Reingold has supported the hosting and server maintenance for the office's website at OEA.gov. To redesign and redevelop the website, our team provided expert technical assistance to help guide OEA through the complex process for publishing a DoD website in the Amazon Web Services GovCloud FedRAMP-compliant environment, and we took the additional step of providing technical assistance to other contractors working on different aspects of the project, helping to keep all tasks on schedule for the benefit of OEA.

As the first DoD agency to post its content in a cloud environment, OEA relied on Reingold to navigate uncharted territory. We provided seamless integration with the DoD's Washington-area single-source information technology services provider, earning positive feedback and keeping the project on schedule despite numerous government-imposed delays. As OEA remarked in the project's Contractor Performance Assessment Report, "There are not enough positive terms to describe the contractor's effort in this phase."

Content Management System (CMS) Development

The value of a well-designed website is lost when content is randomly added without regard for the site's vision, mission, structure, and format. We develop content management systems for clients that need to disseminate large volumes of timely information without overwhelming their audiences and stakeholders with excess content. We also ensure that designated staff with minimal technical ability can easily update and refresh individual webpages in a consistent manner. Our systems include templates that enable the addition of new content to maintain the website's look and feel, while allowing the flexibility to tailor and enhance specific designs or content as needed. Working with our clients, we determine their needs and preferences and create systems for developing, approving, and placing new website content using CMS including Adobe Marketing Cloud, DNN (formerly DotNetNuke), Drupal, Episerver, Sitecore, Squarespace, TeamSite, and WordPress.



Recruitment Campaign CMS Support

Air National Guard

Reingold supported **Air National Guard (ANG)** recruitment by providing technical support for all applications and programs within ANG recruitment websites. In reviewing and evaluating potential technology platforms to support recruitment efforts, we considered requirements and technical capabilities, campaign goals, and future marketing strategies. We selected Adobe Experience Cloud as the primary marketing and technical solution. We secured licenses and support through Adobe Managed Services (AMS) and then migrated the ANG website, GoANG.com, from a Microsoft Azure server to the Adobe Experience Manager (AEM) platform on FedRAMP-approved AMS servers in just three months. The migration to AEM enabled ANG personnel to rapidly edit and update the site, independent of their marketing team, while also resolving many bugs and slowdowns that were experienced on the old platform, immediately improving the site experience for users and increasing their time spent on the site.

Reingold also developed and managed the lower environments, including the development and quality assurance (QA) servers for GoANG.com. Our team performed penetration and load testing on the QA environment, replicating spikes in traffic with the same environment configuration that was available on the production server. We tied the Adobe Analytics platform in to the website and the other Adobe Experience Cloud products, allowing ANG to obtain deep insights into site performance. Reingold fed analytics data into a data warehouse that supplied Tableau with data visualizations for quick analysis by ANG and its marketing contractors.

Web Hosting

Our hosting operations focus on both Microsoft Azure and Amazon Web Services cloud infrastructures. Our service offerings include hosting, monitoring, testing, scanning, and maintenance – all of which are integrated with content management activities. This allows for more knowledge sharing and developing a shared understanding across development, modernization, and enhancement as well as operations and maintenance efforts, preventing bugs and website inconsistencies. We have a proven tracking methodology to provide a transparent and up-to-date status for all website efforts, and we pride ourselves on creating stable, high-impact, consistent, and bug-free websites. Our expertise allows us to fully manage the application, presentation, transport, and network tiers of your site's deployment.

Reingold provides unparalleled service and understands that service-level agreements are critical to our clients' missions. We have provided solutions for 99% and up to 99.99% availability with active/





active failover, disaster recovery, and application support and oversight to ensure that continuous integration and delivery maintain feature enhancement stability. For more than 10 years, we have provided managed operations and engineering services, supporting dozens of content management implementations and delivering rapid support. We have extensive experience triaging support issues for web content management, search, and other integration points. We leverage automation and infrastructure as code to ensure consistent and stable production and lower environments.

Section 508 Compliance

Reingold reviews and analyzes client websites to ensure that members of the public with disabilities whom the agency has a responsibility to inform have a reasonable ability to access information from the site. Our assessment is based on U.S. Section 508 standards and the Web Content Accessibility Guidelines 2.0, using the latest industry-accepted software tools available. We apply a systematic, well-documented methodology for ensuring

accessibility for all web content we develop on behalf of federal agencies. We use approved and recommended accessibility tools, such as the JAWS screen reader program and WAVE evaluation tools, and we apply World Wide Web Consortium Web Accessibility Initiative protocols and formats to allow assistive technologies to detect and interpret data. Following review, we resolve any issues.

