

ORIGINAL

REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

BIDDER MUST COMPLETE THE FOLLOWING

By signing this Request for Proposal for Contractual Services form, the bidder guarantees compliance with the procedures stated in this Request for Proposal and agrees to the terms and conditions unless otherwise indicated in writing, certifies that contractor maintains a drug free workplace, and certifies that bidder is not owned by the Chinese Communist Party.


Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

JK NEBRASKA CONTRACTOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Contractor. "Nebraska Contractor" shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this Solicitation.

___ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

___ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. § 71-8611 and wish to have preference considered in the award of this contract.

FORM MUST BE SIGNED MANUALLY IN INK OR BY DOCUSIGN

BIDDER:	Stable Gray Inc
COMPLETE ADDRESS:	2520 N 24 th St, Omaha, NE 68110
TELEPHONE NUMBER:	402.965.1726
FAX NUMBER:	
DATE:	4/17/24
SIGNATURE:	
TYPED NAME & TITLE OF SIGNER:	Theardis Young, President


Individual or Sole Proprietor United States Citizenship Attestation Form

For the purpose of complying with Neb. Rev. Stat. §4-108 through 4-114, I attest as follows:

<input checked="" type="checkbox"/>	I am a citizen of the United States.
-OR-	

I agree to provide a copy of my USCIS documentation upon request.	

I hereby attest that my response and the information provided on this form and any related application for public benefits are true, complete, and accurate, and I understand that this information may be used to verify my lawful presence in the United States.

PRINT NAME	Theardis James Young <small>(first, middle, last)</small>
SIGNATURE	
DATE	4/17/24

CORPORATE OVERVIEW: REQUEST FOR PROPOSAL (RFP) NUMBER NPGAP 2024.1

1. **BIDDER IDENTIFICATION AND INFORMATION:** STABLE GRAY is a full-service branding and marketing firm headquartered in Omaha, Nebraska. The company was founded in 2015 and is organized as a S-Corp. STABLE GRAY's founders, CharDale Barnes and Theardis Young, were both born and raised in North Omaha where the organization is based. Since its inception, STABLE GRAY has provided comprehensive brand development services covering public outreach, content production, marketing, communications, and web development. The company name and organizational structure have remained unchanged since it was first established.
2. **FINANCIAL STATEMENTS:** SEE ATTACHED
3. **CHANGE OF OWNERSHIP:** STABLE GRAY's does not indicate any anticipated changes in ownership or control of the company during the twelve months following the proposal due date. The company is stable under the continued leadership of its founding partners.
4. **OFFICE LOCATION:** STABLE GRAY's headquarters and primary office responsible for performance pursuant to a potential contract award with the State of Nebraska is located at 2520 N 24th St, Omaha, NE 68110. This aligns with the company's connection to and focus on empowering businesses and organizations within diverse communities. STABLE GRAY's content studio is located at 3223 N 45th Street, Building V.
5. **RELATIONSHIPS WITH THE STATE:** STABLE GRAY presents itself as an established, Omaha-based branding and marketing firm with a particular focus on empowering diverse communities. Under stable leadership since its 2015 founding, the company has provided contracted branding and marketing services to the Nebraska Department of Economic Development related to American Rescue Plan Act programs, demonstrating existing familiarity collaborating with a state agency in the past 5 years.
6. **BIDDER'S EMPLOYEE RELATIONS TO STATE:** STABLE GRAY does not have any employee relations to the State of Nebraska.
7. **CONTRACT PERFORMANCE:** STABLE GRAY or its proposed subcontractors have not had a contract terminated for default during the past five years due to non-performance, poor performance, or any litigation related to default. STABLE GRAY or its proposed subcontractors have not had any contracts terminated for convenience, non-performance, non-allocation of funds, or other reasons within the past five years. STABLE GRAY is declaring no such terminations have been experienced in the relevant timeframe.
8. **SUMMARY OF BIDDER'S CORPORATE EXPERIENCE:** STABLE GRAY's proposal includes several narrative project descriptions that highlight the company's relevant corporate experience:
 - a. **BRANDING PROJECT FOR CHARLES DREW HEALTH CENTER**
 - Time period: August 2021 - present
 - Actual completion date: Current
 - Bidder's responsibilities: Developed social media strategy and messaging, created design plan, wrote content, and planned promotional activities.
 - Customer name: Charles Drew Health Center
 - Work performed as prime contractor.
 - Point of Contact: Ginny Czechut
 - Contact Information: ginny.czechut@charlesdrew.com

- Total Contracted Budget Amount: \$90,200
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- b. BRANDING PROJECT FOR ELEVATOR SPACES**
 - Time period: March 2022
 - Actual completion date: July 2022
 - Bidder's responsibilities: Built custom website on Next.js platform, developed website design based on existing brand guide, performed domain name research, implemented API integrations, provided web hosting and maintenance.
 - Customer name: Elevator Spaces
 - Work performed as prime contractor.
 - Point of Contact: Levi Cermak
 - Contact Information: levi@elevatorspace.com
 - Total Contracted Budget Amount: \$5,750
- c. MARKETING AND SOCIAL MEDIA PROJECT FOR NEBRASKA DEPARTMENT OF ECONOMIC DEVELOPMENT**
 - Time period: November 2022
 - Actual completion date: January 2024.
 - Bidder's responsibilities: Managed social media platforms, produced informational videos and stories, conducted live stream sessions, created content to support DED program awareness.
 - Customer name: Nebraska Department of Economic Development
 - Work performed as prime contractor.
 - Point of Contact: Kate Ellingson
 - Contact Information: kate.ellingson@nebraska.gov
 - Total Contracted Budget Amount: \$500,000

These project descriptions demonstrate STABLE GRAY's experience in branding, web development, and digital marketing for both private and public sector clients. The work includes social media management, content creation, web design and hosting, and supporting clients' program awareness goals.

9. **PROPOSED PERSONNEL/MANAGEMENT APPROACH:** Below, the company identifies the specific professionals who will work on the State's project if awarded the contract. The key team members include:
1. CharDale Barnes – Co-Founder/CEO: Skilled in creating memorable and impactful brand names, CharDale brings strategic and creative expertise to help businesses resonate with target audiences.
 2. Teddy Young– Co-Founder/President: With extensive marketing experience across private, public, and non-profit sectors, Teddy offers a creative, industry-leading approach focused on emotional connections and problem-solving.
 3. Tara Pierce – Design Lead: An innovative brand and social media manager, Tara leverages her design expertise to develop masterful, intuitive brands. Her strategic messaging and creative problem-solving drive high-impact work.
 4. Caleb Volquartsen – Video Content Professional: A master of video production and editing, Caleb's unique film style and seamless processes wow clients with eye-catching, innovative photography and videography.

This core team will be supported by additional STABLE GRAY staff in an integrated approach. The team structure includes leadership to guide strategy, dedicated account/project management to facilitate seamless client communication and coordination, and specialized creative and technical personnel to execute deliverables. STABLE GRAY employs a comprehensive methodology grounded in the StoryBrand

framework to define core messaging and ensure cohesive branding and content. STABLE GRAY's is also commitment to transparent, responsive project management using the Monday.com platform. This enables real-time collaboration, centralized communication, and milestone tracking so the client remains informed and engaged consistently. Regular reporting and performance analysis is also highlighted to measure results and optimize tactics. Overall, this outlines a rigorous yet adaptable process to manage the project effectively and exceed client expectations.

10. SUBCONTRACTORS: STABLE GRAY intends to utilize two subcontractors to augment their capabilities for this contract:

1. PPRP INNOVATIONS

- Name: PPRP INNOVATIONS, led by CEO Raheem Sanders
- Address: 11130 Jones Street; Omaha, NE 68134
- Phone: 803-235-1300
- Specific tasks: Market research, data management and analysis, performance measurement and evaluation
- Key personnel: Raheem Sanders, MPH, Lead Evaluator
- Qualifications: Extensive experience providing data solutions and technical resources to meet evaluation, planning, implementation, and reporting requirements for various organizations. Strong public health and data analytics expertise.
- Compensation terms:
 - o Initial Term: \$59,000
 - Strategic Planning & Market Research - Development of Strategic Marketing Plan: \$22,000
 - Market Research: \$23,000
 - Performance Evaluation: \$14,000
 - o Optional Renewal One: \$52,000
 - Strategic Planning & Market Research - Development of Strategic Marketing Plan: \$20,000
 - Market Research: \$18,000
 - Performance Evaluation: \$14,000
 - o Optional Renewal Two: \$49,000
 - Strategic Planning & Market Research - Development of Strategic Marketing Plan: \$20,000
 - Market Research: \$15,000
 - Performance Evaluation: \$14,000
- Percent of subcontracted hours: 14.7%

2. CLARK CONNECTION GROUP

- Name: CLARK CONNECTION GROUP, INC.
- Address: Based in Omaha, NE; full address not provided
- Phone: 402-306-2734
- Specific tasks: Public relations, community outreach, government relations, business capacity building
- Key personnel: Tim Clark, Director of Business Development
- Qualifications: Over 30 years' experience creating PR, marketing, business development, capacity building and project management solutions. Strong skills in developing community impact through facilitation and connecting people.

- Compensation terms:
 - o Initial Term: \$18,000
 - PR & Relationships: \$18,000
 - o Optional Renewal One: \$15,000
 - PR & Relationships: \$15,000
 - o Optional Renewal Two: \$15,000
 - PR & Relationships: \$15,000
- Percent of subcontracted hours: 4.5%

STABLE GRAY presents a strong, cohesive team with diverse expertise to manage the project, and supplements their skills with two experienced subcontractors to provide targeted research and community engagement support. The total subcontractor budget represents approximately 19.2% of the total first year budget of \$400,000, which is a reasonable allocation for the specialized services they provide. The renewals see a proportionate decrease in subcontractor budgets in line with the overall budget reduction.

11. BIDDER'S PROPOSAL FOR PERFORMING THE WORK

1. **Marketing Plan Development Process:** To develop a comprehensive marketing plan for NPGAP, STABLE GRAY will start with an immersive discovery phase to gather key inputs. This includes a kick-off meeting with NPGAP stakeholders to align on objectives, target audiences, messaging priorities and success metrics. STABLE GRAY will also conduct market research to analyze the landscape of gambling addiction services, consumer attitudes and media usage trends in Nebraska. This research will employ methods like surveys, focus groups, interviews, and secondary data analysis to uncover insights specific to a state government-managed behavioral health entity. Using these inputs, STABLE GRAY will craft a data-driven marketing strategy outlining the optimal mix of media channels, content themes, creative tactics, and partnerships to achieve NPGAP's awareness, education, and engagement goals. The plan will be grounded in STABLE GRAY's StoryBrand messaging framework to ensure a cohesive narrative across touchpoints. Recommended channels will span digital platforms like social media, web search and email as well as traditional formats like TV, radio, print and outdoor to reach a broad cross-section of Nebraskans.

Content will be allocated based on each channel's strengths, audience preferences and campaign objectives. For example, social media may feature bite-sized clips and graphics to spark conversation, while the website houses in-depth information and resources. Paid advertising will be deployed to amplify reach and frequency at key moments. The marketing plan (see example attached) will be similar in structure to the multi-channel strategy STABLE GRAY developed for the Nebraska Department of Economic Development, but customized to NPGAP's specific context, goals, and audiences as a healthcare service provider. STABLE GRAY will define clear KPIs upfront and use a mix of quantitative and qualitative methods like media monitoring, web analytics, surveys, and focus groups to regularly assess campaign performance and optimize tactics.

2. **Marketing Budget Allocation Method and Scheduling:** STABLE GRAY will allocate NPGAP's marketing budget based on the media mix and content priorities defined in the plan. Funds will be earmarked for major workstreams including media buying, creative production, web development, agency fees and a contingency. Within the media budget, dollars will be assigned to each channel based on its anticipated contribution to reach, engagement, and conversions. STABLE GRAY will

use industry benchmarks and negotiated rates to develop detailed media plans and secure added value.

