Technical Response to the Request for Quotes (RFP)

Sol. No. W912PQ22Q0055
Statewide Digital Marketing Campaign

Due: July 25, 2022

Submitted to:
New York Army National Guard

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Submitted by:
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Founded in 2012 / 10 years of experience as a Service Disabled Veteran Owned Small Business •
CVE Certified Service Disabled Veteran Owned Small Business (SDVOSB) • Virginia Certified
Small Veteran Owned and SWaM Business • Cage Code: 7LPG7 | DUNS Number: 080176755

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Overview of Project

BrennSys Technologies LLC (BrennSys) will provide all management, tools, supplies, equipment, and labor necessary to fulfilling a statewide digital marketing campaign. All work will be completed with guidance from the Recruiting & Retention BN Marketing NCOIC. IAW NGR 601-1 Army National Guard Strength Maintenance Program, Chapter 7, and all applicable OPSEC considerations. Performance period for this contract will be for two full calendar years: base year begins Aug 1, 2022 to July 31, 2023; option year one (1) begins Aug 1, 2023 to July 31, 2024. BrennSys will provide all personnel, software, account logins, and other materials and resources to carry out this effort.

Corporate Expertise

BrennSys Technologies LLC (BrennSys) has a level of expertise in graphic design and corporate communications. BrennSys employs a substantial number of personnel with the talent and experience to support NYARNG with digital marketing. BrennSys is prepared to provide a two-year digital advertising campaign using Google's search network and display ads, and YouTube. We will incorporate fraud protection provided by Click Cease. BrennSys is experienced in contextual targeting, demographic targeting, and site retargeting. We understand the main demographic is 17-34 year old people who are willing to serve in New York State as NYARNG members.

As digital marketing and communications specialists, we are expert in outreach marketing — a strategy that involves reaching out to special interest group members, potential customers, influencers, and the served community with the goal of developing a strong relationship with the target audience. To do this, we search for these influencers, study them, and send outreach messages. This ties into the Google adword and digital video campaigns for YouTube we will make use of.

BrennSys is a customer-oriented, mission-focused contractor firm that provides commercial entities and government agencies flexibility and availability of expertise without the expense and commitment of sustaining in-house staff. BrennSys provides project-specific and purpose-built assignments, in addition to long-term and outsourced arrangements. We also offer recruiting, security screening, on-boarding, on- and off-site personnel management, benefits and other back-office services so agencies may focus on the mission — with the assurance that its personnel are first-class. BrennSys is interested in participating in this procurement as a prime contractor; we are expert at providing talent to federal agencies, and are supported by a number of potential subcontract teammates.

One specialty is "data driven communication," where we provide a strategy aimed at achieving diverse goals such as: Driving mission awareness; Promoting services; Stakeholder communication; Search Engine Optimization (SEO) outreach for backlinks (e.g. to bloggers); Data gathering (through studies and surveys); and, Brand partnerships and collaborations. In many cases, outreach marketing from BrennSys can involve reaching out to people and individuals to help with collaboration and the "network" effect of spreading a campaign strategically — thus avoiding looking like spam.

BrennSys is successful in recruiting and retaining high-demand skill sets. In coordination with our Government clients, we work to retain qualified incumbent employees during contract transition. As proven on BrennSys's multiple prime contracts, our management approach and deep Test and Evaluation (T&E) and Agile reach-back enables BrennSys to maintain consistent program staffing levels. We harness our human resources capabilities to maintain cleared, certified personnel.

BrennSys's Knowledge Management System provides us with the technical capacity to manage multiple simultaneous efforts. We offer our customers complete contract transparency focused on cost, quality, and schedule. For this effort, we will leverage our remote operations capabilities, experience using SAAS/PAAS providers such as ActiveCampaign, and significant technical support experience.

BrennSys's management, technical, and staffing approaches create stability, reduce costs and enhance Government performance, which reinforces a responsive and price competitive team — delivering best value in a fiscally challenged environment.

BrennSys offers NYARNG and its end user customers recently deployed, highly experienced professional personnel combined with Agile, digital content/marketing, and campaign delivery expertise. We look forward to this opportunity and our continued support to the government with professionally staffed and cost-effective, efficient services using leading-edge technology and best business practices. This means BrennSys can provide exceptional content and technological expertise. After the contract award and throughout the contract life, BrennSys will offer the government new and/or enhanced ideas to help upgrade our efforts throughout the period of performance of this contract.

Management Approach

BrennSys uses Project Management Body of Knowledge (PMBOK) based processes and methods to ensure delivery of high quality work within schedule and budget. BrennSys use a PMBOK-based approach, with a dedicated Project Management Office (PMO). This support consists of overseeing all aspects of the NYARNG project while ensuring agreement on all key

areas of delivery by the client and executed according to the client's standards. This includes consistent management and tracking of project activities and schedules, gathering business and functional requirements, developing project implementation timelines, monitoring software configuration, defining and implementing User Acceptance Testing (UAT) plans, performing regular status reports with the client, and working with the client to define success and risk criteria for the project. The PMO must also track project financials and contract expenses.

Project oversight will be ensured with an updated Project Management Plan (PMP). BrennSys's approach to Digital Marketing, Campaign Support and other tasks, and will be coordinated and built upon key phases: Establishing Campaign Goals, Implementing our P.A.C.E. methodology, and Setting a Baseline for SLAs, Quality Control, and Continuous Improvement. These activities correspond to the quality management processes outlined by the Project Management Body of Knowledge (PMBOK). BrennSys views Digital Marketing as a holistic endeavor, and our digital marketing P.A.C.E. framework defines the processes and activities that our team members are responsible for. Task oversight is ensured with an updated PMP. Within the PMP, the Work Breakdown Structure will track the activities our team undertakes. Using Microsoft Project, our task lead will ensure tracking of resources and schedules, keep lines of communication open with ad hoc and schedule communications (meetings, telephone and email communiqué, and status reporting). BrennSys will provide project management support services to ensure timely undertaking of the work assigned.

BrennSys's assigned Project Manager will meet with the KOTR (or delegate) and provide soft and hard (upon request) status reports. The KOTR will have final determination in assigning priorities. BrennSys will provide status reports that include updated Microsoft Project plans. The Project Manager and the KOTR (or delegate) will review progress, identify any required corrective actions, and evaluate priorities.

The BrennSys Project Manager or delegate will facilitate proactive communication to keep NYARNG informed of any and all NYARNG related issues, especially ones that limit operational status of either system. The PM will help develop, prepare, and maintain all decision documents (including project plans, monthly status reports and key milestone documents) and maintain updated design and specification documents, working with our technical writer. The systems administrators will work with the PM to develop and maintain configuration management for the duration of the project. Manage all activities associated with the project as well as manage monthly project status meeting or design meetings.

<u>*Rights*</u>: All digital campaigns, accounts, ads, and ad text produced under this contract will be owned by the NYARNG. All rights and privileges of ownership / copyright belong exclusively to the NYARNG. These materials may not be used nor sold by the contractor without written permission from the KO. This right does not abrogate any other Government rights. All product

and graphics will remain the intellectual property of the New York Army National Guard. Our accepts the contract will accept the responsibility of production costs, if any.