Search Engine Optimization

We ensure that our clients' websites are found by search engine spiders. Our search engine optimization (SEO) begins with keyword research to help our architects create content categories that attract new visitors searching for our clients' topics – and ultimately achieve high rankings on search engines powered by Google, Yahoo, and others. Our SEO activities include:

- **Content optimization.** The search volume on a given term indicates not only the demand for content on a particular topic but also which keywords should be integrated into the website's content. Our writers and editors are skilled at creating meaningful content that integrates topical keywords to increase the site's authority in the eyes of search engines.

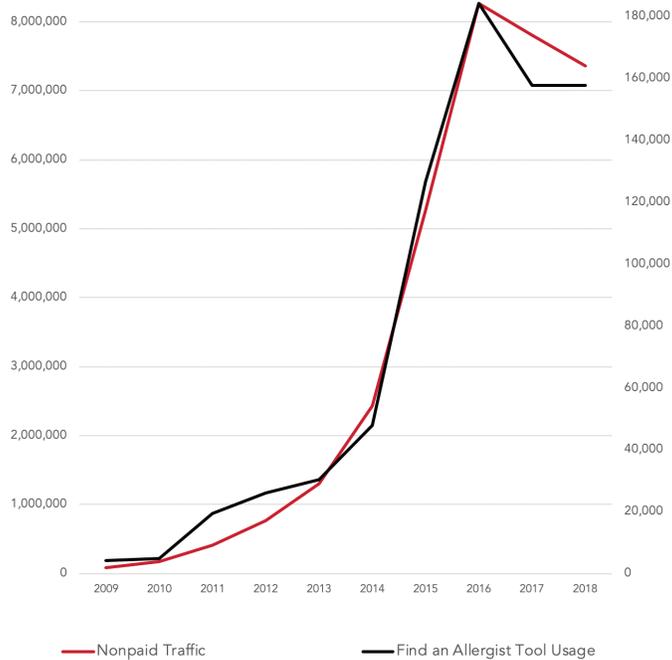


Find an Allergist. Find Relief.

American College of Allergy, Asthma and Immunology

Reingold has provided website enhancements and continually optimized digital marketing services for the **American College of Allergy, Asthma and Immunology** for more than eight years. Our efforts have helped **increase search engine traffic to the College's website by nearly 8,940%**, from 88,500 visits in 2009 to more than 8 million in 2017. In the same period, the number of uses of the website's "Find an Allergist" referral tool grew by 7,719% – from 4,080 in 2009 to 319,021 in 2017.

Annual Traffic and Allergist Searches



Allergist website enhancements and Annual Traffic and Allergist Searches.



- **Link building.** Increasing the number of external pages that link to a website increases its authority, helping to raise its rankings in search engine results to gain more traffic. We research organizations with authority and influence in relevant areas and give their webmasters compelling reasons and content for including our clients' website links on their pages.
- **Integration with other marketing efforts.** We coordinate SEO with other tactical disciplines to drive website traffic, including social media outreach, media relations, and offline activities such as partnership development and event management.

Email Marketing and Communication

Electronic correspondence can drive traffic directly to specific webpages and allow recipients to easily forward information to their own networks of contacts. Emails also yield data on open rates and click-through rates for A/B testing of various subject lines and messages, providing detailed insights into target audiences' content needs and interests.

We create email subscription functions to maintain contact with website visitors – enabling the user to subscribe to updates, news releases, and promotions. When users subscribe, their email addresses enter a self-sustaining database from which they can unsubscribe at any time. We build templates for website administrators to easily send out messages, e-newsletters, web promotions, and press releases. We also create innovative messaging and materials to not only sustain audience interest, but also elicit information from subscribers that helps us keep the website up to date and responsive to their interests.

Web-Based Advertising

In a testament to Reingold's digital marketing expertise, we were selected as the lead digital agency (including digital and social media buying) for the 2020 Census, with expected digital media buys totaling about \$50 million in 2019–2020. We take a data-driven approach to the strategy and execution of our paid media campaigns. Upfront research on audience targets, user behaviors, and previous or similar industry campaigns help inform the initial media mix and strategy. Targeting strategies vary by platform but may include:

- **Contextual.** We can deliver ads when the content on a page opened by an internet user matches a set of keywords we have defined. So instead of targeting our advertising to all website pages, we can target only those that match a specific set of topics.
- **Behavioral.** We can place ads when a user's online behavior aligns with online behaviors that are common among the campaign's target audiences.