The creative and production budget will be scoped based on the type and volume of deliverables needed, considering factors like video shooting days, talent fees, graphic design iterations and print quantities. STABLE GRAY will tap its network of trusted production partners to achieve cost efficiencies. Agency fees will be based on the level of strategic support and account management required. STABLE GRAY will provide NPGAP with a comprehensive budget breakdown and rationale tied to the marketing plan deliverables. Expenditures will be scheduled throughout the year based on the media flight dates and production timelines, with a higher proportion allocated to peak campaign periods. STABLE GRAY will track burn rates and submit monthly reconciliation reports to ensure transparency.

- 3. Creative Campaign Development Process:** STABLE GRAY will follow a structured process to develop attention-grabbing creative concepts that communicate NPGAP's message and drive target audience response. The process starts with a deep dive into the brief to understand communication objectives, key benefits, audience insights, tone, and visual identity. STABLE GRAY will conduct brainstorming with its multidisciplinary team covering brand strategy, copywriting, art direction, media, and web development to generate a range of concepts spanning video, radio, print, outdoor, digital, and social formats.

Winning ideas will be refined into campaign themes that artfully blend rational and emotional appeals, such as highlighting the prevalence of gambling addiction, combating stigma, and communicating hope through real Nebraskan stories. STABLE GRAY will develop detailed creative templates and mocks showing the central message, tone, visuals, and calls to action. The agency will tap its in-house production capabilities in design, photography, and video to efficiently develop and execute final assets.

For the website, STABLE GRAY will audit the current site and recommend enhancements to information architecture, content, user experience and SEO to better serve key audiences. The agency's web team will custom design and develop new templates on the Statamic CMS to improve navigation, mobile responsiveness, accessibility, and page load speed. The site will also be optimized for search using keyword research, metadata, and content recommendations. Interactive features like a treatment provider database, live chat and an online assessment tool will enhance usability. STABLE GRAY will manage web hosting with a secure, HIPAA-compliant provider and include a support plan for ongoing maintenance.

Overall, the creative approach will mirror STABLE GRAY's successful work for clients like Charles Drew Health Center in developing emotionally resonant, visually compelling campaigns that spur community engagement, but tailored to the unique nuances and sensitivities of addiction services. The agency will leverage its state government experience with the DED to ensure concepts align with NPGAP's objectives and public service mission.

Three relevant creative examples from the last 24 months include:

- 1) STABLE GRAY partnered with Charles Drew Health Center to elevate brand awareness and showcase their comprehensive healthcare services. Through engaging graphic designs, compelling copywriting, targeted social media campaigns, and captivating videography and photography, STABLE GRAY

highlighted the center's multifaceted offerings, including Medicaid sign-up, vaccinations, and job opportunities. The marketing campaign successfully increased community understanding of Charles Drew Health Center's crucial role in providing high-quality, accessible healthcare to the North Omaha community.

- 2) STABLE GRAY partnered with Elevator Spaces to design and develop a high-performance, custom website that would effectively showcase the company's brand and services. Leveraging the existing brand guide, STABLE GRAY crafted a visually appealing and user-friendly website on the Next.js platform, complete with custom API integrations and an intuitive web admin dashboard. To further enhance Elevator Spaces' online presence, STABLE GRAY's development team conducted extensive research to secure a perfect .com domain name that resonated with the brand, while also providing ongoing monthly hosting and web maintenance services to ensure optimal site performance and security.
- 3) STABLE GRAY spearheaded a comprehensive marketing campaign for the Nebraska Department of Economic Development to maximize awareness of the state's diverse economic services. Combining compelling graphic design, persuasive copywriting, engaging promotional videos and radio spots, informative print publications, and strategic social media influencer partnerships, STABLE GRAY effectively showcased the agency's integral role in driving Nebraska's economic growth. The multi-faceted approach successfully boosted attendance and engagement at the Department's Open House event, underscoring the impact and value of their initiatives to the state's prosperity.

4. **Reporting and Approvals Process:** STABLE GRAY will collaborate closely with NPGAP staff and the Commission throughout the campaign development process to ensure alignment and secure timely approvals. STABLE GRAY will meet regularly with NPGAP to discuss results and make recommendations to enhance performance. The agency will prepare a detailed project plan with key milestones, deliverables, and client feedback points. For each major workstream (i.e., media, creative, web), STABLE GRAY will schedule a kick-off to confirm the brief, present a range of concepts for input, incorporate feedback into a revised recommendation, and secure sign-off to proceed with production.

The agency will allow ample time for NPGAP review at each stage, typically 5-7 business days, and be available to address questions or comments via email or phone. STABLE GRAY will maintain a change log to document all feedback and hold version control. The agency will be flexible to iterate based on NPGAP preferences while keeping the project on schedule. Once campaigns are live, STABLE GRAY will provide regular reporting on a monthly and quarterly basis to transparently communicate progress and performance. Reports will include a mix of qualitative and quantitative updates covering media delivery and pacing, creative executions, website metrics, audience engagement and lead generation. The agency will use data visualization to bring the numbers to life and provide actionable insights. Reports will also highlight key optimizations and next steps. Relevant report examples include:

- 1) The Month Report example document offers a detailed monthly snapshot of how STABLE GRAY's uses reports to monitor social media marketing performance across various platforms such as Facebook, LinkedIn, Twitter, and Instagram. This report provides granular data on follower growth, post engagement, content performance, and audience demographics. By breaking

down metrics like impressions, likes, shares, and comments, the monthly report allows stakeholders to closely monitor the ongoing impact and effectiveness of STABLE GRAY's social media strategies.

- 2) The Quarterly Report example document provides a quarterly perspective, focusing specifically on the performance and activities conducted in the quarter. This report offers a more targeted analysis of the marketing efforts within a defined timeframe, allowing for a closer examination of the initiatives, challenges, and achievements during that period. The quarterly report highlights key metrics like the significant increase in impressions and engagement, the breakdown of content types and platforms utilized, and the audience demographics reached. It also includes a summary of the specific marketing objectives for the quarter, and the progress made towards each one.
- 3) The Annual Evaluation Report example document takes a more comprehensive, annual view of the marketing campaigns. This document evaluates STABLE GRAY's performance against the key objectives outlined in the annual marketing and communications plan. The report highlights major successes like the significant growth in impressions and engagement, the impact of visual content formats, and the effectiveness of multi-channel campaigns. It also identifies areas for improvement, such as expanding reach beyond the initial surge and leveraging community partnerships.

In summary, STABLE GRAY will follow a rigorous, data-driven process to develop and execute an integrated marketing campaign that achieves NPGAP's objectives of raising awareness of gambling addiction, educating Nebraskans on warning signs and promoting treatment resources to those in need. The agency will craft a cohesive strategy that leverages a mix of traditional and digital media to reach a broad audience, while developing emotionally compelling creative that tackles misperceptions and drives behavior change. STABLE GRAY will be a proactive, transparent partner to NPGAP at every step, providing expert counsel and agile problem-solving to deliver measurable results.

**ATTACHMENT A: COST
PROPOSAL
Request for Proposal
NPGAP2024.1**

BIDDER NAME: TEDDY YOUNG - STABLE GRAY

Instructions to bidders:

The Commission on Problem Gambling requires all contracts awarded for services to include a projected total cost for each year of the contract. This will be expressed in the agreed contract with the awarded bidder as an amount that the annual total cost is "not to exceed" for the term of the contract.

Bidder must complete the following cost proposal table. Costs provided must be fixed for the duration of the initial term of the contract, except as otherwise provided in the following cost proposal tables. As provided in Section II F., cost increases for contract renewals after the initial term of the contract, if any, shall be based on consideration of written request by the successful bidder. Bidder must provide the unit cost of each item; however actual quantities will be determined based upon the recommendations contained in the Strategic Marketing Plan. The total price shall reflect all fees necessary to perform the services in their entirety, such as but not limited to, labor, taxes, equipment, computer software, travel, and copies unless approved in advance in writing by GAP Marketing Director (Staff).
Invoices should be submitted monthly during the term of the contract.

MEDIA PLANNING			
	Total Fixed Cost		
	Initial Term	Optional Renewal One	Optional Renewal Two
1. Strategic Planning & Market Research	\$22,000	\$20,000	\$20,000
2. – Development of Strategic Marketing Plan (PPRP Innovations)			
3. Design of Public Awareness Campaign and Branding	\$32,000	\$30,000	\$30,000
4. Account Services and Management	\$45,000	\$45,000	\$45,000
5. Website	\$28,000	\$20,000	\$20,000
6. Market Research (PPRP Innovations)	\$23,000	\$18,000	\$15,000
7. PR & Relationships (Clark Connection)	\$18,000	\$15,000	\$15,000
MEDIA PRODUCTION			
	<i>Sub-total</i>	<i>168,000</i>	Unit Cost
	Initial Term	Optional Renewal One	Optional Renewal Two
1. Media Production of Public Awareness Campaign (Provide individual cost for each item)	\$70,000	\$62,500	\$62,500
a. Video/Television Production (15-30 seconds of video content)	\$9,000	\$7,500	\$7,500

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b. Audio Media Production (15-30 seconds of audio content)	\$4,500	\$3,000	\$3,000
c. Print Media Production – Print Advertisement	\$2,500	\$2,000	\$2,000
d. Digital Media and Social Media Production	\$7,000	\$5,000	\$5,000
e. Website	\$14,000	\$13,000	\$13,000
f. Performance Evaluation	\$14,000	\$14,000	\$14,000
2. Branding Toolkit (See RFP Section V.C. 1. H.)	\$19,000	\$18,000	\$18,000
<i>error 4/30/24 Sub-total \$ 140,000</i> MEDIA PLACEMENT/DISTRIBUTION			
<i>238,000 Total:</i>		Unit Cost <i>\$ 306,000</i>	
	Initial Term	Optional Renewal One	Optional Renewal Two
1. Television	\$45,000	\$35,000	\$35,000
2. Radio	\$27,000	\$25,000	\$25,000
3. Print	\$18,000	\$15,000	\$15,000
4. Out-of-Home	\$23,000	\$20,000	\$20,000
5. Digital and Social Media	\$37,000	\$35,000	\$35,000
6. Discretionary Funds for Flexibility:	\$12,000	\$10,000	\$10,000
TOTAL COSTS	\$400,000	\$350,500	\$347,500

KEY ASSUMPTIONS & NOTES: STABLE GRAY will leverage its in-house resources for strategic planning, creative development, production, and account management. Outside partners will be engaged for select specialties like market research and PR. Media planning costs include development of an annual strategic marketing plan informed by market research insights. The year one investment is higher to accommodate start-up needs. Media production costs are based on assumed quantities of core assets needed (e.g. 2-3 video spots, 3-4 radio scripts, 5-6 print ads, 10-12 social posts per month). STABLE GRAY will work with NPGAP to finalize production priorities based on the approved plan.

The branding toolkit is a one-time investment in year one to develop core brand elements (logo, visual style guide, templates) for ongoing use. Media placement costs are estimated based on a mix of channels needed to reach core audiences statewide. Final media mix and flighting will be determined based on the strategic marketing plan. STABLE GRAY will provide ongoing account management, strategic counsel and reporting as part of the monthly retainer. Subcontractor costs are estimated based on anticipated scope of work for research, PR, and performance tracking. Budget reflects efficiencies and economies of scale in years 2-3 for renewals based on leveraging year one foundational investments.

FORMS

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TERMS OF

AGREEMENT

Form A
Bidder Proposal Point of Contact
Request for Proposal Number NPGAP2024.1

Form A should be completed and submitted with each response to this Request for Proposal. This is intended to provide the State with information on the bidder's name and address, and the specific person(s) who are responsible for preparation of the bidder's response.