Reporting

BrennSys has a toolbox of methods for reporting progress and issues to the Government. Progress Assessments and Program Status. BrennSys will assign a Project Management Institute (PMI) certified Project Manager to NYARNG to ensure the timely accomplishment of each task and provide the KO Technical Representative (KOTR) and KO (KO) with bi-weekly project status reports. Activities for NYARNG and NYARNG will be separated in the bi-weekly project status report as those activities are reported to different audiences. Our progress reports will describe problems encountered, proposed solutions, and impact on the schedule. We have built the cost incurred by BrennSys to provide project management services into the cost of technical deliverables under effort.

The Weekly Activity Report (WAR) helps align focus. The idea is to keep focus on this week's most important things and to be disciplined without being too formal. The idea is to pick the three most important things you want to accomplish in a specific period of time. Then we break those down to help you focus on what you should be working on this month and this week, so when you are planning each day, you can make sure you are doing something that brings you closer to accomplishing your goals. As bi-weekly status reports are due by 4:00 PM EST on the second and last Wednesday of each month, and will include a complete listing of previous items reported, addressed, and remedy actions, our PM will utilized BrennSys's project management portal. These status reports will conform to the template included in the government-provided SOW Appendix C, and logged via BrennSys's project tracking portal.

Our reporting approach is process-driven, based on the ITIL and ITSM methodologies: Information Technology Systems Management (ITSM) is the process for implementation and management of quality IT services that meet the needs of the organization, service-focused versus IT component focused. BrennSys's approach is composed of multiple frameworks such as Information Technology Infrastructure Library (ITIL), and aimed at aligning IT services with the organization's requirements and customer needs. Our methodology is informed by Control Objectives for Information and related Technology (CoBiT), which links business goals to IT goals and leverages governance, and ISO standards 900x and 20000, to define the management processes required for the effective delivery, management, and maintenance of IT services. The BrennSys online project management portal automatically compares planned resources with our actual resources and displays the results in a Gantt chart. This helps stay on track when we are executing the project.

<u>*Exhibit*</u>*: BrennSys provides automated reports of progress towards goals*

BrennSys uses a workload chart to make sure the team isn't over extended. The BrennSys project manager can balance staff work to keep them more productive, working towards the NYARNG's goals. Our PMP will match who is responsible for tasks to the WBS and to deliverables and a schedule.

Technical Approach

The BrennSys methodology for digital marketing campaigns is adapted to the unique needs of each client. The P.A.C.E. approach starts with foundational steps that inform the completed marketing plan (see the annex, attached). The initial steps are:

> Define The Ideal Customer — With User Stories, we start by defining your target audience, which helps differentiate an ideal lead from a bad one.

> Define Personas — An advert viewing persona is a fictional aggregate profile of a decision maker who will be involved acting on the advert. Buyer personas help focus the marketing campaign on the emotions and desires of the target audience.

We then define the Outreach Cycle, the process you typically go through before a prospect finally becomes engaged; this can include iterations of education, social proof, and option comparison. Defining this process can help target the right prospects during the different stages with specific offers or content that will "push" them to the next stage.

BrennSys digital marketing experts then define keywords. Keywords and keyword phrases are words the target audience type into Google and other search engines during a particular outreach stage. Using our Joint Application Development (JAD) approach, we will work with the government to brainstorm and discover keywords so that we can use in search engine marketing (SEM) or search engine optimization (SEO) to help the campaign appear in the search results whenever a potential client searches on those keywords. Likewise, our advert campaign for YouTube will leverage those key words so that our digital video ads are served to the appropriate viewers. We will filter by geographic region to keep the audience limited to New York state. We will also use IP and geo-coding to limit the geographic reach of the campaign.

Exhibit: _BrennSys focuses on a limited set of keyword types to ensure accuracy of advert delivery_

Keyword Type	Buying Stage(s)	Search Objectives	B2C Examples	B2B Examples
General Keywords	• Aware • Search	• To look up generic information about a certain topic or industry • To look up something they have heard about from a friend or from the news about a certain topic or industry	• "bodybuilding" • "whey protein"	• "selling online" • "e-commerce" • "Internet marketing"
Problem-Based Keywords	• Search	• To search for potential solutions to a specific problem • To search for second opinions on an answer to a specific problem	• "trouble gaining muscles" • "can't lose belly" • "CLA to lose gut"	• "PPC campaign losing money" • "tracking social media ROI"
Symptoms-Based Keywords	• Search	• To search for information on obvious or underlying symptom	• "skinny with gut" • "skinny fat" • "big belly"	• "high bounce rate"
Question-Based Keywords	• Search • Evangelize (They seek support)	• To search for answer to a question • To seek support for a product already purchased	• "should I workout at night?" • "exercising at night"	• "how to use social media in B2B" • "how to track phone calls

The campaign landing pages for adverts is of course where we engage with potential clients through actionable choices. A successful digital marketing program requires qualified inbound traffic to your web properties. Our P.A.C.E. model categorizes Web traffic into multiple categories:

• Brand and Direct Traffic: Direct visits to your site (via links or typing in your URL) or from visitors searching for you by brand/product name in search engines.

• Organic Search Traffic: Traffic from search engines based on industry and product keywords

• Paid Search Traffic: Traffic from paid search and display ad campaigns.

• Promotional & Social Traffic:Traffic from outreach marketing such as email newsletters or engagement-based interactions such as social media.

• PR and Referral Traffic: Traffic from other websites that link to yours.

• Offline Traffic: Traffic from print ads and other offline sources.

BrennSys has extensive experience in planning and executing search marketing, referred to as pay-per-click (PPC) or cost-per-click (CPC). This means paying for listings to appear on search engines and related websites; we only pay when an ad is clicked on, and we can make improvements to the campaign at any time. This type of search marketing is appropriate because we can scale up traffic quickly and appear on search engines for keywords you are not ranking for organically. This enables us to diversify traffic sources in order to mitigate risk and test marketing campaign steps in real time.

We will plan the Pay-Per-Click Campaign for this effort using a customized approach based on the follow steps:

> *Step 1: Review Keywords* – Use your keywords created in the "Define Keywords" exercise as a starting point. We will use tools such as Google's Keyword Tool to expand on your keyword ideas.
>
> *Step 2: Create Campaigns with Unique Settings* – Create different campaigns with different themes or geographic targets. The more specifically it addresses the target audience, the more effective the campaign. This allows us to segment the marketing and track the ROI of each specific campaign. Doing so will allow you to cut back or scale up on the budget of each demographic/subset quickly to optimize ROI.
>
> *Step 3: Create Ad Groups based on Related Keywords* – In our experience, each ad group should contain 1 to 50 keywords that are closely related to each other. For example, "green apples" and "red apples" should each be in their own ad groups. Even though they are both apples, they are not the same and will require different landing pages.
>
> *Step 4: Create an Offer and Landing Page for Each Ad Group* – Our ad copy sets a visitor's expectations while the landing page meets those expectations, and provides an "action" button. If the landing page's visuals and offer don't match the offer the proposed ad copy, the visitor will most likely use the "back" button on their browser to bounce away from the landing page site.
>
> *Step 5: Monitor Results* – We track results and calculate the ROI of each ad campaign, ad group, and even keyword. We can then scale up the successful keywords and scale back less clicked ones. Also, we will utilize split-test (A/B) different ads and landing pages to optimize marketing messages.