- **Geographic and demographic.** We can target specific ads by age, gender, and location.
- **Remarketing.** We can deliver ads to users who previously visited the client’s website or social media properties. This is an effective tool for re-engaging audiences who have indicated initial interest but not completed the desired action, such as starting but not finishing a sign-up form.

Explore VA

U.S. Department of Veterans Affairs

For the **Explore VA** campaign to encourage veterans and their dependents to apply for VA benefits, Reingold worked with VA to develop a new benefits portal, creating a user-friendly way for veterans and their dependents to find information about VA benefits and eligibility and start the application process. To promote the website, we launched a digital advertising campaign and continually tested messaging, channels, and formats to determine which resulted in the highest numbers of conversions and application starts. We also determined the effect of our media purchase on the limited inventory available. In just five weeks (from September to October 2013), our optimized approach spurred more than **80,000 veterans and family members to start applications for VA benefits and services** – achieving a 30% conversion rate. We **reduced the advertising cost per application (CPA) from \$7.11 to \$5.15** while

increasing the overall volume of purchase to grow conversions by 155%.

Reingold also developed email engagement strategies that delivered dynamic, relevant content to target audiences and maintained a connection between veterans and VA. Website visitors who provided certain information, such as their date of military separation or their use of VA benefits, received emails customized to their likely benefits of interest. We also designed a light window to capture email addresses of subscribers interested in receiving information about VA benefits. Through extensive A/B testing, in one weekend we were able to increase the address collection rate by 48%. From 2013 to 2015, we built an email list from the ground up, with more than 1.2 million veterans and family members subscribing to our emails.

Explore VA digital ad campaign.



Apply and Subscribe CPA | September 9 – October 13



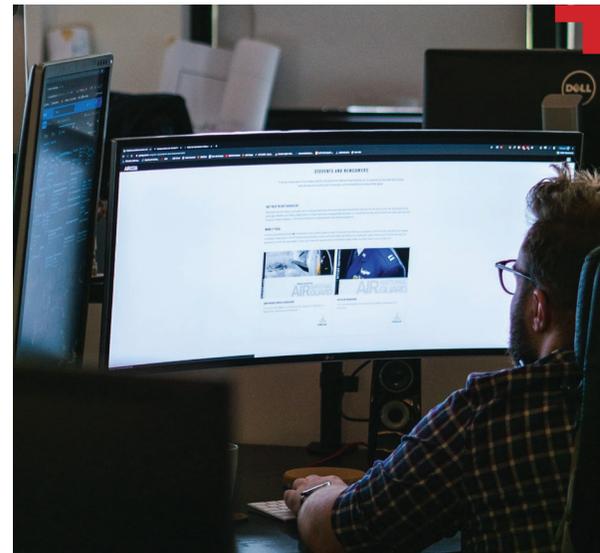
We establish measurable key performance indicators (KPIs) from the start, focused on high-value conversions beyond just the ad impression. With KPIs in place, we map out plans for iterative testing of creative, targeting, placements, and channels. Constant analysis and optimization are what we do best: Through manual campaign adjustments, we've been able to bring down the cost per conversion and cost per acquisition across several large campaigns in as little as two weeks, and we continue to maintain or lower those throughout the campaign duration.

Social Networking

Reingold is a certified Google partner with a team of expert digital engagement and social media specialists. Equipped with the latest analytics and social listening tools, we determine where target audiences gather online, the topics that grab their attention, and the conversations that spur their engagement – and translate those insights into content strategies that drive engagement. We work closely with the staff of Facebook, Google/YouTube, and other social media providers to craft research-based social media campaigns that connect with target audiences and generate meaningful engagement through content likes, posts, and shares. And we continually provide succinct, actionable analysis of the conversation's impact to optimize our messages and tactics. In fact, our firm was selected to lead digital and social media communications for the U.S. Census Bureau's campaign to support the implementation of the 2020 Census – an initiative to reach and engage every American.

Website Evaluation

We develop and implement evaluation designs to measure the end users' experience, the effectiveness of marketing efforts, and the website's ability to influence or change behavior. These designs combine the results of user surveys with detailed web tracking statistics, including the number of hits, where (geographically) they come from, the referring sites, follow-on sites, and what paths are the most popular. Using web metrics and analytics, we also evaluate the overall health of the website and identify sections where content needs to be beefed up, refined, or clarified. We conduct usability studies to gauge the effect of our website modifications and compare user responses to those of the initial usability study.