Preparation of Response Contact Information	
Bidder Name:	STABLE GRAY Inc
Bidder Address:	2520 N 24 th Street, Omaha, NE 68110
Contact Person & Title:	Theardis Young, President
E-mail Address:	teddy@stablegray.com
Telephone Number (Office):	402.965.1726
Telephone Number (Cellular):	531.270.9503
Fax Number:	N/A

Each bidder should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the bidder's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Bidder Name:	STABLE GRAY Inc
Bidder Address:	2520 N 24 th Street, Omaha, NE 68110
Contact Person & Title:	Theardis Young, President
E-mail Address:	teddy@stablegray.com
Telephone Number (Office):	402.965.1726
Telephone Number (Cellular):	531.270.9503
Fax Number:	N/A

II. TERMS AND CONDITIONS

Bidders should complete Sections II thru VI as part of their proposal. Bidder is expected to read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The bidder should also provide an explanation of why the bidder rejected the clause or rejected the clause and provided alternate language. By signing the Request for Proposal, bidder is agreeing to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the proposal. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the proposal. The State of Nebraska is soliciting proposals in response to this Request for Proposal. The State of Nebraska reserves the right to reject proposals that attempt to substitute the bidder's commercial contracts and/or documents for this Request for Proposal.

The bidders should submit with their proposal any license, user agreement, service level agreement, or similar documents that the bidder wants incorporated in the Contract. The State will not consider incorporation of any document not submitted with the bidder's proposal as the document will not have been included in the evaluation process. These documents shall be subject to negotiation and will be incorporated as addendums if agreed to by the Parties.

If a conflict or ambiguity arises after the Addendum to Contract Award have been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one Party has a particular clause then that clause shall control,
2. If both Parties have a similar clause, but the clauses do not conflict, the clauses shall be read together,
3. If both Parties have a similar clause, but the clauses conflict, the State's clause shall control.

A. GENERAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TJ			

1. The contract resulting from this Request for Proposal shall incorporate the following documents:
 - a. Request for Proposal, including any attachments and addenda;
 - b. Amendments to the Request for Proposal;
 - c. Questions and Answers;
 - d. Bidder's properly submitted proposal, including any terms and conditions or agreements submitted by the bidder; and
 - e. Amendments and Addendums to the Contract.

These documents constitute the entirety of the contract.

Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendment or Addendum to the executed Contract with the most recent dated amendment or addendum having the highest priority, 2) Amendments to the Request for Proposal, 3) Questions and Answers, 4) the original Request for Proposal document and any Addenda or attachments, and 5) the Contractor's submitted Proposal, including any terms and conditions or agreements that are accepted by the State.

Unless otherwise explicitly and specifically agreed to in writing by the State, the State's standard terms and conditions, as executed by the State, shall always control over any terms and conditions or agreements submitted or included by the Contractor.

Any ambiguity or conflict in the contract discovered after its execution, not otherwise addressed herein, shall be resolved in accordance with the rules of contract interpretation as established in the State of Nebraska.

B. NOTIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TS			

Bidder and State shall identify the contract manager who shall serve as the point of contact for the executed contract.

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally; electronically, return receipt requested; or mailed, return receipt requested. All notices, requests, or communications shall be deemed effective upon receipt.

Either party may change its address for notification purposes by giving notice of the change and setting forth the new address and an effective date.

C. BUYER'S REPRESENTATIVE

The State reserves the right to appoint a Buyer's Representative to manage or assist the Buyer in managing the contract on behalf of the State. The Buyer's Representative will be appointed in writing, and the appointment document will specify the extent of the Buyer's Representative authority and responsibilities. If a Buyer's Representative is appointed, the bidder will be provided a copy of the appointment document and is expected to cooperate accordingly with the Buyer's Representative. The Buyer's Representative has no authority to bind the State to a contract, amendment, addendum, or other change or addition to the contract.

D. GOVERNING LAW (Nonnegotiable)

Notwithstanding any other provision of this contract, or any amendment or addendum(s) entered into contemporaneously or at a later time, the parties understand and agree that, (1) the State of Nebraska is a sovereign state and its authority to contract is therefore subject to limitation by the State's Constitution, statutes, common law, and regulation; (2) this contract will be interpreted and enforced under the laws of the State of Nebraska; (3) any action to enforce the provisions of this agreement must be brought in the State of Nebraska per state law; (4) the person signing this contract on behalf of the State of Nebraska does not have the authority to waive the State's sovereign immunity, statutes, common law, or regulations; (5) the indemnity, limitation of liability, remedy, and other similar provisions of the final contract, if any, are entered into subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity; and, (6) all terms and conditions of the final contract, including but not limited to the clauses concerning third party use, licenses, warranties, limitations of liability, governing law and venue, usage verification, indemnity, liability, remedy or other similar provisions of the final contract are entered into specifically subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity.

The Parties must comply with all applicable local, state, and federal laws, ordinances, rules, orders, and regulations.

E. DISCOUNTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TS			

Prices quoted shall be inclusive of ALL trade discounts. Cash discount terms of less than thirty (30) days will not be considered as part of the proposal. Cash discount periods will be computed from the date of receipt of a properly executed claim voucher or the date of completion of delivery of all items in a satisfactory condition, whichever is later.

F. PRICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TS			

Prices quoted shall be net, including transportation and delivery charges fully prepaid by the bidder, F.O.B. destination named in the Request for Proposal. No additional charges will be allowed for packing, packages, or partial delivery costs. When an arithmetic error has been made in the extended total, the unit price will govern.

Prices submitted on the cost proposal form shall remain fixed for the initial term of the contract. Requests for an increase must be submitted in writing to the Problem Gamblers Assistance Program a minimum of 120 days prior to the end of the current contract period. Documentation may be required by the State to support the price increase.

The State reserves the right to deny any requested price increase. No price increases are to be billed to any State Agencies prior to written amendment of the contract by the parties.

The State will be given full proportionate benefit of any decreases for the term of the contract.

G. BEGINNING OF WORK & SUSPENSION OF SERVICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TS			

The bidder shall not commence any billable work until a valid contract has been fully executed by the State and the successful Contractor. The Contractor will be notified in writing when work may begin.

The State may, at any time and without advance notice, require the Contractor to suspend any or all performance or deliverables provided under this Contract. In the event of such suspension, the Contract Manager or POC, or their designee, will issue a written order to stop work. The written order will specify which activities are to be immediately suspended and the reason(s) for the suspension. Upon receipt of such order, the Contractor shall immediately comply with its terms and take all necessary steps to mitigate and eliminate the incurrence of costs allocable to the work affected by the order during the period of suspension. The suspended performance or deliverables may only resume when the State provides the Contractor with written notice that such performance or deliverables may resume, in whole or in part.

H. AMENDMENT

This Contract may be amended in writing, within scope, upon the agreement of both parties.

I. CHANGE ORDERS OR SUBSTITUTIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TS			

The State and the Contractor, upon the written agreement, may make changes to the contract within the general scope of the Request for Proposal. Changes may involve specifications, the quantity of work, or such other items as the State may find necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the

contract shall not be deemed a change. The Contractor may not claim forfeiture of the contract by reasons of such changes.

The Contractor shall prepare a written description of the work required due to the change and an itemized cost sheet for the change. Changes in work and the amount of compensation to be paid to the Contractor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. The State shall not incur a price increase for changes that should have been included in the Contractor's proposal, were foreseeable, or result from difficulties with or failure of the Contractor's proposal or performance.

No change shall be implemented by the Contractor until approved by the State, and the Contract is amended to reflect the change and associated costs, if any. If there is a dispute regarding the cost, but both parties agree that immediate implementation is necessary, the change may be implemented, and cost negotiations may continue with both Parties retaining all remedies under the contract and law.

Contractor will not substitute any item that has been awarded without prior written approval of NPGAP

J. RECORD OF VENDOR PERFORMANCE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TJ			

The State may document the vendor's performance, which may include, but is not limited to, the customer service provided by the vendor, the ability of the vendor, the skill of the vendor, and any instance(s) of products or services delivered or performed which fail to meet the terms of the purchase order, contract, and/or Request for Proposal specifications. In addition to other remedies and options available to the State, the State may issue one or more notices to the vendor outlining any issues the State has regarding the vendor's performance for a specific contract ("Vendor Performance Notice"). The State may also document the Vendor's performance in a report, which may or may not be provided to the vendor ("Vendor Improvement Request"). The Vendor shall respond to any Vendor Performance Notice or Vendor Improvement Request in accordance with such notice or request. At the sole discretion of the State, such Vendor Performance Notices and Vendor Improvement Requests may be placed in the State's records regarding the vendor and may be considered by the State and held against the vendor in any future contract or award opportunity.

K. CORRECTIVE ACTION PLAN

If Contractor is failing to meet the Scope of Work, in whole or in part, the State may require the Contractor to complete a corrective action plan ("CAP"). The State will identify issues with the Contractor's performance and will set a deadline for the CAP to be provided. The Contractor must provide a written response to each identified issue and what steps the Contractor will take to resolve each issue, including the timeline(s) for resolution. If the Contractor fails to adequately provide the CAP in accordance with this section, fails to adequately resolve the issues described in the CAP, or fails to resolve the issues described in the CAP by the relevant deadline, the State may withhold payments and exercise any legal remedy available.

L. NOTICE OF POTENTIAL CONTRACTOR BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TJ			

If Contractor breaches the contract or anticipates breaching the contract, the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, a proposed cure, and may include a request for a waiver of the breach if so desired. The State may, in its discretion, temporarily or permanently waive the breach. By granting a waiver, the State does not forfeit any rights or remedies to which the

State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

M. BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TS			

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by email to the contractor's point of contact with acknowledgement from the contractor, Certified Mail - Return Receipt Requested, or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time. In case of default of the Contractor, the State may contract the service from other sources and hold the Contractor responsible for any excess cost occasioned thereby.

The State's failure to make payment shall not be a breach, and the Contractor shall retain all available statutory remedies and protections.

N. NON-WAIVER OF BREACH

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TS			

The acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party nor constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.

O. SEVERABILITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TS			

If any term or condition of the contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and conditions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the provision held to be invalid or illegal.

P. INDEMNIFICATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
RS			

1. GENERAL

The Contractor agrees to defend, indemnify, and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials (“the indemnified parties”) from and against any and all third party claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses (“the claims”), sustained or asserted against the State for personal injury, death, or property loss or damage, arising out of, resulting from, or attributable to the willful misconduct, negligence, error, or omission of the Contractor, its employees, Subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Contractor liability is attenuated by any action of the State which directly and proximately contributed to the claims.

2. INTELLECTUAL PROPERTY

The Contractor agrees it will, at its sole cost and expense, defend, indemnify, and hold harmless the indemnified parties from and against any and all claims, to the extent such claims arise out of, result from, or are attributable to, the actual or alleged infringement or misappropriation of any patent, copyright, trade secret, trademark, or confidential information of any third party by the Contractor or its employees, Subcontractors, consultants, representatives, and agents; provided, however, the State gives the Contractor prompt notice in writing of the claim. The Contractor may not settle any infringement claim that will affect the State’s use of the Licensed Software without the State’s prior written consent, which consent may be withheld for any reason.

If a judgment or settlement is obtained or reasonably anticipated against the State’s use of any intellectual property for which the Contractor has indemnified the State, the Contractor shall, at the Contractor’s sole cost and expense, promptly modify the item or items which were determined to be infringing, acquire a license or licenses on the State’s behalf to provide the necessary rights to the State to eliminate the infringement, or provide the State with a non-infringing substitute that provides the State the same functionality. At the State’s election, the actual or anticipated judgment may be treated as a breach of warranty by the Contractor, and the State may receive the remedies provided under this Request for Proposal.