BrennSys will coordinate social media, one of the most important aspects of digital marketing activities. We start by setting up profiles so we can have conversations and establish relationships. Once we have a sizable following, we can share links to our specific content in order to build backlinks and drive traffic to the site. BrennSys recommends Social Network participation on:

- Twitter (www.twitter.com): Tweet short messages that are interesting to your personas. Follow other experts and respond to their comments and messages.

- LinkedIn (www.linkedin.com): Join groups and answer questions to show your knowledge.

- Facebook (www.facebook.com): Add a business page, connect with business associates, join interest groups, and build relationships.

- Pinterest (www.pinterest.com): Pin images that are related to the niche.

We also will produce Blog Content. Blogging should be a center of social media efforts as it gives us an opportunity to write relevant content on specific keyword phrases that we have uncovered during the "Keywords Exercise". WE can also analyze your campaign analytics data to find additional topics; for example, are there problem, symptom, or question-based search terms which often appear?

Requirements and Constraints

For 5.1.5 Location, all campaigns will be geo-targeted to run only within New York State. The Marketing OIC or NCOIC will be able to choose additional locations for increased ad spend within New York to geo-target based on address and radius size. BrennSys will be able to exclude advertising from specific physical locations or website categories. This will begin before the campaign runs. These parameters may be updated at any time with a five day advance notice from the Marketing NCOIC.

As for reporting, 5.1.6 Quarterly in-person: BrennSys's (account representative) project manager will meet on-location at (25 Gibson St, Watervliet, NY 12189) with the Marketing OIC or NCOIC and associated staff to cover campaign strategy and goals within the first two weeks after contract being awarded, and once per quarter for three (3) meetings the first year and four (4) meetings the second year for a total of eight (8) meetings during the year.

BrennSys has run successful national campaigns that included New York State, as specified in 5.1.7 Qualifications. BrennSys has familiarity with the market, population, and geography to be able to successfully plan and execute a highly local campaign focused on lead generation and prospecting.

At the in-person meeting BrennSys will provide an overview of the pay-per-click advertising strategy of the U.S. Army (goarmy.com), National Guard (nationalguard.com), and Marines (marines.com). This will consist of current PPC ads, display ads, high-traffic key words, and overlapping keywords, per 5.1.8 Initial competitive research report.

To address 5.1.9 Initial Campaign Creation, and based on the competitive research report and in-person strategy meeting with the Marketing NCOIC, BrennSys will create the digital advertising campaign. Creative for the display ads and YouTube video placements will be provided by the Marketing NCOIC. Additional creative assets may be supplied by the Marketing NCOIC at the request of BrennSys. The digital advertising campaign will be approved by the Marketing NCOIC prior to campaign start.
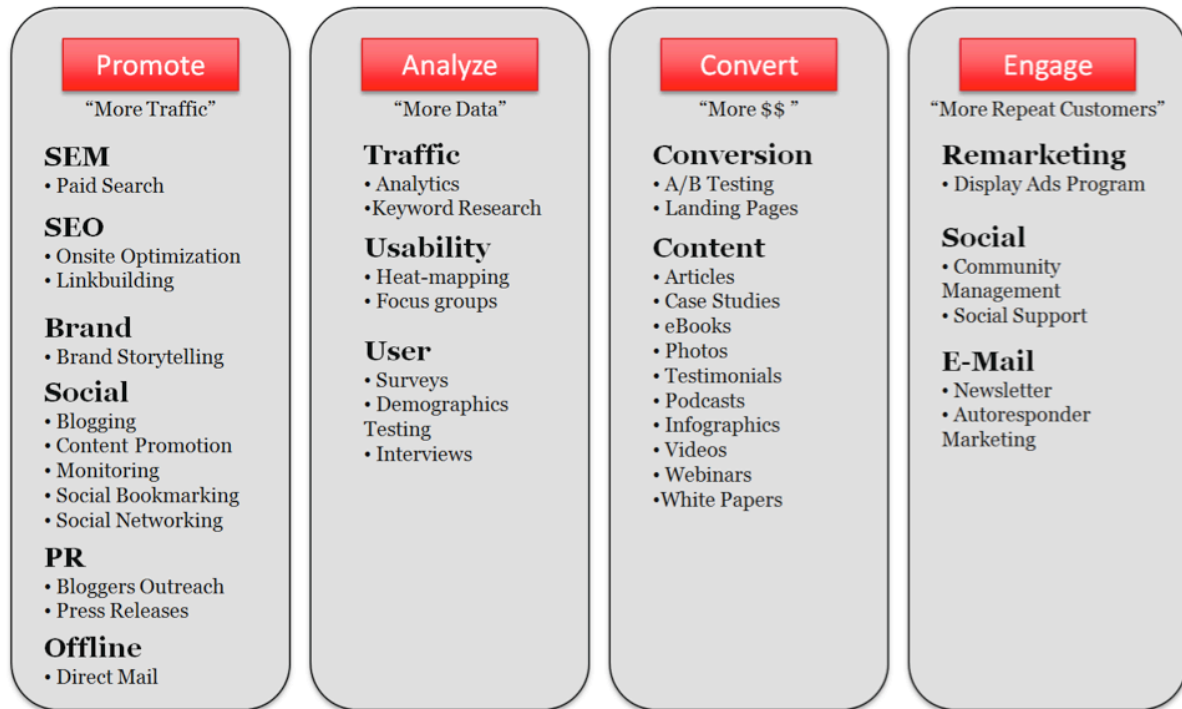
Using our digital marketing campaign platform, BrennSys will deliver on 5.1.10 Live Analytics. All Google Ads campaign will be linked to a specified NYARNG Google Analytics account to provide live reporting to the Marketing NCOIC. Non-Google campaigns will be tagged with UTM parameters to monitor traffic and conversion rates. Conversion tracking will be implemented where possible. The Marketing NCOIC may request verification of campaign analytics from the advertising account itself with a one day advance notice.

As part of our reporting process, to address 5.1.11 Monthly Analytics Reporting, BrennSys will provide monthly in-depth analytic reports at the campaign, ad group, and keyword level. It will include specific parameters (where applicable) such as total impressions, impression share, click share, and quality-score breakdowns.

As part of our continuous improvement process, and to address 5.1.12 Monthly Campaign Recommendations, BrennSys will provide a monthly overview on the most effective (as defined by clicks and conversions) platforms, ad groups, ads, and keywords. They will submit a recommendation report on how advertising effectiveness and keyword quality score can be increased via conference call with the Marketing NCOIC. This also supports 5.1.13 Weekly Campaign Management, as BrennSys will modify the campaign on a minimum of a weekly basis to increase advertising effectiveness. This will consist of implementing the recommendations as outlined in the monthly campaign recommendations reports. Example actions include bid management, A/B testing, pruning low performing keywords, and budget management.Thes modifications also address 5.1.14 Campaign Modifications. We understand the Marketing OIC or NCOIC may request modifications to any campaign parameter including keyword lists, ad copy, and budget allocation with a five day notice. BrennSys acknowledges that any requested campaign modifications will not modify the overall contract parameters in any way. Any changes to the contract that involve funding or period of performance MUST be approved by the Contracting Officer in advance via a written modification to the contract.