Marketing Research and Public Opinion Polling (SIN 541910)

Effective targeted messaging is essential to developing meaningful communication that resonates with key audiences. At the core of these targeted messages is market research and analysis. Reingold recognizes this process as critical to the creation of an overarching message that applies to all stakeholders.



Focus Groups

Focus groups are an efficient, cost-effective way to gauge audience reaction to a product or message. We have extensive experience assembling and conducting focus groups both in the Washington region and across the nation, using them as an integral component of intelligence gathering and campaign planning and evaluation. We have conducted focus groups for numerous clients in both the public and private sectors, including the U.S. departments of Commerce, Education, Health and Human Services, and Labor, and dozens of nonprofits and associations.

We use focus groups to:

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

We manage all recruitment, logistical planning, facilitation, and recording of focus groups and develop a summary report that includes findings, analysis, and recommendations.



Telephone and Online Surveys

We use formal interviews, intercepts, and surveys to further determine perceptions of our clients' issues and programs and identify priorities for communications campaigns. Telephone surveys are an excellent tool for gathering and polling a target population's knowledge, perceptions, and attitudes, allowing for open-ended questions and follow-up. Online surveys are often more effective for polling a large target audience on relatively straightforward questions.

We work with clients to select the sampling frame, develop contact lists, and obtain a random sample. The sample comes from a large and broad pool of respondents to ensure that our surveys are representative of the target audiences and consistent from study to study. This frame reflects the population of interest and allows our team to target our research and project our results to the larger population within a certain confidence interval. From lists chosen by either the client or the Reingold research team, we randomly target a minimum number of respondents that coincides with our desired confidence level, and we statistically verify that it is a true representation of the actual population by checking the proportion of each target audience in the sample.

We craft questionnaires and scripts to yield relevant and useful results through questions that are easy to understand, specific and targeted, and nonbiased. Then our trained team conducts the survey, recording exact answers to closed-ended questions and noting verbatim responses to open-ended questions. Finally, we analyze the results and draft a report of the preliminary findings and cross-tabulated results that highlight systematic relationships between respondent characteristics, or another variable, and particular answers given. In addition, we highlight the most common and compelling verbatim responses. A final report contains an executive summary of the research findings, research project rationale, methodology, information on survey respondents, key findings for each question, presentation of the quantified results, and our recommendations.

Communications Audits

To supplement available research resources, data, and studies, we conduct communications audits to determine how our clients communicate internally and externally and assess the messages and channels they use to communicate to stakeholder groups and the general public. Through an analysis of a client's digital platforms, print collateral materials, newsletters, media relations efforts, website, and even correspondence, we identify conflicting messages and ensure consistent brand usage and reinforcement.