3. PERSONNEL

The Contractor shall, at its expense, indemnify and hold harmless the indemnified parties from and against any claim with respect to withholding taxes, worker’s compensation, employee benefits, or any other claim, demand, liability, damage, or loss of any nature relating to any of the personnel, including subcontractor’s and their employees, provided by the Contractor.

4. SELF-INSURANCE

The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01. If there is a presumed loss under the provisions of this agreement, Contractor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,239.01 to 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (Neb. Rev. Stat. § 81-8,294), Tort (Neb. Rev. Stat. § 81-8,209), and Contract Claim Acts (Neb. Rev. Stat. § 81-8,302), as outlined in state law and accepts liability under this agreement only to the extent provided by law.

5. The Parties acknowledge that Attorney General for the State of Nebraska is required by statute to represent the legal interests of the State, and that any provision of this indemnity clause is subject to the statutory authority of the Attorney General.

Q. ASSIGNMENT, SALE, OR MERGER

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TB			

Either Party may assign the contract upon mutual written agreement of the other Party. Such agreement shall not be unreasonably withheld.

The Contractor retains the right to enter into a sale, merger, acquisition, internal reorganization, or similar transaction involving Contractor's business. Contractor agrees to cooperate with the State in executing amendments to the contract to allow for the transaction. If a third party or entity is involved in the transaction, the Contractor will remain responsible for performance of the contract until such time as the person or entity involved in the transaction agrees in writing to be contractually bound by this contract and perform all obligations of the contract.

R. FORCE MAJEURE

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TB			

Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event") that was not foreseeable at the time the Contract was executed. The Party so affected shall immediately make a written request for relief to the other Party and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.

S. CONFIDENTIALITY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TB			

All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.

It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.

T. EARLY TERMINATION

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TS			

The contract may be terminated as follows:

1. The State and the Contractor, by mutual written agreement, may terminate the contract, in whole or in part, at any time.
2. The State, in its sole discretion, may terminate the contract, in whole or in part, for any reason upon thirty (30) calendar day's written notice to the Contractor. Such termination shall not relieve the Contractor of warranty or other service obligations incurred under the terms of the contract. In the event of termination, the Contractor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.
3. The State may terminate the contract, in whole or in part, immediately for the following reasons:
 - a. if directed to do so by statute,
 - b. Contractor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business,
 - c. a trustee or receiver of the Contractor or of any substantial part of the Contractor's assets has been appointed by a court,
 - d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Contractor, its employees, officers, directors, or shareholders,
 - e. an involuntary proceeding has been commenced by any Party against the Contractor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Contractor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Contractor has been decreed or adjudged a debtor,
 - f. a voluntary petition has been filed by the Contractor under any of the chapters of Title 11 of the United States Code,
 - g. Contractor intentionally discloses confidential information,
 - h. Contractor has or announces it will discontinue support of the deliverable; and,
 - i. In the event funding is no longer available.

U. CONTRACT CLOSEOUT

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TS			

Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State,
2. Transfer ownership and title to all completed or partially completed deliverables to the State,
3. Return to the State all information and data, unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Contractor's routine back up procedures,
4. Cooperate with any successor Contractor, person or entity in the assumption of any or all of the obligations of this contract,

5. Cooperate with any successor Contactor, person or entity with the transfer of information or data related to this contract,
6. Return or vacate any state owned real or personal property; and,
7. Return all data in a mutually acceptable format and manner.

Nothing in this Section should be construed to require the Contractor to surrender intellectual property, real or personal property, or information or data owned by the Contractor for which the State has no legal claim.

III. CONTRACTOR DUTIES

A. INDEPENDENT CONTRACTOR / OBLIGATIONS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TS			

It is agreed that the Contractor is an independent contractor and that nothing contained herein is intended or should be construed as creating or establishing a relationship of employment, agency, or a partnership.

The Contractor is solely responsible for fulfilling the contract. The Contractor or the Contractor's representative shall be the sole point of contact regarding all contractual matters.

The Contractor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Contractor uses to fulfill the contract shall have no contractual or other legal relationship with the State; they shall not be considered employees of the State and shall not be entitled to any compensation, rights or benefits from the State, including but not limited to, tenure rights, medical and hospital care, sick and vacation leave, severance pay, or retirement benefits.

By-name personnel commitments made in the bidder's proposal shall not be changed without the prior written approval of the State. Replacement of these personnel, if approved by the State, shall be with personnel of equal or greater ability and qualifications.

All personnel assigned by the Contractor to the contract shall be employees of the Contractor or a subcontractor and shall be fully qualified to perform the work required herein. Personnel employed by the Contractor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Contractor or the subcontractor respectively.

With respect to its employees, the Contractor agrees to be solely responsible for the following:

1. Any and all pay, benefits, and employment taxes and/or other payroll withholding,
2. Any and all vehicles used by the Contractor's employees, including all insurance required by state law,
3. Damages incurred by Contractor's employees within the scope of their duties under the contract,
4. Maintaining Workers' Compensation and health insurance that complies with state and federal law and submitting any reports on such insurance to the extent required by governing law,
5. Determining the hours to be worked and the duties to be performed by the Contractor's employees; and,
6. All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Contractor, its officers, agents, or subcontractors or subcontractor's employees).

If the Contractor intends to utilize any subcontractor at any time during the term of the contract, the subcontractor's level of effort, tasks, terms of compensation including any discounts, fees or commissions, and time allocation shall be clearly defined and itemized in the bidder's proposal or in any later proposal for authorization to utilize a subcontractor. The Contractor shall agree that it will not utilize any subcontractors without the prior written authorization of the State.

The State reserves the right to require the Contractor to reassign or remove from the project any Contractor, subcontractor or employee of Contractor or a subcontractor.

Contractor shall insure that the terms and conditions contained in any contract with a subcontractor does not conflict with the terms and conditions of this contract.

The Contractor shall include a similar provision, for the protection of the State, in the contract with any Subcontractor engaged to perform work on this contract.

B. EMPLOYEE WORK ELIGIBILITY STATUS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TS			

The Contractor is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.

If the Contractor is an individual or sole proprietorship, the following applies:

1. The Contractor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at <https://das.nebraska.gov/materiel/docs/pdf/Individual%20or%20Sole%20Proprietor%20United%20States%20Attestation%20Form%20English%20and%20Spanish.pdf>
2. The completed United States Attestation Form should be submitted with the Request for Proposal response.
3. If the Contractor indicates on such attestation form that he or she is a qualified alien, the Contractor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Contractor's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.
4. The Contractor understands and agrees that lawful presence in the United States is required, and the Contractor may be disqualified or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. § 4-108.

C. COMPLIANCE WITH CIVIL RIGHTS LAWS AND EQUAL OPPORTUNITY EMPLOYMENT / NONDISCRIMINATION (Nonnegotiable)

The Contractor shall comply with all applicable local, state, and federal statutes and regulations regarding civil rights laws and equal opportunity employment. The Nebraska Fair Employment Practice Act prohibits Contractors of the State of Nebraska, and their Subcontractors, from discriminating against any employee or applicant for employment, with respect to hire, tenure, terms, conditions, compensation, or privileges of employment because of race, color, religion, sex, disability, marital status, or national origin (Neb. Rev. Stat. §§ 48-1101 to 48-1125). The Contractor guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of contract. The Contractor shall insert a similar provision in all Subcontracts for goods and services to be covered by any contract resulting from this Request for Proposal.

D. COOPERATION WITH OTHER CONTRACTORS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TS			

Contractor may be required to work with or in close proximity to other contractors or individuals that may be working on same or different projects. The Contractor shall agree to cooperate with such other contractors or individuals and shall not commit or permit any act which may interfere with the performance of work by any other contractor or individual. Contractor is not required to compromise Contractor's intellectual property or proprietary information unless expressly required to do so by this contract.

E. PERMITS, REGULATIONS, LAWS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TJ			

The contract price shall include the cost of all royalties, licenses, permits, and approvals, whether arising from patents, trademarks, copyrights or otherwise, that are in any way involved in the contract. The Contractor shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the contract. The Contractor must guarantee that it has the full legal right to the materials, supplies, equipment, software, and other items used to execute this contract.

F. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TJ			

The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Contractor on behalf of the State pursuant to this contract.

The State shall own and hold exclusive title to any deliverable developed as a result of this contract. Contractor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable.

G. INSURANCE REQUIREMENTS

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TJ			

The Contractor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Acord Form (COI) verifying the coverage. The Contractor shall not commence work on the contract until the insurance is in place. If Contractor subcontracts any portion of the Contract the Contractor must, throughout the term of the contract, either:

1. Provide equivalent insurance for each subcontractor and provide a COI verifying the coverage for the subcontractor,
2. Require each subcontractor to have equivalent insurance and provide written notice to the State that the Contractor has verified that each subcontractor has the required coverage; or,
3. Provide the State with copies of each subcontractor's Certificate of Insurance evidencing the required coverage.

The Contractor shall not allow any Subcontractor to commence work until the Subcontractor has equivalent insurance. The failure of the State to require a COI, or the failure of the Contractor to provide a COI or require subcontractor insurance shall not limit, relieve, or decrease the liability of the Contractor hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the contract or within one (1) year of termination or expiration of the contract, the contractor shall obtain an extended discovery

or reporting period, or a new insurance policy, providing coverage required by this contract for the term of the contract and two (2) years following termination or expiration of the contract.

If by the terms of any insurance a mandatory deductible is required, or if the Contractor elects to increase the mandatory deductible amount, the Contractor shall be responsible for payment of the amount of the deductible in the event of a paid claim.

Notwithstanding any other clause in this Contract, the State may recover up to the liability limits of the insurance policies required herein.

1. WORKERS' COMPENSATION INSURANCE

The Contractor shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the contractors' employees to be engaged in work on the project under this contract and, in case any such work is sublet, the Contractor shall require the Subcontractor similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the Subcontractor's employees to be engaged in such work. This policy shall be written to meet the statutory requirements for the state in which the work is to be performed, including Occupational Disease. **The policy shall include a waiver of subrogation in favor of the State. The COI shall contain the mandatory COI subrogation waiver language found hereinafter.** The amounts of such insurance shall not be less than the limits stated hereinafter. For employees working in the State of Nebraska, the policy must be written by an entity authorized by the State of Nebraska Department of Insurance to write Workers' Compensation and Employer's Liability Insurance for Nebraska employees.

2. COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE

The Contractor shall take out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Contractor and any Subcontractor performing work covered by this contract from claims for damages for bodily injury, including death, as well as from claims for property damage, which may arise from operations under this contract, whether such operation be by the Contractor or by any Subcontractor or by anyone directly or indirectly employed by either of them, and the amounts of such insurance shall not be less than limits stated hereinafter.

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Contractors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, subcontractors, and others as required by the contract documents, as Additional Insured(s). This policy shall be primary, and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory. The COI shall contain the mandatory COI liability waiver language found hereinafter.** The Commercial Automobile Liability Insurance shall be written to cover all Owned, Non-owned, and Hired vehicles.

4. DEVIATIONS

The insurance requirements are subject to limited negotiation. Negotiation typically includes, but is not necessarily limited to, the correct type of coverage, necessity for Workers' Compensation, and the type of automobile coverage carried by the Contractor.

H. ANTITRUST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
R			

The Contractor hereby assigns to the State any and all claims for overcharges as to goods and/or services provided in connection with this contract resulting from antitrust violations which arise under antitrust laws of the United States and the antitrust laws of the State.

I. CONFLICT OF INTEREST

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
R			

By submitting a proposal, bidder certifies that no relationship exists between the bidder and any person or entity which either is, or gives the appearance of, a conflict of interest related to this Request for Proposal or project.

Bidder further certifies that bidder will not employ any individual known by bidder to have a conflict of interest nor shall bidder take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its contractual obligations hereunder or which creates an actual or appearance of conflict of interest.