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__Marketing Campaign Tracking and Analysis__: We will provide the government with campaign metrics, based on the template shown in the annex to this technical volume (*BrennSys - annex - statewide digital marketing campaign workbook.pdf*). This workbook is designed to help create a marketing plan that gives measurable results based on our P.A.C.E. methodology – the same process we use to help our clients: a) Increase the number of qualified leads; b) Increase the transaction and interaction per advert click-through; c) Increase the number of repeat visits per ad viewer, to increase engagement. P.A.C.E. stands for Promote-Analyze-Conversion-Engage, the four keys that will help increase results from digital marketing campaigns.

Exhibit: Summary of Tactics with the BrennSys P.A.C.E. model

Promote	**Analyze**	**Convert**	**Engage**
"More Traffic"	"More Data"	"More $$ "	"More Repeat Customers"
SEM • Paid Search **SEO** • Onsite Optimization • Linkbuilding **Brand** • Brand Storytelling **Social** • Blogging • Content Promotion • Monitoring • Social Bookmarking • Social Networking **PR** • Bloggers Outreach • Press Releases **Offline** • Direct Mail	**Traffic** • Analytics •Keyword Research **Usability** • Heat-mapping • Focus groups **User** • Surveys • Demographics Testing • Interviews	**Conversion** • A/B Testing • Landing Pages **Content** • Articles • Case Studies • eBooks • Photos • Testimonials • Podcasts • Infographics • Videos • Webinars •White Papers	**Remarketing** • Display Ads Program **Social** • Community Management • Social Support **E-Mail** • Newsletter • Autoresponder Marketing

 Agile Response over the course of the Campaign: For Campaign Design, we will leverage our Agile expertise to speed up the design and build process. At BrennSys, gathering requirement details on an Agile project is primarily done through user stories using user interviewing, user observation, questionnaire and story writing workshop techniques. To get an informative answer from a user we try to keep the question open-ended and context-free. BrennSys will coordinate with the KO/COTR and program stakeholders to determine and define requirements for phased or complete releases of functionality. This means we will develop and implement comprehensive marketing plan and analysis strategy while we develop and maintain the automated campaign delivery using Google AdWords, adverts, and YouTube advertising placement. BrennSys will coordinate with the government infrastructure support team if required, to assure infrastructure compatibility, high-availability, and scalability or any scripts or automated tools we develop. BrennSys will monitor and analyze campaign metrics; anticipate response growth rates; review needs for functional improvements, and campaign message or feature enhancements; perform hardware and software capacity planning for infrastructure expansion as a part of O&M support in the execution of the marketing campaign over year one (and, optionally, year two).

We then take on planning and execution of a smaller number of advert A/B experiments, followed by immediate data processing and interpretation. Next, we increase the number of variables to be investigated, execution of new experiments, merging new and old data, and

processing. Our experts then increase the number of data points to be acquired for each variable, execution of new experiments, merging new and old data, and processing. Each layer is addressed in a dedicated, limited period of time (for example, 2–12 weeks), called a sprint.

> ***Sprint planning***. Meet with supervisors and any other stakeholders in a short meeting (around 30 minutes) with the aim of defining the goal of the sprint (for example, what the NYARNG want to investigate in the first set of experiments) and its duration (four weeks, for instance). Everybody has to agree on these two points, so that expectations are aligned and the whole research team is on the same page. On this occasion, the sprint-review meeting (see step five) can be scheduled.

> ***Sprint execution***. Our debs get to work! Maximum focus is required on a specific task for a limited amount of time. Our team can do it, keeping momentum.

> ***Weekly scrum***. Meet with the supervisor for a maximum of 15 minutes, but ideally every week (for example, the same time slot every week and outside of conventional working hours to ensure there are no commitments, such as meetings or teaching activities, to get in the way). This meeting has to be short and efficient — try to have a stand-up meeting with no laptops or papers. Only a few questions need to be addressed: what was done the previous week to contribute to the goal? (For example, which experiments were performed?) What will be done next week to contribute to the goal? (For example, what experiments will be performed next?) And, are there any impediments? (For example, is the set-up working properly? Are all the marketing materials / web pages needed available?)

> ***Sprint review, retrospective and planning***. At the end of the sprint, meet all of the stakeholders to discuss results and whether those are in line with expectations (review). Take some time to go into detail and do some analytical brainstorming together. Discuss the difficulties encountered, so that the next sprint is better than the previous one (retrospective). This is the phase for 'impediment removal', or problem solving. Honesty and transparency are crucial. Agile is all about adapting to change: plans can change. Go back to step one and restart the planning, addressing the next layer of work in a new sprint.

Content Editorial Schedule. Our content marketing, media advert buying, and social media marketing activities will be consistent. BrennSys finds it helps to establish a daily, weekly, and monthly routine and stick to it. This way, we are tracking the time and effort that we are putting into social media while staying on-schedule with all engagement activities.

Email marketing, marketing automation, and CRM tool. For customer relationship management (CRM) and digital marketing campaign management, we will use a platform such as *ActiveCampaign*. This will enable us to use precise targeting to find the right prospects and

grow your audience. We will capture their attention with messages that match who they are. The platform will hep us grow a relationship with your audience by providing tailored guidance. BrennSys will help them learn what's available to address their needs with regard to the NYANG. Using the automated features of the platform, we will provide individual audience members with well-timed calls to action to take the next step with NYANG. AdWords and targeted web/blog content, coupled with email marketing, is the secret sauce BrennSys offers. As we develop an email list of AdWord and YouTube responders, we will send e-newsletters and messages targeted to the contact's interests. This will make every campaign we send feel personal, and imbue trust.


Issue Management

Part of the BrennSys approach is understanding risks to successful execution of this effort — and dealing with the management of issues as they occur. Our day to day procedures are focused on 3 of the 13 ITIL process areas: Incident Management (IM); Problem Management (PM) and Change Management (CM). Finally, the ITIL CM process helps us to respond to business changing environment by making changes with minimal disruption to IT Services.

BrennSys uses for online portal as part of our technical approach for troubleshooting and resolving problems reported by users. Users log tickets into our system, which are then routed to the best qualified technical person to help resolve. These tickets represent any issues that users may encounter that they cannot address, themselves.

An issue typically means deviance in the functionality of an end product developed by the project team, from the specified requirements. Since the utmost responsibility of this project will revolve around ensuring that it works the way it should when this fails to confirm, it becomes an Issue or Defect, that needs to be fixed. BrennSys tracks issues in our online issue management tool, part of our online project management portal. The QA process for Issues Management is the entire set of steps from identifying an issue in the product, to resolving it.