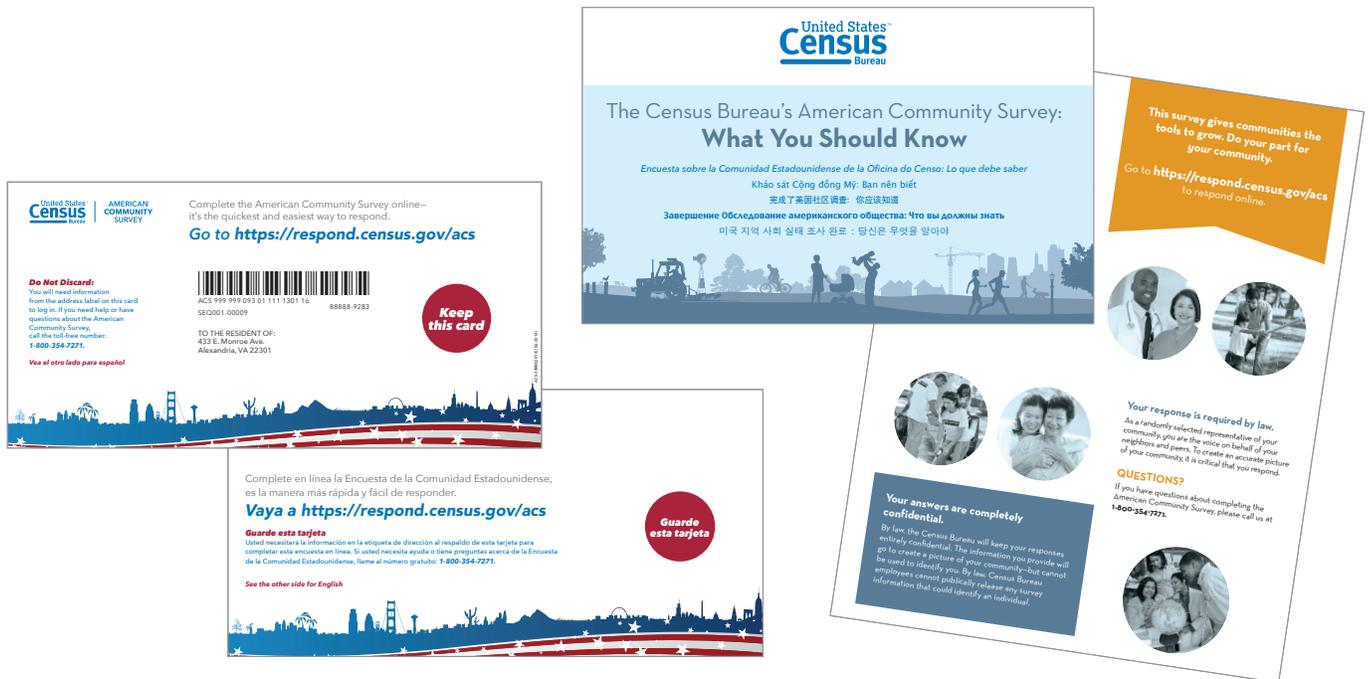
American Community Survey

U.S. Census Bureau

The **U.S. Census Bureau's American Community Survey (ACS)** annually collects valuable data about U.S. residents. The bureau engaged Reingold to redesign its ACS mailing pieces to increase response rates. Our research-based mailing package design resulted in a **5.1% increase in response rates** and a projected annual savings of \$5.7 million to \$9.1 million.

We began by performing 25 in-depth interviews with ACS data collectors and disseminators to identify the key public perceptions of the survey. Next, we tested various messages among 1,000 telephone participants and conducted seven focus groups with

people who were screened as likely to be distrustful of the government. We also conducted more than 100 interviews about branding and promotion to get input from key business, academic, government, and nonprofit stakeholders. Building on our research, we refined our messages and retested them with 1,000 people to create three mailing packages, which we tested through six focus groups and 34 extensive one-on-one interviews with stakeholders from traditionally hard-to-reach populations. We then made revisions to tested designs and performed online visual testing with 2,000 individuals resulting in two final package designs.



Instruction Card, Multilingual Brochure, and Patriotic Prenotice Letter.



Web Analytics

As a leading digital agency, Reingold works with clients to audit their web analytics, perform keyword research, and conduct A/B and usability testing. This allows us to recommend design and content enhancements, using best practices that measurably increase website performance – based on the volume of traffic, number of downloads, level of engagement, or time spent on the site.

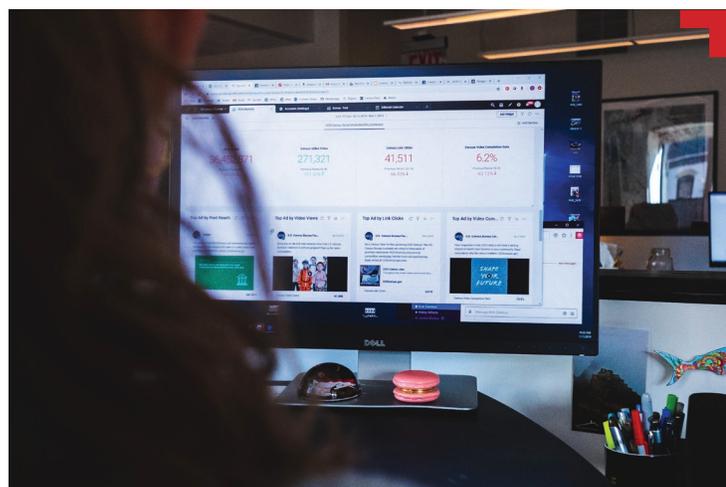
Reingold examines website analytics to determine which content is bringing traffic to the site and from which sources (i.e., referral, search, direct, or paid traffic); what content is driving engagement and audience conversions (actions that map to key performance indicators, or KPIs); and which devices visitors use when consuming content. Using our content tagging structure, we use data to gain insights into the performance of different topics and content formats. We also determine the keywords visitors search for, the keywords that bring traffic to the client's website, and where the site does and does not rank in search engine results for the most valuable keywords. We evaluate key metrics that may have an impact on search performance, such as links, shares, and engagement.

In addition, we review our clients' social media analytics to understand where organizations gain traction and user engagement, and we examine emails to determine which formats, content, distribution frequency, and timing result in the highest levels of user response and clicks through to the website. We also review our clients' mobile apps and webinars to understand past marketing efforts, user engagement, and current offerings.