If there is an actual or perceived conflict of interest, bidder shall provide with its proposal a full disclosure of the facts describing such actual or perceived conflict of interest and a proposed mitigation plan for consideration. The State will then consider such disclosure and proposed mitigation plan and either approve or reject as part of the overall bid evaluation.

J. ADVERTISING

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
R			

The Contractor agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its goods or services are endorsed or preferred by the State. Any publicity releases pertaining to the project shall not be issued without prior written approval from the State.

K. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Nonnegotiable)

1. The State of Nebraska is committed to ensuring that all information and communication technology (ICT), developed, leased, or owned by the State of Nebraska, affords equivalent access to employees, program participants and members of the public with disabilities, as it affords to employees, program participants and members of the public who are not persons with disabilities.

REQUIRED INSURANCE COVERAGE	
COMMERCIAL GENERAL LIABILITY	
General Aggregate	\$2,000,000
Products/Completed Operations Aggregate	\$2,000,000
Personal/Advertising Injury	\$1,000,000 per occurrence
Bodily Injury/Property Damage	\$1,000,000 per occurrence
Medical Payments	\$10,000 any one person
Damage to Rented Premises (Fire)	\$300,000 each occurrence
Contractual	Included
XCU Liability (Explosion, Collapse, and Underground Damage)	Included
Independent Contractors	Included
Abuse & Molestation	Included
<i>If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.</i>	
WORKER'S COMPENSATION	
Employers Liability Limits	\$500K/\$500K/\$500K
Statutory Limits- All States	Statutory - State of Nebraska
Voluntary Compensation	Statutory
COMMERCIAL AUTOMOBILE LIABILITY	
Bodily Injury/Property Damage	\$1,000,000 combined single limit
Include All Owned, Hired & Non-Owned Automobile liability	Included
Motor Carrier Act Endorsement	Where Applicable
UMBRELLA/EXCESS LIABILITY	
Over Primary Insurance	\$5,000,000 per occurrence
PROFESSIONAL LIABILITY	
All Other Professional Liability (Errors & Omissions)	\$1,000,000 Per Claim / Aggregate
CYBER LIABILITY	
Breach of Privacy, Security Breach, Denial of Service, Remediation, Fines and Penalties	\$5,000,000
MANDATORY COI SUBROGATION WAIVER LANGUAGE	
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."	
MANDATORY COI LIABILITY WAIVER LANGUAGE	
"Commercial General Liability & Commercial Automobile Liability policies shall name the State of Nebraska as an Additional Insured and the policies shall be primary and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory as additionally insured."	

3. EVIDENCE OF COVERAGE

The Contractor shall furnish the Contract Manager, via email, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

Nebraska Gamblers Assistance Program
RFP # NPGAP2024.1
Email: david.geier@nebraska.gov
Attention: David Geier

Nebraska Gamblers Assistance Program
700 South 16
Lincoln NE 68508

These certificates or the cover sheet shall reference the RFP number, and the certificates shall include the name of the company, policy numbers, effective dates, dates of expiration, and amounts and types of coverage afforded. If the State is damaged by the failure of the Contractor to maintain such insurance, then the Contractor shall be responsible for all reasonable costs properly attributable thereto.

Reasonable notice of cancellation of any required insurance policy must be submitted to the contract manager as listed above when issued and a new coverage binder shall be submitted immediately to ensure no break in coverage.

2. By entering into this Contract, Contractor understands and agrees that if the Contractor is providing a product or service that contains ICT, as defined in subsection III.L.3 (below) and such ICT is intended to be directly interacted with by the user or is public facing, such ICT must provide equivalent access, or be modified during implementation to afford equivalent access, to employees, program participants, and members of the public who have and who do not have disabilities. The Contractor may comply with this section by complying with Section 508 of the Rehabilitation Act of 1973, as amended, and its implementing standards adopted and promulgated by the U.S. Access Board.
3. ICT means information technology and other equipment, systems, technologies, or processes, for which the principal function is the creation, manipulation, storage, display, receipt, or transmission of electronic data and information, as well as any associated content. Contractor hereby agrees ICT includes computers and peripheral equipment, information kiosks and transaction machines, telecommunications equipment, customer premises equipment, multifunction office machines, software, applications, web sites, videos, and electronic documents. For the purposes of these assurances, ICT does not include ICT that is used exclusively by a contractor.

L. DISASTER RECOVERY/BACK UP PLAN

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
RS			

The Contractor shall have a disaster recovery and back-up plan, of which a copy should be provided upon request to the State, which includes, but is not limited to equipment, personnel, facilities, and transportation, in order to continue delivery of goods and services as specified under the specifications in the contract in the event of a disaster.

M. DRUG POLICY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TK			

Contractor certifies it maintains a drug free workplace environment to ensure worker safety and workplace integrity. Contractor agrees to provide a copy of its drug free workplace policy at any time upon request by the State.

N. WARRANTY

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
RS			

Despite any clause to the contrary, the Contractor represents and warrants that its services hereunder shall be performed by competent personnel and shall be of professional quality consistent with generally accepted industry standards for the performance of such services and shall comply in all respects with the requirements of this Agreement. For any breach of this warranty, the Contractor shall, for a period of ninety (90) days from performance of the service, perform the services again, at no cost to the State, or if Contractor is unable to perform the services as warranted, Contractor shall reimburse the State all fees paid to Contractor for the unsatisfactory services. The rights and remedies of the parties under this warranty are in addition to any other rights and remedies of the parties provided by law or equity, including, without limitation actual damages, and, as applicable and awarded under the law, to a prevailing party, reasonable attorneys' fees and costs.

O. TIME IS OF THE ESSENCE

Time is of the essence with respect to Contractor's performance and deliverables pursuant to this Contract.

IV. PAYMENT

A. PROHIBITION AGAINST ADVANCE PAYMENT (Nonnegotiable)

Pursuant to Neb. Rev. Stat. § 81-2403, "[n]o goods or services shall be deemed to be received by an agency until all such goods or services are completely delivered and finally accepted by the agency."

B. TAXES (Nonnegotiable)

The State is not required to pay taxes and assumes no such liability as a result of this Request for Proposal. The Contractor may request a copy of the Nebraska Department of Revenue, Nebraska Resale or Exempt Sale Certificate for Sales Tax Exemption, Form 13 for their records. Any property tax payable on the Contractor's equipment which may be installed in a state-owned facility is the responsibility of the Contractor.

C. INVOICES

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
R			

Invoices for payments must be submitted by the Contractor to the agency requesting the services with sufficient detail to support payment. Invoices should be submitted monthly and shall include an itemized list of the service describing the type of service, date of the service, names or job titles of the individuals providing the service, amount of time spent on the service, billing rate for the service, itemized list of any expense for which reimbursement is requested. If reimbursement for any subcontracted service is requested, the invoice shall include the same itemization for the subcontracted service. The terms and conditions included in the Contractor's invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the contract. The State shall have forty-five (45) calendar days to pay after a valid and accurate invoice is received by the State.

D. INSPECTION AND APPROVAL

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
TK			

Final inspection and approval of all work required under the contract shall be performed by the designated State officials.

E. PAYMENT (Nonnegotiable)

Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. § 81-2403). The State may require the Contractor to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any goods and services provided by the Contractor prior to the Effective Date of the contract, and the Contractor hereby waives any claim or cause of action for any such services.

F. LATE PAYMENT (Nonnegotiable)

The Contractor may charge the responsible agency interest for late payment in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §§ 81-2401 through 81-2408).

G. SUBJECT TO FUNDING / FUNDING OUT CLAUSE FOR LOSS OF APPROPRIATIONS (Nonnegotiable)

The State's obligation to pay amounts due on the Contract for fiscal years following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Contractor written notice thirty (30) calendar days prior to the effective date of termination. All obligations of the State to make payments after the termination date will cease. The Contractor shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Contractor be paid for a loss of anticipated profit.

H. RIGHT TO AUDIT (First Paragraph is Nonnegotiable)

The State shall have the right to audit the Contractor's performance of this contract upon a thirty (30) days' written notice. Contractor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract (Information) to enable the State to audit the contract. (Neb. Rev. Stat. § 84-304 et seq.) The State may audit, and the Contractor shall maintain, the Information during the term of the contract and for a period of five (5) years after the completion of this contract or until all issues or litigation are resolved, whichever is later. The Contractor shall make the Information available to the State at Contractor's place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Contractor so elects, the Contractor may provide electronic or paper copies of the Information. The State reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Contractor be required to create or maintain documents not kept in the ordinary course of contractor's business operations, nor will contractor be required to disclose any information, including but not limited to product cost data, which is confidential or proprietary to contractor.

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
B			

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds 3% (three percent) of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety (90) days of written notice of the claim. The Contractor agrees to correct any material weaknesses or condition found as a result of the audit.

FINANCIALS

Stable Gray Inc

Balance Sheet

As of December 31, 2023

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1st State Bank 7146	546.01
1st State Bank 8572	101.22
Dayspring 9921	2,550.80
FNB 2210	2,151.00
FNB 5790	126,979.31
FNB 9033	0.00
Total Bank Accounts	\$132,328.34
Other Current Assets	
Employee cash advances	0.00
Payments to deposit	4,175.00
Shareholder Receivable - CharDale	33,490.59
Shareholder Receivable - Teddy	51,382.29
Total Other Current Assets	\$89,047.88
Total Current Assets	\$221,376.22
Fixed Assets	
Accumulated depreciation	-29,517.02
Furniture & fixtures	3,299.00
Leasehold Improvements	21,029.89
Signage	3,053.95
Vehicles	
2015 Jeep Wrangler	31,133.00
2019 Subaru	0.00
Total Vehicles	31,133.00
Total Fixed Assets	\$28,998.82
TOTAL ASSETS	\$250,375.04
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
FNB CC 5946 - Young	1,284.94
FNB CC 7734 - Barnes	447.69
Total Credit Cards	\$1,732.63
Other Current Liabilities	
Federal WH & FICA Payable	4,346.79
FUTA	0.00
Garnishment	0.00
NE State WH Payable	1,054.56
Total Other Current Liabilities	\$5,401.35

Stable Gray Inc

Balance Sheet

As of December 31, 2023

	TOTAL
Total Current Liabilities	\$7,133.98
Long-Term Liabilities	
1st State Bank Loan 1534 - Jeep	14,412.39
SBA Loan 02/07/2022	149,900.00
Total Long-Term Liabilities	\$164,312.39
Total Liabilities	\$171,446.37
Equity	
Accumulated adjustment	0.00
Common stock	1,000.00
Opening balance equity	0.00
Owner's Contribution - CharDale	0.00
Owner's Contribution - Teddy	0.00
Retained Earnings	-41,036.05
Shareholder Distribution - CharDale Barnes	0.00
Shareholder Distribution - Theardis Young	0.00
Shareholders' equity	
Distributions	0.00
Total Shareholders' equity	0.00
Net Income	118,964.72
Total Equity	\$78,928.67
TOTAL LIABILITIES AND EQUITY	\$250,375.04

Stable Gray Inc

Balance Sheet

As of December 31, 2022

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1st State Bank 7146	670.25
1st State Bank 8572	100.86
FNB 5790	8,025.46
FNB 9033	80,000.00
Total Bank Accounts	\$88,796.57
Other Current Assets	
Employee cash advances	0.00
Payments to deposit	4,225.00
Total Other Current Assets	\$4,225.00
Total Current Assets	\$93,021.57
Fixed Assets	
Accumulated depreciation	-34,975.57
Furniture & fixtures	3,299.00
Leasehold Improvements	21,029.89
Signage	3,053.95
Vehicles	
2015 Jeep Wrangler	31,133.00
2019 Subaru	24,814.00
Total Vehicles	55,947.00
Total Fixed Assets	\$48,354.27
TOTAL ASSETS	\$141,375.84
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
FNB CC 5946 - Young	914.88
FNB CC 7734 - Barnes	8,655.64
Total Credit Cards	\$9,570.52
Other Current Liabilities	
Federal WH & FICA Payable	11,021.82
FUTA	168.00
Garnishment	0.00
NE State WH Payable	2,884.59
Total Other Current Liabilities	\$14,074.41
Total Current Liabilities	\$23,644.93