Exhibit: BrennSys workflow for issue management
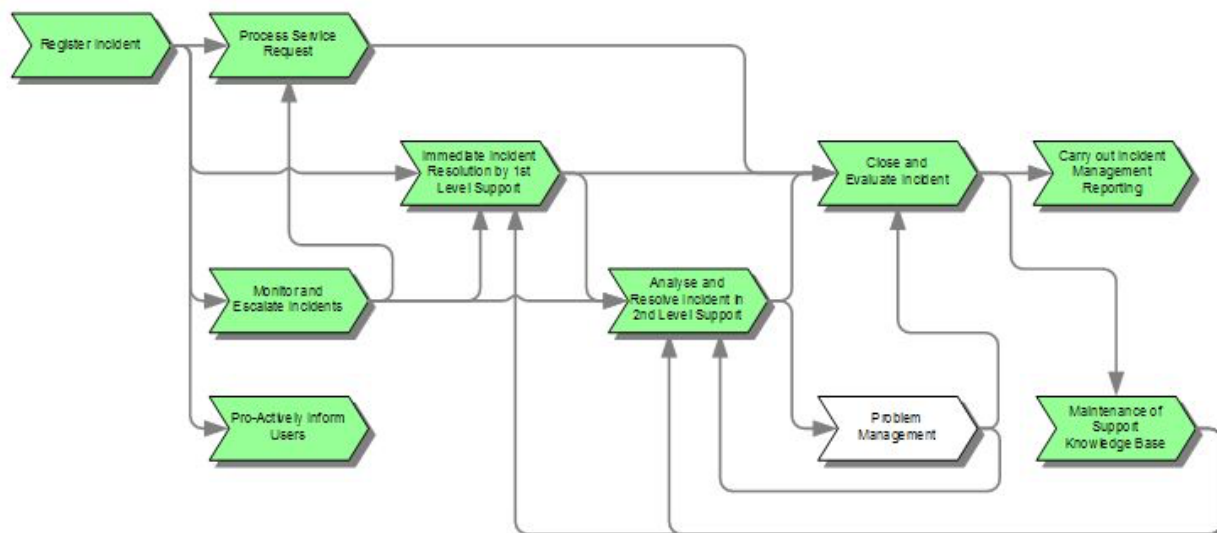
This includes a full workflow of: the methods used to identify issues; Allocating responsibility to handle issues; Steps the team uses to resolve an issue; and, Learning from past issue records for optimization. The NYARNG client can open a ticket at our project management portal when an issue arises, and BrennSys will track the the issue through to resolution.

BrennSys will facilitate proactive communication to keep NYARNG informed of any and all NYARNG related issues, especially critical ones that limit operational status of either system. The NYARNG user base has a nationwide presence. We will provide after hours emergency support, per the Performance Requirements found in our QAP.

Quality Assurance

BrennSys summaries our internal quality control plan here, to ensure a high level of quality is delivered to the NYARNG. BrennSys's Quality Assurance Plan (QAP) is pursuant to the requirements listed in the PWS. This plan sets forth the procedures and guidelines that will be used in ensuring the required performance standards or services levels are achieved by BrennSys. The purpose of the QAP is to describe the systematic methods used to monitor performance and to identify the required documentation and the resources to be employed.

BrennSys will implement a Quality Control Plan (QCP) to ensure their work complies with the requirements of the contract, as laid out in the PWS. This QCP will include procedures to identity, prevent, and ensure non-recurrence of defective services. This includes stalled campaigns, fraudulent clicks, and unreachable audiences. These QC procedures will address the

areas identified in Technical Exhibit 1, Performance Requirements Summary. The NYARNG will evaluate BrennSys's performance under this contract in accordance with the Quality Assurance Surveillance Plan (QASP). This plan defines how the performance standards will be applied, the frequency of surveillance, and acceptable quality levels or any identifiable defects.

Our quality control process will consist of testing, configuration management, and communication activities. Testing will include functional area testing, source code testing and system integration testing. Configuration management will ensure version control of the source code in addition to the creation of a development and testing environment separate and distinct from the production environment. We will update this (draft) Quality Control Plan (QCP) within ten (10) days of award, and update with feedback from the government. The government is responsible for evaluating our performance. For those tasks listed on the Service Delivery Summary (SDS), we assume the KOTR will follow the methods of surveillance specified in a Quality Assurance Surveillance Plan (QASP). The KOTR will record all surveillance observations. KOTR surveillance of tasks not listed in the SDS or by methods other than those listed in the SDS may occur during the performance period of this contract on an as needed basis.

Quality Meetings. The KO may require our team to meet with the KO, contract administrator (CA), KOTR, and other government personnel as deemed necessary. We may request a meeting with the KO when he or she believes such a meeting is necessary. Written minutes of any such meetings will be recorded by the KOTR and sent to all attendees via e-mail for their review. A copy of all recorded minutes will be provided to BrennSys, and a copy will be placed in the official contract file for record keeping purposes. In the event BrennSys does not concur with any portion of the minutes, we will provide exceptions to the minutes, in writing, to the KO within 10 working days following receipt. Final resolution to exceptions taken by the contractor resides with the KO.

BrennSys's QCP will be updated after kick-off, and we will keep the QCP current, to ensure the requirements of this effort are met.

Our QCP incorporates high standards and proven methods that have been improved upon over years of successful service to our customers. Our approach entails the thorough integration of QC into every stage of a project — from the very beginning through its entire life cycle. Our diligent application of QC at every stage of the task will ensure the delivery of a compliant, timely product/service to a satisfied customer. Our QCP will allow for the early identification and elimination of risks to successful mission accomplishment. Our approach will foster effective QC and a process of continuous improvement that will allow BrennSys to meet or exceed the performance standards depicted in the performance standards exhibit (established on page 7 of the PWS) and related documents.

The QAP provides a means for evaluating whether BrennSys, and subcontractors, meet the performance standards/quality levels identified in the Performance Work Statement (PWS) of each Task awarded and the BrennSys Quality Control Plan (QCP). The intent is to ensure that BrennSys performs in accordance with the performance metrics and the Government receives the quality of services called for in the contract. A properly executed QAP will assist the Government in achieving the objectives of this procurement.

The BrennSys quality control plan is to focus on four key areas: Documentation; Security and audit standards; User requirement specifications; and Risk mitigation. The standards we use to provide our customers with peace of mind as well as a quality product can help implement this quality control plan that preserves knowledge and makes the NYARNG's business processes more efficient.

BrennSys will produce a custom QA/QC plan within seven days of task order issuance, based on the following company standard operating procedures. As it is with development, so too it is with QA: documentation defines roles, preserves the audit trail and establishes repeatable protocols. Consistency is crucial. We have established standard templates that our team can use to document processes, prioritizing detailed, precise information. Whether it be effort estimates, requirement specifications or business case selection, there is an easy way to track progress through the duration of a project with BrennSys's online project management portal.

Exhibit: *PWS Required Performance Standards will be Enhanced*

In addition to the performance standards required on Page 7 of the PWS, BrennSys will also ensure that quality of services meets or exceeds the government's expectations.