Trend and Content Analysis

Using social and traditional media listening tools like Crimson Hexagon and Meltwater, we review and analyze news clips, search engine results, social media posts, and other forms of media to determine the perceptions of journalists, influencers, and the general public and how specific topics are reflected in media coverage and online discussion. This enables us to identify topics, influencers, and content strategies to engage with our target audiences



and disseminate key messaging. These analyses help us pinpoint breakthrough opportunities for messaging, public relations, social media, partnerships, and more.

Partnership Development

Generating participation in large numbers across a wide, varied population is an enormous job. No single organization can do this job alone. Crucial to many comprehensive communication campaigns is the enlistment of intermediaries: “on the ground” champions who believe in your mission and have local influence over your intended audience. Reingold’s expertise in creating “ambassador” programs involves supporting the existing efforts and sharing the best practices of established leaders, organizations, and initiatives that have won the trust and loyalty of their respective publics. We focus on these people and organizations, research them, and reach them with appropriate messages through appropriate channels.

Once we have identified these key stakeholders, we create engaging messages and materials to activate them and provide the turnkey tools – such as talking points, social media content, newsletter articles, PowerPoint presentations, and collateral materials – they need to spread our clients’ messaging.

Homeless Veterans Outreach Initiative

U.S. Department of Veterans Affairs

On behalf of **VA’s Homeless Veterans Outreach Initiative**, from October 2011 to June 2014, Reingold built an army of more than 6,000 national, state-level, and local partner organizations, including veterans service organizations, faith- and community-based organizations, and state and local government agencies, to help disseminate information on VA services for veterans who are homeless or at risk of homelessness. Our staff made thousands of calls to stakeholders in target markets, tracked results and activities in a partner database, and measured impact based on an increase of both calls to the National Call Center for Homeless

Veterans and the number of referrals made to VA homeless services at local VA medical centers.

From fiscal 2011 to fiscal 2013, the number of calls to the National Call Center for Homeless Veterans more than tripled, with **calls from veterans at risk of homelessness increasing by 231%** from October 2011 through March 2014. And according to the annual Point-in-Time Count of homeless people on a single night in January, the number of homeless veterans identified in January 2011 was 67,495; in January 2014, that number had fallen by 26% to 49,933.



Professional and Management Development Training (SIN 611430)

Many government initiatives provide training to teach their staff members and constituents to use valuable tools. The key to success is making the training available, accessible, and easy to use for the people who need it. Reingold promotes and delivers training programs that include clear and memorable visuals, interactive coaching, participatory exercises, and continual evaluation to make sure the lessons are well-understood – and stick.

Instructional Design

Successful training programs help organizations achieve key results and enhance the skills and knowledge of employees around mission-critical activities. Reingold works with clients to develop effective training programs that are targeted to achieve tangible results with lasting impact. The first step is to initiate an organizational assessment, or audit, to determine a basic level of capability and identify areas for improvement. Next, we develop a thorough training curriculum based on specific institutional needs and design an instructional program and support materials that will provide employees with the needed tools and resources to fully accomplish their tasks and meet the organization's goals.

Training Videos

Video is a central component of Reingold's training programs, using clinician narratives and engaging animation to educate audiences about safety protocols and disease detection, treatment, and recovery. We are experts in the planning, capture, animation, and

VA Telehealth Training

U.S. Department of Veterans Affairs

The US Department of Veterans Affairs is leading the way in system wide adoption of telehealth technologies for Veterans, their caregivers and providers. To ensure VA's clinical teams are informed and trained on VA's most promising healthcare technologies, Reingold provides a full suite of services including instructional design and content development for training programs, asynchronous learning via web-based platforms, and live in-person training for both Veterans and providers.

We also provide comprehensive communications plans and targeted messaging, graphics, and video products that ensure VA's clinical teams stay current with new and updated technology. Our approach to meeting client needs is based in industry best practices for education and training, including a rigorous analytics program to measure the success of our efforts.

Reingold's training products and outreach campaigns helped drive more than 2.6 million VA telehealth episodes of care to over 900,000 Veterans in FY19, with telehealth visits from Veterans' homes or other non-VA sites increasing by 246% since FY18.



production of both live-action and motion graphic videos to educate and inspire participants.

Our writers have a wealth of experience researching and scripting informative and educational video products, striking a careful balance between conveying complex information and making educational material accessible to the audience's background, comprehension level, and learning style. We work with subject matter experts to identify key topics, clarify messages, and refine scripts, as well as to perform several rounds of review to reach concurrence before finalizing video content. Our graphic designers and video producers, directors, and editors use sophisticated composition and production techniques, honed in commercial advertising production. They create compelling graphics and computer modeling and animation to tell our clients' stories, disseminate key messages, accurately summarize complex information, and educate target audiences.