Stable Gray Inc

Balance Sheet

As of December 31, 2022

	TOTAL
Long-Term Liabilities	
1st State Bank Loan 1534 - Jeep	18,119.02
1st State Bank Loan 1940 - Suburu	12,450.31
SBA Loan 02/07/2022	149,900.00
Total Long-Term Liabilities	\$180,469.33
Total Liabilities	\$204,114.26
Equity	
Opening balance equity	9,957.09
Retained Earnings	12,039.77
Shareholder Distribution - CharDale Barnes	-14,835.00
Shareholder Distribution - Theardis Young	-11,375.00
Shareholders' equity	
Distributions	0.00
Total Shareholders' equity	0.00
Net Income	-58,525.28
Total Equity	\$ -62,738.42
TOTAL LIABILITIES AND EQUITY	\$141,375.84

Stable Gray Inc

Balance Sheet

As of December 31, 2021

	TOTAL
ASSETS	
Current Assets	
Bank Accounts	
1st State Bank 7146	645.17
1st State Bank 8572	500.59
FNB 5790	35,225.06
FNB 9033	16.47
Total Bank Accounts	\$36,387.29
Other Current Assets	
Payments to deposit	0.00
Total Other Current Assets	\$0.00
Total Current Assets	\$36,387.29
Fixed Assets	
Accumulated depreciation	-16,081.36
Furniture & fixtures	3,299.00
Leasehold Improvements	1,592.96
Vehicles	
2015 Jeep Wrangler	31,133.00
2019 Subaru	24,814.00
Total Vehicles	55,947.00
Total Fixed Assets	\$44,757.60
TOTAL ASSETS	\$81,144.89
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Credit Cards	
FNB CC 5946 - Young	4,260.49
FNB CC 7734 - Barnes	5,501.27
Total Credit Cards	\$9,761.76
Other Current Liabilities	
Federal WH & FICA Payable	4,231.52
FUTA	126.00
NE State WH Payable	1,768.76
Total Other Current Liabilities	\$6,126.28
Total Current Liabilities	\$15,888.04
Long-Term Liabilities	
1st State Bank Loan 1534 - Jeep	25,697.73
1st State Bank Loan 1940 - Subaru	17,562.26
Total Long-Term Liabilities	\$43,259.99
Total Liabilities	\$59,148.03

Stable Gray Inc

Balance Sheet

As of December 31, 2021

	TOTAL
Equity	
Opening balance equity	9,957.09
Retained Earnings	2,921.26
Shareholder Distribution - CharDale Barnes	-27,679.00
Shareholder Distribution - Theardis Young	-23,943.30
Shareholders' equity	
Distributions	19,413.00
Total Shareholders' equity	19,413.00
Net Income	41,327.81
Total Equity	\$21,996.86
TOTAL LIABILITIES AND EQUITY	\$81,144.89

Stable Gray Inc

Profit and Loss

January - December 2021

	TOTAL
Income	
Sales	168,758.48
Sales - Stripe	14,706.49
Sales of Product Income	965.00
Services	73,753.47
Total Income	\$258,183.44
Cost of Goods Sold	
Cost of goods sold	19,317.62
Total Cost of Goods Sold	\$19,317.62
GROSS PROFIT	\$238,865.82
Expenses	
Accounting fees	1,819.00
Advertising & marketing	2,163.42
Website ads	1,450.00
Total Advertising & marketing	3,613.42
Bank fees & service charges	909.54
Business licenses	71.00
Computer & Internet Expense	3,966.84
Contract labor	19,646.18
Dues & Subscriptions	1,777.77
Employee benefits	600.00
Gifts	200.51
Insurance	100.00
Interest paid	
Credit card interest	820.32
Interest paid - Jeep 1534	936.06
Interest paid - Suburu 1940	502.65
Total Interest paid	2,259.03
Legal & accounting services	
Legal Fees	1,000.00
Total Legal & accounting services	1,000.00
Meal & Entertainment	2,092.08
Miscellaneous Expense	840.74
Office expenses	1,045.69
Small tools & equipment	240.72
Total Office expenses	1,286.41
Office Supplies	354.33
Parking & tolls	90.50
Payroll Expenses	114,473.24
Payroll Processing Fee	125.25
Payroll Tax Expense	10,202.70

Stable Gray Inc

Profit and Loss

January - December 2021

	TOTAL
QuickBooks Payments Fees	80.10
Rent	11,522.76
Repairs & maintenance	991.70
Security	361.27
Shipping & postage	216.38
Software & apps	7,463.22
Supplies	1,799.28
Uniforms	57.83
Utilities	1,934.10
Vehicle expenses	2.14
Vehicle gas & fuel	3,278.07
Vehicle registration	4,732.49
Total Expenses	\$197,867.88
NET OPERATING INCOME	\$40,997.94
Other Income	
Interest earned	0.59
PPP Loan Forgiveness	13,188.96
Total Other Income	\$13,189.55
Other Expenses	
Depreciation expenses	12,782.36
Fraudulent Credit Card Charge	77.32
Total Other Expenses	\$12,859.68
NET OTHER INCOME	\$329.87
NET INCOME	\$41,327.81

Stable Gray Inc

Profit and Loss

January - December 2022

	TOTAL
Income	
Sales	80,667.28
Sales - Stripe	1,908.85
Sales of Product Income	120.00
Services	224,555.19
Total Income	\$307,251.32
Cost of Goods Sold	
Cost of goods sold	32,350.25
Total Cost of Goods Sold	\$32,350.25
GROSS PROFIT	\$274,901.07
Expenses	
Accounting fees	1,834.00
Advertising & marketing	8,309.57
Bank fees & service charges	105.49
Cable/Internet Services	1,437.52
Commissions & fees	6.50
Computer & Internet Expense	4,606.59
Consulting	1,525.00
Contract labor	17,576.96
Contributions to charities	2,200.00
Dues & Subscriptions	3,609.67
Education/Training	450.00
Employee Incentives	65.00
Gifts	156.00
Insurance	1,323.65
Interest paid	
Credit card interest	1,219.66
Interest paid - Jeep 1534	797.37
Interest paid - Suburu 1940	484.89
Total Interest paid	2,501.92
Legal & accounting services	
Legal Fees	225.00
Total Legal & accounting services	225.00
Meal & Entertainment	2,465.22
Miscellaneous Expense	0.00
Office expenses	3,176.31
Office cleaning	478.75
Small tools & equipment	6,890.51
Total Office expenses	10,545.57
Office Supplies	850.22
Parking & tolls	82.75

Stable Gray Inc

Profit and Loss

January - December 2022

	TOTAL
Payroll Expenses	
Officers' salaries	131,000.16
Salaries & wages	62,635.70
Total Payroll Expenses	193,635.86
Payroll Processing Fee	185.50
Payroll Tax Expense	15,297.94
QuickBooks Payments Fees	998.52
Rent	17,961.00
Repairs & maintenance	3,906.69
Security	149.75
Shipping & postage	670.87
Software & apps	9,372.06
Supplies	2,627.12
Telephone	77.00
Utilities	3,364.90
Vehicle gas & fuel	5,345.82
Vehicle registration	697.71
Vehicle repairs	201.67
Vehicle wash & road services	125.41
Total Expenses	\$314,494.45
NET OPERATING INCOME	\$ -39,593.38
Other Income	
Interest earned	0.27
Total Other Income	\$0.27
Other Expenses	
Depreciation expenses	18,894.21
Fraudulent Credit Card Charge	37.96
Total Other Expenses	\$18,932.17
NET OTHER INCOME	\$ -18,931.90
NET INCOME	\$ -58,525.28

Stable Gray Inc

Profit and Loss

January - December 2023

	TOTAL
Income	
Sales	33,751.14
Sales - Stripe	4,674.24
Services	517,638.06
Unapplied Cash Payment Income	40.00
Total Income	\$556,103.44
Cost of Goods Sold	
Cost of goods sold	5,033.34
Total Cost of Goods Sold	\$5,033.34
GROSS PROFIT	\$551,070.10
Expenses	
Accounting fees	9,034.00
Advertising & marketing	14,600.62
Social media	900.00
Website ads	11,085.45
Total Advertising & marketing	26,586.07
Bank fees & service charges	217.20
Cable/Internet Services	2,455.97
Computer & Internet Expense	4,993.36
Consulting	49,950.00
Contract labor	25,937.17
Contributions to charities	3,876.00
Dues & Subscriptions	10,426.20
Employee Incentives	60.00
Entertainment	59.88
Equipment Purchases	1,225.13
Insurance	3,044.78
Interest paid	201.06
Credit card interest	1,668.42
Interest paid - Jeep 1534	712.33
Interest paid - Suburu 1940	206.61
Total Interest paid	2,788.42
Intuit Processing Fees	72.50
Meal & Entertainment	2,933.53
Miscellaneous Expense	124.53
Office expenses	3,848.41
Office cleaning	1,872.50
Small tools & equipment	477.08
Total Office expenses	6,197.99
Office Supplies	2,480.88
Parking & tolls	104.75

Stable Gray Inc

Profit and Loss

January - December 2023

	TOTAL
Payroll Expenses	
Officers' salaries	105,513.02
Salaries & wages	85,232.53
Total Payroll Expenses	190,745.55
Payroll Processing Fee	505.25
Payroll Tax Expense	17,646.82
Photography	800.00
QuickBooks Payments Fees	675.85
Rent	18,693.25
Repairs & maintenance	406.91
Security	367.96
Shipping & postage	292.94
Software & apps	10,012.55
Supplies	18,569.75
Telephone	4,543.85
Travel	282.43
Airfare	407.98
Hotels	379.08
Total Travel	1,069.49
Travel - Car Rental	1,046.98
Utilities	3,626.00
Vehicle expenses	10,178.57
Vehicle gas & fuel	2,990.33
Vehicle registration	374.70
Vehicle repairs	1,567.64
Vehicle wash & road services	102.01
Total Expenses	\$436,784.76
NET OPERATING INCOME	\$114,285.34
Other Income	
Credit card rewards	2,650.00
Gain/Loss on Sale of Asset	12,455.98
Interest earned	0.27
Total Other Income	\$15,106.25
Other Expenses	
Ask My Accountant	600.00
Depreciation expenses	9,826.87
Total Other Expenses	\$10,426.87
NET OTHER INCOME	\$4,679.38
NET INCOME	\$118,964.72

RESUMES

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CAPABILITY

STATEMENTS



THEARDIS YOUNG



Cofounder/President of Stable Gray

Over 15 years of marketing experience from private sector to public sector, non profits to small businesses. Known for creative and industry leading approach to branding, focused on understanding the emotional connections and problem-solving approach to business. Currently the Co-Founder and President of Stable Gray- a full service branding firm that empowers businesses and organizations to deploy intentional strategies that inspire deep trust and active engagement in diverse communities.