Performance Requirement	Performance Standard	Method of Measurement	Method of Survellience
Schedule Management	All work is completed on agreed-upon time per task order requirements. Final deliverable is delivered 95% on time.	Establish temporal milestones for key tasks and deliverables in the project plan and compare with actuals	Periodic inspection
Deliverable Quality	Deliverables are provided without spelling or other typographic errors. Error-free 95% of the time	Review of deliverables	Periodic inspection
Task Progress Status Reporting Accuracy	Progress on task status provides current/valid information. Deliverables are provided error-free 95% of the time	Review of task progress reports	Periodic inspection

Performance Requirement	Performance Standard	Method of Measurement	Method of Survellience
Project Management Support Services	Monthly status reports are delivered every other Wednesday by 4pm EST. Status report has previous two weeks of activity that reports on help desk items, system changes, system enhancements and up/downtime. Status report is comprehensive, complete, and free from spelling errors and has one standardized font throughout. Status reports are accurate and reflect current status of JFAS/JFAS. JFAS and JFAS reporting are reporting separate sections of Status Report. If any status meetings are scheduled, they occur as scheduled and the contractor is prepared and facilitates any meeting.	100% Inspection	Reduction of current invoice amount by 1% per business day that status report is late. For status reports that have severe deficiencies, including being incomplete, incorrect, or syntactically deficient, the contractor submits a revised copy within one business day with appropriate corrections. Reduction of current invoice amount by 1% per business day that revised status report is late, incomplete, or incorrect. Complete task at no additional cost to the government. Status report and supporting documentation meets NYARNG requirements.
Issue management, after hours, emergency support services	Contractor responds within reasonable amount of time considering the circumstances and unpredictable nature of emergency support needs. Contractor may invoice NYARNG for incurred cost to the appropriate CLIN using agreed upon labor rates in contract.	Random Sample NYARNG envisions these emergency support services issues to be focused on general system stability or operational availability related. Contractor performs "best effort" for after hours, emergency support requirements. Invoiced charges are reasonable and fair and reflect the true nature of the work required to resolve reported issues.	Unplanned or unexpected support requirements that are reported are addressed in a reasonable fashion, considering the circumstances. System returns to normal operational status.

We will mitigate risk through QA. The only guarantee within any SDLC is that there will be surprises along the way. How will we cope with the discovery of a serious bug or a significant delay in workflow? BrennSys developers build these variables into our quality control approach, documented in our PMP, to provide realistic and effective time and resource estimates. Everything is viewed through the prism of the production cycle.

Our final QA plan will also address how NYARNG can ramp up or scale down in production as the environment around the users evolves and changes—sometimes suddenly.

Methodology: Data Integrity

Just as data checking and review are important components of quality control for data management, so is the step of documenting how these tasks were accomplished. Creating a plan for how to review data before it is collected or compiled allows a content developer to think systematically about the kinds of errors, conflicts, and other data problems they are likely to encounter in a given data set. When associated with the resulting data and metadata, these documented quality control procedures help provide a complete picture of the content of the dataset. A helpful approach to documenting data checking and review (part of our Quality Assurance/Quality Control, or QA/QC process) is to list the actions taken to evaluate the data, how decisions were made regarding problem resolution, and what actions were taken to resolve the problems at each step in the data life cycle.

For this aspect of quality control and assurance, BrennSys includes standard operating procedures (SOPs) in our documentation that covers:

* determining how to identify potentially erroneous data

* how to deal with erroneous data

* how problematic data will be marked (i.e. flagged)

For instance, a content creator may graph a list of particular observations and look for outliers, return to the original data source to confirm suspicions about the validity of certain values, and then make a change to the live dataset. In data subset, the content developer may wish to compare versions of data streams to find discrepancies. Recording how these steps were done can be invaluable for later understanding of the dataset, even by the original content manager.

<u>Exhibit</u>: *Quality Control Plan Tracking*

The final version of the BrennSys quality control plan will be embedded on our project management portal, for easy access. We will track all QA/QC in this template.

QUALITY CONTROL PLAN TEMPLATE

SOP #	PROCESS STEP	WHAT'S CONTROLLED	INPUT OR OUTPUT	SPECIFICATION CHARACTERISTIC	SPECIFICATIONS	METHOD OF MEASUREMENT	METHOD OF CONTROL	SAMPLE SIZE	FREQUENCY	WHO / WHAT MEASURES	RECORDING LOCATION	DECISION / CORRECTIVE ACTION

The value added by the BrennSys approach to quality assurance is that we are able to ensure that we proactively meet production standards with our comprehensive quality control plan template (see the exhibit). We enter the unique standard operating procedure (SOP) numbers from our developer guidelines in order to monitor progress and improvements. Monitoring will be tracked using a Quality Assurance Monitoring Form. Next, our team will enter the process steps, specifications, methods of measurement and control, and the decision or corrective measures, if any, needed. BrennSys uses this template approach to facilitate a failsafe quality control process and maintain high-quality software development standards.

Methodology: *Automate to Decrease Risk*

At BrennSys, we separate data entry from the coding activities. We do not ask data entry operators simultaneously to check anything, count anything, etc. Our digital marketing campaign designs aim to restrict their work to creating a computer-readable facsimile of the data, nothing more. As part of the BrennSys QA/QC process, we will create a data audit trail: whenever anything is done to the data, starting at the data entry stage, we will document this and record the procedure in a way that makes it easy to go back and check what went wrong (because things will go wrong). Consider filling out fields for time stamps, identifiers of data entry operators, identifiers of sources for the original data (such as source files and their file names), etc. As the old adage goes, "…storage is cheap, but the time to track down an error is expensive."

Exhibit: Quality Assurance Monitoring Form

BrennSys aims to automate nearly everything. Our database administrators assume any step will have to be redone (at the worst possible time, according to Murphy's Law), and plan accordingly. We don't try to save time now by doing a few "simple steps" by hand.

In particular, BrennSys developers create support for data entry: we make a front end for each table (even a spreadsheet facsimile can do nicely) that provides a clear, simple, uniform way to get data in. At the same time the front end should enforce the NYARNG's business rules — that is, it should perform as many simple validity checks as it can. We will use our web portal user interface to enforce relational integrity checks (e.g., every content component/article associated with a metadata tag matches keywords we have designated).

Quality Assurance Monitoring Form

CONTRACT/TASK ORDER: _____

CONTRACT TEAM LEAD: _____

SURVEY PERIOD: _____

SURVEILLANCE METHOD (Check):
❏ Random Sampling ❏ 100% Inspection ❏ Periodic Inspection ❏ Customer Complaint

LEVEL OF SURVEILLANCE (Check):
❏ Monthly ❏ Quarterly ❏ As needed

ANALYSIS OF RESULTS:
Service Provider's Performance (Check): ❏ Meets Standards
❏ Does Not Meet Standards

Narrative of Performance During Survey Period: _

_____
_____
_____
_____
_____
_____
_____

PREPARED BY: DATE:

Another unique aspect of the BrennSys QA/QC process is that we constantly count things and check that counts exactly agree. For example, if an article is supposed to measure no more that 1,000 words, make sure (as soon as data entry is complete) that the word count is reported. Although checking counts is simple and uninformative, it is great at detecting duplicated and omitted data.