TeamSTEPPS Training

Agency for Healthcare Research and Quality

In 2006, the **Agency for Healthcare Research and Quality (AHRQ)** and the U.S. Department of Defense released the TeamSTEPPS training program as the national standard for enhancing teamwork skills in health care. To increase capacity to meet rapidly increasing demand for TeamSTEPPS training, Reingold modified the TeamSTEPPS 2.0 curriculum for an online, e-learning format, relying on our project director's clinical and patient safety expertise to develop an engaging modular program based on this content. These learning modules serve two purposes: to teach students the TeamSTEPPS curriculum and to train them to become trainers themselves. Each module includes narration by a TeamSTEPPS subject matter expert, including the speaker's relevant personal insights and experiences.

As a mechanism to engage the learner, Reingold produced a video of the team exercises in two of the modules. This allowed the participant



to view the exercises in action followed by a detailed explanation of how they should facilitate the exercises when they are teaching at their organization. Students access these modules online through a learning management system (LMS) hosted on Reingold's server and are tracked through the LMS from start to finish. The LMS provides a rich resource to pull monthly metrics reports on participants' progress and participation, completion dates, module knowledge evaluation scores, and the continuing education (CE) credits they earn. Through this LMS, students are able to complete individual modules for CE credits or proceed through the entire curriculum to become a TeamSTEPPS Master Trainer and print their certificate.

Over five years, more than 15,000 learners registered in the LMS with a 71% completion rate compared with the 6% average rate for similar no-cost online training.



Facilitation

The difference in Reingold's training sessions is that we engage participants to identify their personal frustrations, goals, and aspirations and then directly connect the workshop content to their specific needs. As a result, participants understand the tangible value the training will provide and are invested in accessing its full potential. Alignment of interests and expectations establishes an important level of commitment from all involved and enables the organization to optimize its training activities.

Implementation

Research demonstrates that classroom training alone rarely impacts business results. Results are achieved by applying the knowledge, learning, insights, and ideas from the workshop, requiring a partnership with the managers of those who attend training. We emphasize the importance of managers' providing feedback, support, and reinforcement of their employees' new behaviors or skills when they return to work. This comprehensive approach to implementation moves the dial from the typical measurable impact of 20% to upward of 60% to 85%.

Enter Reingold.

We look forward to the opportunity to help you solve your next communication challenge. References and past performance information for each SIN category are available upon request.



Government Labor Rates

Labor Category	Minimum Education/ Certification Level	Minimum Experience	2020 GSA Rate
Principal	Bachelor's degree and MBA/MPA	10+ years of consulting experience	\$227.81
Senior Consultant	Bachelor's degree and graduate degree	6+ years of consulting experience	\$159.90
Consultant	Bachelor's degree	3+ years of consulting experience	\$123.21
Principal/Creative Director	Bachelor's degree and MBA/MPA	10+ years of experience	\$227.81
Production Designer I	Bachelor's degree	0+ years of experience	\$69.38
Production Designer II	Bachelor's degree	1+ years of experience	\$84.25

*Years of experience exceeding the minimum may be substituted for education

Degree	Related Experience Substitution
Associate's Degree	2 years
Bachelor's Degree	4 years
Master's Degree	Bachelor's degree + 2 years
PHD	Master's + 3 years

Service Contract Labor Standards: The Service Contract Labor Standards (SCLS) is applicable to this contract as it applies to the entire Multiple Award Schedule and all services provided. While no specific labor categories have been identified as being subject to SCLS due to exemptions for professional employees (FAR 22.1101, 22.1102 and 29CFR 5413.300), this contract still maintains the provisions and protections for SCLS eligible labor categories. If and/or when the Contractor adds SCLS labor categories/employees to the contract through the modification process, the Contractor must inform the Contracting Officer and establish a SCLS matrix identifying the GSA labor category titles, the occupational code, SCLS labor category titles and applicable wage determination (WD) number. Failure to do so may result in cancellation of the contract.



Labor Categories

Reingold Description of Labor Categories

Principal:

Minimum Education: Bachelor's degree and MBA/MPA

Minimum Experience: 10+ years of consulting experience

Provides strategic guidance and contributes to the overall performance of the firm by directing current client programs. Primary responsibilities include developing senior client relationships, overseeing the development and implementation of overall marketing and communications programs for clients, ensuring the appropriate and sufficient staffing to fulfill all project goals, and managing the financial aspects of client relationships.