CONTACT

P: 531.270.9503

E: teddy@stablegray.com

EDUCATION

Bachelor of Science
Major: Sports Management

Minor: Business Admin & Computer
Information Systems

Wayne State College | Wayne, NE

2006 Graduate

Master in Business Administration
Concentration in Marketing

Bellevue University | Bellevue, NE

2009 Graduate

SKILLS

Market Research
Social Media Management
Marketing and Promotion
Relationship Building and Management
Communication
Strategic and Creative Planning
Operations Management
Problem-solving
Adobe and Microsoft Applications

NOTABLES

2021 Greater Omaha Chamber Small
Business of the Year

Collective For Hope Board Member

100 Black Men of Omaha Member and
Mentor

WORK EXPERIENCE

Co-Founder & President | Stable Gray

July 2015–Present

As a Co-Founder and President, I have taken on a range of responsibilities to drive the success and growth of our organization. Some Key duties I have performed include:

- Developing and implementing the company's vision, mission and strategic plans.
- Identifying new market opportunities, forging strategic partnerships and expanding the company's client base.
- Developing a strong brand identity and implementing effective marketing strategies to increase brand visibility and drive customer engagement.
- Building and leading strong marketing team by recruiting great talent, providing guidance and mentorship and fostering a positive work environment.

Communications Coordinator | Abide

August 2014–December 2018

- Organize various marketing materials to advance programming
- Maintain organization's website
- Maintain the organizations branding standards and guidelines
- Manage relationships with all external vendors
- Photograph and/or create video content for events and programs
- Update social media platforms with timely, relevant content
- Create strategic communication plans for fundraising events



CHARDALE BARNES

Cofounder/CEO of Stable Gray

A product of North Omaha, I strive to create better outcomes for all parts of the city. My company has produced jobs, but I believe the work we're doing will lead to even more high-paying job opportunities for creatives. With your help, let's bring the good life of Nebraska to diverse communities.

CONTACT

P: 402.810.2701

E: chardale@stablegray.com

EDUCATION

Studied full-stack web application development using various technologies including Ruby, MySQL, and Vanilla JavaScript

Omaha Code School | Omaha, NE

2015 Graduate

Studied business and finance,

Phi Theta Kappa & Alpha Eta Sigma Honors Society Member

Metropolitan Community College | Omaha, NE

2012 Graduate

NOTABLES

2021 Greater Omaha Chamber Small Business of the Year

FAA Certified Drone Pilot

TIER 1 Emerging Small Business

Four permanent employees, over 18 contractors

WORK EXPERIENCE

Co-Founder & CEO | Stable Gray Inc.

Bootstrapped Stable Gray from a home office to \$1mil + in contracts

Application Developer | Hayneedle Inc.

Built and shipped feature-rich web application enhancements to the hayneedle.com website.



TARA PIERCE

Design Lead



Hi, my name is Tara Pierce. I have been working as a graphic designer since 2020. I have experience working in print, digital, web, illustration, layout, typography, ai, and content creation. I plan to become as diverse of a designer as I can be by utilizing all the tools that are out there for designers to use.

CONTACT

2520 N 24th Street Omaha, NE 68110

tara@stablegray.com

402.965.1726

EDUCATION

BFA in Studio Art with
Concentration in Graphic Design

UNO | Omaha, NE

2018–2022

Associates in Liberal Arts

MCC | Omaha, NE

2016–2018

SKILLS

Professional

Business Management

Print Management

Office Management

Branding

Communication

Teamwork

Work ethic

Time Management

Creativity

Technical

Adobe InDesign

Adobe Illustrator

Adobe Photoshop

Adobe Lightroom

Adobe Animate

Layout in Adobe XD

Microsoft Word

WORK EXPERIENCE

Design Lead | Stable Gray

May 2023 - present

Works on weekly projects for content creation for several companies. Creates documents for branding, guidelines and informational packets with InDesign. Creates web layouts in Figma. Creates social mediaposts in Canva. Designs any print and digital needs for companies in need of branded material. Knows the branding process from beginning to end. Uses good communication skills to lead. Manages interns. Spends time in meetings discussing processes and procedures. Does anything design based for clients and internal needs.

Design and Administrative Assistant | Christ Community Church

May 2021–May 2023

Spent time creating print and digital documents for ministry support. With focus on booklets, flyers, name tags, t-shirt design, postcards, posters, social media graphics, branding packages, upholding brand standards, digital booklets, acrylic panels, banners, pamphlets, video thumbnails, hyperlinked documents, power points, photo editing, photography, illustration, print production, print management, print billing, and mural painting. Worked alongside the Lead Designer helping with all the design needs and was managed by the Communications Director who corresponded over print management and billing for the Administrative portion of the role. Spent time in meetings discussing branding decisions and art direction for sermon series.

Graphic Designer | Within Reach

August 2022–January 2022

Branded the entire 2023 Citywide Summit Conference for Within Reach. Designed social media posts, email graphics, thumbnail graphics, video graphics, and a booklets for the event.

Graphic Designer | Knock Out Print & Design

August 2020–June 2021

Created print documents and logos for clients using the Adobe Creative Suite. Managed print production and ran printers for all designed projects that were created. Worked with binding, cutting and hole-punching machines to create the final print products ready for distribution.



CALEB VOLQURTSSEN



Video Content Pro

CONTACT

2520 N 24th Street Omaha, NE 68110
caleb@stablegray.com
402.965.1726

EDUCATION

Video/Audio Communications

Associates

*Metropolitan Community College |
Elkhorn, NE*

2013-2020

SKILLS

Professional

Communication
Teamwork
Work ethic
Time Management
Creativity

Technical

Premier Pro
After Effects
Audio DAWS
Sony Cameras
Lighting

WORK EXPERIENCE

Video Content Pro | *Stable Gray*
May 2020–Present

Create storyboards, and video drafts with text and graphic-based animations as needed for internal, promotional and client use.

Brainstorm with Stable Gray team to solve problems for clients and internal projects

Assist with photo and video shoots, at various locations including but not limited to Stable Gray Photo Studio, Stable Gray Headquarters, and client places of business

Offer consulting based on your video production experience and industry knowledge

Serve as aide to Social Media team as needed (ex: post visual content to client and Stable Gray social media pages, help build content calendars and more)

Lift, transport and assemble/disassemble camera gear, tripods, lighting and equipment; as required up to 50lbs

Curate storytelling content from scratch or sources online (stock photos, videos, video fx, audio soundtracks and audio effects)

Connections That Count!

COMPANY OVERVIEW

Clark Connection Group, Inc. is a full service consulting firm with over 30 years of experience in creating Public Relations, Marketing, Business Development, Capacity Building, Event Planning, and Project Management in Omaha, Nebraska, we specialize as a "Master Connector" for people by facilitating & managing high impact networking opportunities!



CORE SERVICES

Community Relations and Public Involvement

- Designing and implementing comprehensive public involvement plans, community outreach campaigns, and public engagement strategies for infrastructure projects, land use developments, and municipal initiatives. Our services include organizing public meetings, focus groups, workshops, and events to gather community input.

Media and Public Relations

- Creating and executing targeted media strategies to generate positive press coverage and manage reputations. Our services include messaging development, writing press releases, securing media interviews, pitching stories, and measuring results.

Government Relations

- Advocating policies and liaising with government agencies on behalf of clients. Our team has experience navigating the local, state, and federal legislative process and regulatory system to achieve outcomes.

Small/Minority Business Program Management

- Managing small and diverse business programs on large construction projects to help prime contractors meet participation goals. Our services include conducting outreach to identify qualified firms, providing support with contracting, and tracking compliance.

Real Estate Development Consulting

- Advising both private and public sector clients on navigating the real estate development approval process. Our services include zoning analysis, variance and permit requests, community benefit plans, project feasibility studies, and identifying funding sources.

PAST EXPERIENCE

Our experience includes government agencies, political campaigns, non-profit foundations & coalitions, advocacy organizations, educational institutions, and small businesses.

Business EIN: 47-0840935 / DUN Number: 193178709 / CAGE: 8QQT4 / SAM: MJWQXJAFIG59

CORE COMPETENCIES

Marketing/Public Relations

Includes Branding, Sponsorship Development, Events, and Fundraising services for all organization levels & sizes.

Community Impact

Organize and facilitate focus groups to gather community input for public and private projects that will look to maximize community & social impact.

Connecting People

Help prospective clients increase your circle of influence, and identify meaningful opportunities for business development.

Business Capacity Building

Client development and organizational structure building services relating to systems, processes, and procedures.

CONTACT

Director of Business Development - Tim Clark
Phone: 402-306-2734; Email: tim@clarkconnectiongroup.com

PPRP INNOVATIONS

DATA-DRIVEN SOLUTIONS FOR EVIDENCE-BASED RESULTS



ABOUT PPRP INNOVATIONS

We bring together research, evaluation, and data analytics to develop and launch successful new products, businesses & organizational initiatives. With our help, you can integrate your innovative ideas into reality differentiated insights to future-proof their businesses.

By use of innovative methodology, we provide a comprehensive listing of data-related services to help for-profit businesses and organizations meet requirements and enhance their data-systems to secure new opportunities.

CONTACT INFORMATION

Raheem Sanders, MPH -
CEO of PPRP INNOVATIONS
heem@pprpinnovations.com
SAM UEI: (HUD6EFHKM7N7)
NAICS Codes: 541720,
541715, 541712, 541710,
541611.

UPDATED: 09/2021

CORE COMPETENCIES

PPRP INNOVATIONS helps customers meet their objectives by providing data solutions & technical resources to meet their short & long term evaluation planning, implementation & reporting requirements.



DEDICATED TEAM

When you work with PPRP INNOVATIONS, you are working with a team dedicated to completing all contractual obligations with world-class skill, professionalism. Our team is not satisfied until all expectations have been exceeded!

TECHNICAL SERVICES

- EVALUABILITY NEEDS ASSESSMENTS
- STRATEGY & STRATEGIC PLANNING
- DATA MANAGEMENT & ANALYTICS
- PERFORMANCE MEASUREMENT & EVALUATION
- DATA DISCOVERY & USER RESEARCH
- NEW PRODUCT & BUSINESS DEVELOPMENT
- INNOVATION DEVELOPMENT



PAST EXPERIENCE

1. STATE OF NEBRASKA

Developed a systematic process to monitor, supervise, and implement performance measurement & quality improvement (PMQI) across the agency. Work included planning, supervising and providing guidance on PMQI activities, serving as a technical advisor providing assistance and guidance to address quality improvement (QI) problems and provide action planning.

2. CREIGHTON UNIVERSITY

Developed, managed, and supervised a large scale system and process for data management and collection that incorporated developing policies and procedures for data collection, data analysis, and evaluation. Work also included conducting goal settings for training development & implementation, data collection, and program evaluation for quarterly & annual federal reporting.

3. KOVUS

Implemented performance management and process improvement methodologies used to improve standardized UX/UI development processes for company staff. Work included preparing impact summaries and supplemental documentation for process and quality improvement evaluations.

CREATIVE
EXAMPLES

NEBRASKA DEPARTMENT OF ECONOMIC DEVELOPMENT

In today's fast-paced digital world, having a strong online presence is crucial for any organization. That's where Stable Gray stepped in to support the Nebraska Department of Economic Development. We specialize in running social media platforms, producing captivating informational videos, stories and conducting live-stream sessions to ensure maximum program awareness and narrative control. With our expertise in social media management, we help the DED establish a solid online identity and engage with its target audience effectively. By curating compelling content, crafting enticing captions, and implementing strategic growth strategies, we ensure their social media presence remains vibrant and influential. Furthermore, our team excels in creating informative videos that educate viewers about the various programs offered by the DED. Through visually engaging narratives and expertly crafted scripts, we help potential applicants gain insight into the rewarding opportunities that await them. To further support program awareness, Stable Gray organized live stream sessions where applicants could interact with the DED program managers or view at a later time. These sessions provided an invaluable platform for sharing insights and answering questions.



A promotional graphic for NSORG Entrepreneurship & Innovation. The graphic is split into two main sections. The left section has a white background with a yellow and blue border. It features the text "NSORG" in large blue letters on a yellow background, followed by "Entrepreneurship & Innovation" in blue. Below this is a blue rounded rectangle with the word "WATCH" in white, and a yellow bell icon. The right section has a blue background with a green and yellow border. It features a circular portrait of a smiling woman with long dark hair wearing a white shirt. At the bottom right of this section is the "NEBRASKA DEPT. OF ECONOMIC DEVELOPMENT" logo.