As the NYARNG's data are valuable and important, we may consider independently re-validating manually the entire dataset. This means that each item will proofread by two different non-interacting people. This is a great way to catch typos, missing data, and so on. The cross-checking can be completely automated. This is faster, better at catching errors, can be as efficient as 100% manual double checking.

BrennSys will use a database to store and manage the data — before we import it into the final digital marketing campaign. Spreadsheets are great for supporting data entry, but we will get the

government's data out of the spreadsheets or text files and into a real database as soon as possible. This prevents all kinds of insidious errors while adding lots of support for automatic data integrity checks. We can then use a copy of the actual data as our test data, as well.

BrennSys has found, over the last decade, that if our customers follow these guidelines, approximately 50%-80% of the work in getting data into the database will be accomplished by us at the database design phase, and in writing the supporting scripts. It is not unusual to get 90% through such a project and be less than 50% complete, yet still finish on time: once everything is set up and has been tested, data entry of legacy information and checking it can be amazingly efficient.

Data are input into the campaign system will be through a web interface or a desktop application. We propose to run checks of the quality of not only the content data, but also the data contained in lookup tables, such as the metadata tags, publishing and retraction dates, etc. As data entry is ongoing, this QA/QC process will need to be run intermittently. As content for articles will not have yet been publicly released, the QA/QC process will align with the publication/editorial calendar. This component of QA/QC involves three steps: (a) a different user checks each article; (b) the editor or content approver will visually inspect each for outliers; and (c) content contributors/writers will flag questionable data after spurious results are obtained.

Section 508 Compliance

BrennSys fully supports the need for accessible services. BrennSys will ensure that all supplies and services delivered will be aligned with current provisions for accessibility included in Section 508. In circumstances where this is not feasible, equivalent facilitation will be provided. The BrennSys Project Manager will oversee our participation and compliance with technical standards, functional performance criteria and documentation and support as required. By assigning this responsibility to the Project Manager, BrennSys can ensure that appropriate provisions are made within individual contracts. This may include: Contractor training on 508 Standards; Collection of information; Providing guidance to staff as required.

BrennSys employs a Section 508 compliance standard operating procedures (SOP) which include instructions on: staying current, adjusting audit tools, and conducting a formal training program to create Section 508 awareness and adoption of best practices on our team. We strive to comply with the applicable standards of Section 508 of the Rehabilitation Act to the maximum extent possible, ensuring that individuals with disabilities have comparable access to and use of information and data to that provided to the general public, unless an undue burden would be imposed on us.

For deliverables such as documentation and training, we will ensure PDFs meet the criteria outlined at https://www.section508.gov/create/pdfs/

Staffing Plan

At BrennSys, we have discrete processes for staff planning and recruiting processes that alleviate how time-consuming these steps are. With a 95% staff retention rate, our clients win by leveraging the BrennSys team's expertise in IT consulting services. With our experience and pool of tested, qualified technologists, we are able to provide the right talent for this effort. If the government requires additional resources, BrennSys has the ability to source personnel quickly, from our other full time employees or from our pool of vetted contractors.

Our PMP will include a resource plan, where we identify, list, and organize the resources needed to complete this project, as well as help determine the quantity needed for each resource, the cost and when they are needed in the project work breakdown structure (WBS).

<u>Exhibit</u>: Staffing Matrix

Position	FTE	Role
Project Manager	1/2	This person will ensure the PMP is executed as planned, work with the QAM so that QA/QC is carried out, and acts as the single point of contact for the government. They will provide oversight and manage multi-disciplinary teams in the development of plans, goals, objectives, policies, and procedures for completion of a project in a highly technical and fiscal related field; develops project schedule and budget; reviews project proposal or plan to determine time requirements and allotment of available resources to various phases of the project; establishes work plan and staffing for each phase of the project, and arranges for recruitment or assignment of project personnel; confers with project staff to outline work plan and to assign duties, responsibilities, and scope of authority; directs and coordinates activities of project personnel to ensure the project progresses on schedule and within prescribed budget; reviews status reports prepared by project personnel and modifies schedule or plan as required; coordinates project activities with activities with government regulatory or other government agencies; coordinates intra and inter departmental matters necessary to expedite the projects; and facilitates and troubleshoots the solution of problems associated with designing, implementing, leading, and completing projects.
Digital Marketing Specialist	1	Responsible for helping maintain a brand by working on marketing campaigns. Their duties include performing market research, strategizing with other marketing professionals and creating content to aid in the success of marketing campaigns; Research advertising trends; Decide on appropriate placement of ads; Determine what content will reach customers; Develop projects to create content; Publish digital marketing content online; Implement email marketing campaigns; Measure digital traffic; Monitor social media and Google Analytics; Optimize paid advertising campaigns using SEO and other tools; Report on the growth and analytics of campaigns to stakeholders.
Web Content Creator/Writer	1/2	Responsible for creating, reviewing and editing content for the company which will be published in the company's websites and social media pages. You will also be responsible for researching on the key SEO terms and implementing them in the content to gain maximum exposure.

Position	FTE	Role
Web Coding Specialist	1/2	Responsible for writing well designed, testable, efficient code by using best software development practices. Creating website layout/user interfaces by using standard HTML/CSS practices. Integrating data from various back-end services and databases.
Social Media Marketing Specialist	1	Responsible for the use social media platforms to promote a company's offerings. They often use platforms like Facebook, Instagram, Twitter, and TikTok to reach new customers, engage with current ones, and announce new products or services; oversee site metrics, interact with readers, and be responsible for creative design. Supports the Digital Marketing Specialist.
Quality Assurance Manager	1/2	Working with the PM, responsible for oversight and execution of the quality assurance methodology we employ, developing, implementing, and maintaining a system of quality and reliability testing for BrennSys services, products and/or development processes.

Employee Qualifications – With a team of digital marketing experts, graphic designers, GUI/UX and information architects available for this effort, BrennSys is well-suited to start work on day one with qualified employees who understand the objectives of this effort for the NYARNG.

At kick-off, and as part of the PMP, one component will be an updated Staffing Plan. An advantage of BrennSys is our resourcing capability. BrennSys innovative recruiting tools and approach is a significant strength of our proposal! BrennSys uses innovative recruiting tools, which we call the Enterprise Applicant Tracking and Recruiting System (EATRS), enabling our HR Specialists to post new positions and vacancies to the internet via LinkedIn, Monster, and other web-based recruiting sites. This gives us exposure for announcements to among the largest global online recruiting and employment vendors. Through EATRS, we can cross-post vacancies to more than 100 job boards, as well as local printed media where our vendors have contractual agreements. Resumes are maintained in a secure and searchable database, accessible by authorized users. Intelligent, concept-based searching enables us to focus on key terms and combine related terms and topics, providing a ranked listing of results. We use narrowly focused search criteria to select from all applicants in the EATRS databases. For this effort, members of our corporate HR team will search out hard-to-fill vacancies permitting us to focus on active and passive job candidates. We will also employ external recruiting entities to meet recruiting needs. Our system maintains full compliance with the U.S. Department of Labor Office of Federal Contract Compliance Programs for tracking resume version and search criteria, data management techniques and reporting functions.