Senior Consultant:

Minimum Education: Bachelor's degree and graduate degree

Minimum Experience: 6+ years of consulting experience

Partners with other Reingold team members in carrying out projects to meet the client's strategic communications goals. Through hands-on project management, the Senior Consultant identifies problems and opportunities and recommends courses of action to be taken. Primary responsibilities include maintaining client relationships, reviewing communications materials, providing strategic input, and fostering the generation of creative concepts and ideas for innovative tactics.

Consultant:

Minimum Education: Bachelor's degree

Minimum Experience: 3+ years of consulting experience

Assists the client in researching and analyzing issues. By helping execute the client's mission and project plan, the Consultant provides the second level of project execution for the firm. Primary responsibilities include handling standard client inquiries; researching the client's mission, programs, audiences, and stakeholders; and developing communications reports and materials under the guidance of senior-level Reingold team members.

Principal/Creative Director:

Minimum Education: Bachelor's degree and MBA/MPA

Minimum Experience: 10+ years of experience

Responsible for making sure that each communication reinforces fundamental communications strategy, connects with priority targets, and accomplishes concrete objectives. Primary responsibilities include developing senior client relationships, overseeing the development and implementation of overall branding and identity development programs for clients, ensuring the appropriate and sufficient staffing to fulfill all project goals, and managing the financial aspects of client relationships.



Production Designer I:

Minimum Education: Bachelor's degree

Minimum Experience: 0+ years of experience

Responsible for managing and preparing production files with discipline and extreme attention to detail. Deeply knowledgeable of the print production and proofing processes in their many guises: flat, three dimensional and multi-page forms, large format booth graphics, screen printing, etc.

Production Designer II:

Minimum Education: Bachelor's degree

Minimum Experience: 1+ years of experience

Responsible for managing and preparing production files with discipline and extreme attention to detail. Manages the production of a variety of projects. Conducts project planning, workflow management, vendor negotiations, print buying, cost control, quality control, logistical coordination and press checks. Participates in all project status and production meetings to ensure that client and project requirements are met. Deeply knowledgeable of the print production and proofing processes in their many guises: flat, three dimensional and multi-page forms, large format booth graphics, screen printing, etc. Provides guidance and supervision to support staff.



Other Direct Costs (SIN 541810ODC)

Item	Direct Cost
Video Production: Video pre-production, production, post-production of two 30-second television ads and two 15-second cuts on 16 mm film	\$91,379.16
Public Service Announcement TV Placement: Placement with five cable TV networks	\$10,151.89
TV Ad Placement: Placement of TV ads in 20 cities on CNBC; Beta tape duplication and duplication costs	\$455,494.85
Print Ad Placement: Placement of seven print ads in trade/business publications	\$112,785.43
Media Kit Production/Distribution: Printing costs; postage for mailing to media, business, or other audiences	\$12,684.46
CD-ROM Production: 2-color screen on disks, glass master fee, covers with 4-color process printing	\$68,256.20
Outdoor Ad Placements: Commuter rail/bus placement(s) in two cities	\$131,700.42
JIVE-Public Community-OnPrem-250-499 users (per user, per month)	\$11.64
JIVE-Public Community-Hosted-250-499 users (per user, per month)	\$11.64
JIVE-Public Community-Cloud Premier-250-499 users (per user, per month)	\$9.07
JIVE-Public Community-OnPrem-500-2500 users (per user, per month)	\$11.05
JIVE-Public Community-Hosted-500-2500 users (per user, per month)	\$11.05
JIVE-Public Community-Cloud Premier-500-2500 users (per user, per month)	\$8.61
JIVE-Public Community-OnPrem-2500-5000 users (per user, per month)	\$10.50
JIVE-Public Community-Hosted-2500-5000 users (per user, per month)	\$10.50
JIVE-Public Community-Cloud Premier-2500-5000 users (per user, per month)	\$8.18
JIVE-Public Community-OnPrem-5000-10000 users (per user, per month)	\$9.97
JIVE-Public Community-Hosted-5000-10000 users (per user, per month)	\$9.97
JIVE-Public Community-Cloud Premier-5000-10000 users (per user, per month)	\$7.77
JIVE-Public Community-OnPrem-10000+ users (per user, per month)	\$9.57
JIVE-Public Community-Hosted-10000+ users (per user, per month)	\$9.57
JIVE-Public Community-Cloud Premier-10000+ users (per user, per month)	\$7.38





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the missions we're on!*



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