Our corporate HR staff is responsible for ensuring recruitment is structured, documented, fair, and consistent. Our transition hiring team will interview incumbent personnel. To reduce performance risk, we offer right of first refusal per Executive Order 13495, to all incumbent employees who meet our qualification standards. We recognize the advantages as well as the disadvantages of employing incumbent contractor personnel: incumbent personnel bring specific knowledge and firsthand experience that can make an important contribution to a seamless

transition, but they can also be too tied to current practices and unwilling to make the necessary changes to improve contract performance.

<u>***Corporate Reachback***</u> — Our PM has access to and will collaborate with our corporate resources such as operations, contract administration, quality control, safety, environmental, human resources and legal, to facilitate administrative, logistical, and management support for this and every effort. The full resources of BrennSys's organization are at the PM's disposal. The corporate office makes available to core personnel requirements additional personnel and resources on an as-needed basis. This reach-back capability enhances rapid corporate support to the project if required. Corporate support can range from a simple telephone call answering a question to sending subject matter experts to the project site to aid in problem resolution.

BrennSys corporate headquarters provides an oversight role in a quality assurance mode by periodically reviewing and inspecting contract operations to ensure conformity with contract requirements and company policy. Corporate staff is also available to consult with site staff regarding operations, contract administration, accounting, payroll, human resource matters, safety, quality control, and legal issues. Corporate staff can provide training to our Washington DC based operations staff both on-site and off-site if needed. Training may include policy changes or implementation of new industry practices within program management, functional areas, leadership, or financial management, and may involve peer training from individuals with similar responsibilities within our corporation.

Past Performance

Here we identify previous contracts which are relevant to the scope of the PWS. Our past performances are all within the past 5 years, and are relevant in that they are of similar size and scope.

<u>*Exhibit*</u>*: Summary of BrennSys Corporate Experience*

Customer	Project	Contract Info	Services Overview
VA Department of Health	Office of Emergency Medical Services Outreach	2018-2019; Prime	Social media outreach, targeted marketing campaigns
Department of Veterans Affairs	Media Development and Management	2018-2028; Prime	Promote public and private awareness of the NYARNG's mission, goals, initiatives and objectives, Message communicate, media selection, outdoor marketing, and media services, such as radio, TV, and public service announcements

Customer	Project	Contract Info	Services Overview
Department of Veterans Affairs	Veterans Experience Office (VEO) Support Services	2021-2026; Prime	Customer experience (CX): real-time CX data, tangible CX tools, modern CX technology, and targeted CX engagement. These capabilities empower employees to deliver outstanding experiences to Veterans, their families, caregivers and survivors through actionable real-time CX data and predictive analytics; concrete CX tools such as the VA Welcome Kit and accompanying guides, training and implementable best practices; user-friendly, modern technology; and personal engagement with VA customers.
Strategic Acquisition Center - Frederick Department of Veterans Affairs	AboutFace Outreach Program	#VA119A-17-D-0157 36C10X20N0151; 2020-2025; Sub	All aspects of new media development: video and multimedia from pre-production, production and post-production. Content development for website, enhancing design and information architecture, performing functional maintenance, ensuring 508 compliance, and produce other media and/or educational materials for the National Center for PTSD.

VA Department of Health – Office of Emergency Medical Services Outreach. In the spring of 2019, we worked with the Virginia Department of Health Office of Emergency Medical Services, which needed a marketing firm to assist in sharing resources and information to help first responders deal with the mental health impacts that occur as a result of their experiences on their very stressful jobs. As part of the project, we ensured that social media platforms were being appropriately utilized and reached the right audiences when they needed to be there. We also compiled a list of all the fire, EMS, law enforcement and dispatch locations, and ensured that they receive a targeted print campaign. The project required biweekly reports, and was completed in 2019.

Department of Veterans Affairs – Media Development and Management. We are currently working with the Department of Veterans Affairs on a contract that runs from September, 2018 until September of 2028. Our services include developing materials to promote public and private awareness of the VA's mission, goals, initiatives and objectives. We work to develop and disseminate marketing materials and services which will increase public understanding of the complex and technical aspects of the VA. Some of our services are determining the advertising objective, specifically defining and creating materials with the specific message we are working to communicate, media selection, outdoor marketing, and media services, such as radio, TV, and public service announcements.

Department of Veterans Affairs - Veterans Experience Office (VEO) Support Services. We provide the VA VEO with Graphic Design Services. The Veterans Experience Office (VEO) is VA's lead organization for customer experience (CX) at VA and reports directly to the Secretary. VEO supports VA in the Department's modernization efforts to become a premier CX organization by bringing industry best practices to VA service design and delivery. VEO

accomplishes this through four core CX capabilities: real-time CX data, tangible CX tools, modern CX technology, and targeted CX engagement. These capabilities empower employees to deliver outstanding experiences to Veterans, their families, caregivers and survivors through actionable real-time CX data and predictive analytics; concrete CX tools such as the VA Welcome Kit and accompanying guides, training and implementable best practices; user-friendly, modern technology; and personal engagement with VA customers.

Strategic Acquisition Center - Frederick Department of Veterans Affairs - AboutFace Outreach Program. In the private sector, we recently contracted with AboutFace Web Design to provide services from October of 2020 until October of 2005, including media production, website maintenance, social media clips, website and YouTube channel maintenance, production of videos of veteran interviews, topic pages, user guides and education, CMS migration and site redesign.

AboutFace is a documentary website that features multimedia stories of Veterans who have experienced post-traumatic stress disorder (PTSD), their family members, and VA clinicians. By watching the videos on AboutFace, viewers can learn about PTSD, explore treatment options, and get advice from others who have lived with the disorder. AboutFace is produced by the VA's National Center for Post-traumatic Stress Disorder (NCPTSD), the world's leading center for PTSD research and education. BrennSys works with NCPTSD to further develop AboutFaces' mission while maintaining and advancing the role it plays in reducing stigma and informing Veterans and their loved ones how PTSD treatment can turn lives around.

This contract includes all aspects of creating new media for AboutFace including video and multimedia from pre-production (planning, location scouting, assistance with recruitment of subjects) through production (video- and audio-recording, lighting and set design, etc.) and post-production (editing, mixing, color correct, captioning, audio describes, 508 compliance, etc.). We write content for the website, planning for the expansion and updating of AboutFace, enhancing website design and information architecture, performing functional maintenance, ensuring 508 compliance, and ancillary tasks. Working with the National Center for PTSD providing services that include all aspects of creating new media for AboutFace including video and multimedia from pre-production (planning, location scouting, assistance with recruitment of subjects) through production (video- and audio-recording, lighting and set design, etc.) and post-production (editing, mixing, color correct, captioning, audio describes, 508 compliance, etc.). We write content for the website, planning for the expansion and updating of AboutFace, enhancing website design and information architecture, performing functional maintenance, ensuring 508 compliance, and ancillary tasks.

Annex - Digital Marketing Workbook