Grant Opportunity

NSORG PROGRAM: SMALL BUSINESS SUPPORT GRANT

This grant is aimed at providing critical assistance to small businesses within Qualified Census Tracts (QCTs) and Economic Redevelopment Areas (ERAs) in the North and South Omaha communities. This grant opportunity is available under the North & South Omaha Recovery Grant Program (NSORG) created through Legislative Bill (LB) 531 in 2023. The intent of the NSORG program is to aid economic recovery and resilience in North and South Omaha.



NSORG: Application Deadline

The DED reminds all potential applicants that the (1) Sports & Tourism and (2) Arts, Culture, & Social Assistance application period under the North and South Omaha Recovery Grant program ends **Monday, October 30th @ 5:00 p.m. (CT)**. Applications will not be accepted after the deadline.

Amplifund technical support | 7:00 a.m. – 7:00 p.m. CT | (844) 735-0239

DED REPRESENTATIVE

Abra Kataka | abra.kataka@nebraska.gov | 531-600-7044
Assentina Katakai | assentina.katakai@nebraska.gov | 531-840-0440



Nebraska Department of Economic Development Open House

Join us at the Nebraska Department of Economic Development's Open House!

Discover incredible grant opportunities that can take your business or organization to new heights. Meet our passionate DED personnel, and connect with our valued partners who are ready to support your growth journey.

MONDAY, NOVEMBER 13, 2023
8:30 A.M. TO 10:30 A.M.
METROPOLITAN COMMUNITY COLLEGE | SOUTH CAMPUS
AUTOMOTIVE TRAINING CENTER 203
2909 EDWARD BABE GOMEZ AVENUE
OMAHA, NE 68107

TUESDAY, NOVEMBER 14, 2023
6 P.M. TO 8 P.M.
METROPOLITAN COMMUNITY COLLEGE | NORTH EXPRESS BUILDING 22 | SWANSON CONFERENCE CENTER 201A
5730 N. 30TH STREET
OMAHA, NE 68111

REGISTER HERE



For more information, contact
DED.EconomicRecovery@nebraska.gov



DED LIVE INFORMATIONAL APPLICATION WORKSHOP:

Entrepreneurship & Innovation Grants

DED is hosting a workshop on Thursday, October 26, 2023
• Entrepreneurship & Innovation Grants – 1:15 p.m.

The live stream for this event will be available to community members on DED's Facebook page at facebook.com/developmentnebraska

DED REPRESENTATIVES

Ryan ZimmerMäs | ryan.zimmermas@nebraska.gov | 531-227-5820
Deley Coyle | deley.coyle@nebraska.gov | 531-500-9577



NSORG Arts, Culture, & Social Assistance

WATCH



Highlights of some of the events Stable Gray captured for the Nebraska Department of Economic Development



Personal interest story that Stable Gray wrote on the behalf of the DED about a grant awardee

NEBRASKA
DEPT. OF ECONOMIC DEVELOPMENT

BUSINESS

PROGRAMS

GOOD LIFE

NEWS

Shovel-Ready Grant Helps North Omaha Arts Center Convert Historic Building Into Modern Performance Space

May 9, 2023



Brigitte McQueen, executive director of The Union for Contemporary Art at 24th and Lake Streets in Omaha, stands near the site of the Shirley Tyree Theater, which is under construction just south of the arts center.

In the old theater space that sits along Lake Street in Omaha's Union for Contemporary Art building, passing trucks would rattle the windows and disrupt performances, as would bargoers confused about which door belonged to which business.

CHARLES DREW SOCIAL MEDIA

Charles Drew Health Center is committed to growing a healthy, equitable community by providing quality, comprehensive healthcare, regardless of ability to pay. Their team reached out to us amid a pivotal point in the healthcare industry, looking for ways to get their message out to the broader community. We suggested that a strong social media marketing campaign would be a must in the company's future. We dove in with meetings discussing strategy and messaging for the brand voice, creating a design plan, writing content for messaging, and laying out a plan of action for producing content for Charles Drew Health Center.




BREAST CANCER AWARENESS MONTH



Get Checked for Ovarian Cancer

Schedule an
appointment
today!


Call 402.451.3553



IT'S NURSE PRACTITIONER'S WEEK

Let's celebrate!

Call 402.451.3553



Call 402.451.3553



HIGH CHOLESTEROL?

Here are five actions you
can take to help prevent it.



• • •

1 IN 8 MEN HAVE PROSTATE CANCER

Get checked out today! Call 402.451.3553



Charles Drew
HEALTH CENTER, INC.

NEW WEBSITE

Check out our new look!

charlesdrew.com



PROTECT YOUR COVERAGE

• • •



• • •

LEARN ABOUT VACCINES

Stay up to date on your shots

Call 402.451.3553

Charles Drew
HEALTH CENTER, INC.
University of Health Careers

• • •



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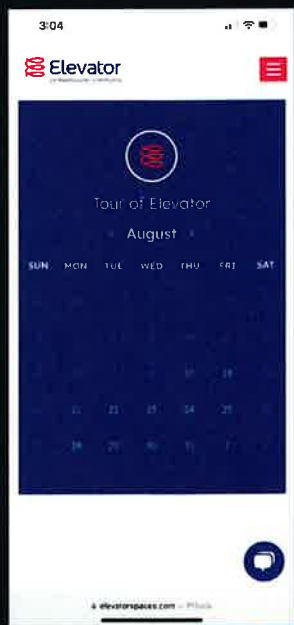
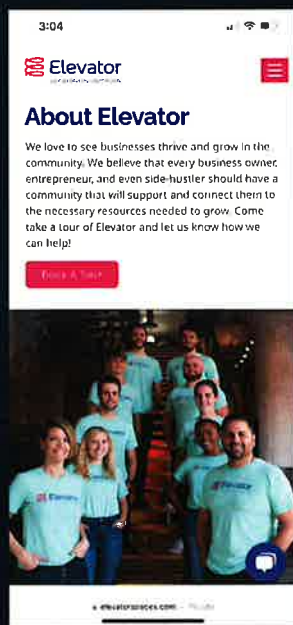
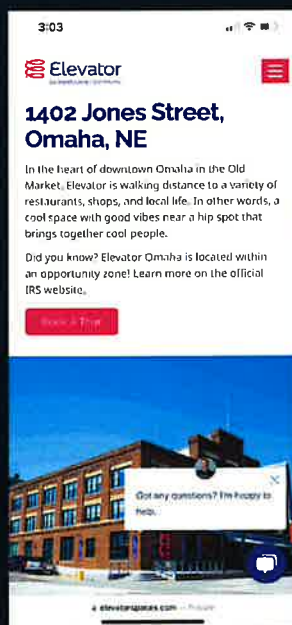
OVARIAN CANCER

Awareness Month

ELEVATOR WEBSITE

Elevator Spaces came to Stable Gray for design and deployment of its new website. Elevator Spaces had a brand guide and existing messaging, but did not have a place to send leads and customers. Stable Gray built a blazing fast, custom website using [Next.js](#).

Stable Gray used the existing brand guide to develop the design of the website. The Stable Gray team discovered that Elevator Spaces was struggling to create a domain name that matched their brand, so Stable Gray's development team researched and delivered a custom .com domain name that the client loved! The development team built custom integrations using [Api's](#), and a custom web admin dashboard. Stable Gray also provided Elevator Spaces with monthly hosting and web maintenance.



Elevator
The Warehousing & Community

Your Own Downtown Headquarters!

We have the perfect space for you and your team! Our warehouse space, office space and co-working space is right in the heart of downtown Omaha!

[Learn More!](#)

Why Elevator
You're balancing life and your business, let us help!

Locations
Headquartered in Omaha, Nebraska

Workspaces
Flexible warehouse and office space, conference room, and community spaces.

About Us
At Elevator, we believe in doing well while doing good.

Contact Us
Book a tour or give us a shout!

Blog
Read more about what is happening at Elevator.

Get any questions? I'm happy to help.

Instagram, LinkedIn, Facebook, Twitter icons

Chat icon

Elevator
The Warehousing & Community

[Book A Tour](#) [\(402\) 502-0347](#)

Elevating the Community

Elevator serves small to medium-sized businesses, e-commerce companies, and makers through co-warehousing & our amazing community. Our month-to-month workspaces and logistics support help our members scale their businesses! Join the Elevator community!

[Book A Tour](#)

Get any questions? I'm happy to help.

Chat icon

Elevator
The Warehousing & Community

[Book A Tour](#) [\(402\) 502-0347](#)

Not Your Traditional Warehouse

As an entrepreneur, you know what it's like to bear the risks that come with running a business. Guess what, you don't have to do it alone! You bring your business and we will provide the community to walk alongside you.

Warehouse + Office Space

Private warehouse space ranging from 81 to 1,500 square feet and private office spaces, all inclusive month-to-month memberships so you can size up or down as needed.

[Learn More](#)

Logistics Support

Logistics support includes daily carrier pickups including UPS, USPS, FedEx, on-demand labor, and custom fulfillment services.

[Learn More](#)

Collaborative Community

Community is our heart/beat. We offer programming and networking events for members.

[Learn More](#)

Get any questions? I'm happy to help.

Chat icon

Elevator
The Warehousing & Community

[Book A Tour](#) [\(402\) 502-0347](#)

From Craft to Community

We cultivate the growth and development of local businesses with a community-oriented co-warehousing space.

[Learn More](#)

Get any questions? I'm happy to help.

Chat icon

Elevator

Elevating the Community

Together we can build a vibrant and thriving, entrepreneurial ecosystem and foster progress, with membership benefits that are essential for success in the north and west. Elevating the Community is our first business-to-business program.

[Learn More](#)



Elevator

Your Own Downtown Headquarters!

We have the perfect space for your business in downtown Denver. Elevate your business with a space that is modern, flexible, and ready for growth.

[Learn More](#)



From Craft to Community

The community is the heart of our business, and we are committed to supporting it.

[Learn More](#)



The perfect space for your business

Warehouse Space

Our warehouse space is a great choice for your business. It's modern, flexible, and ready for growth.

[Learn More](#)

Office Space

Our office space is a great choice for your business. It's modern, flexible, and ready for growth.

[Learn More](#)

Event Space

Our event space is a great choice for your business. It's modern, flexible, and ready for growth.

[Learn More](#)

Not Your Traditional Warehouse

Our warehouse space is a great choice for your business. It's modern, flexible, and ready for growth.

Warehouse + Office Space

Our warehouse space is a great choice for your business. It's modern, flexible, and ready for growth.

[Learn More](#)

Lightbox Support

Our lightbox support is a great choice for your business. It's modern, flexible, and ready for growth.

[Learn More](#)

Collaborative Community

Our collaborative community is a great choice for your business. It's modern, flexible, and ready for growth.

[Learn More](#)

What You'll Get

- 24/7 Access
- 24/7 Support
- 24/7 Security
- 24/7 Maintenance
- 24/7 Cleaning
- 24/7 Parking

Membership Benefits

- 24/7 Access
- 24/7 Support
- 24/7 Security
- 24/7 Maintenance
- 24/7 Cleaning
- 24/7 Parking

Why Elevator?

Location

Our location is a great choice for your business. It's modern, flexible, and ready for growth.

Flexibility

Our flexibility is a great choice for your business. It's modern, flexible, and ready for growth.

Entrepreneur Community

Our entrepreneur community is a great choice for your business. It's modern, flexible, and ready for growth.

Have a Question?

Get in touch with us today. We're here to help you succeed.

[Contact Us](#)

Month Report Example

Organic Social Analytics

Overview of All Accounts

View the progress of all of your accounts on social media. Post engagement and impressions are broken down by day and graphed over time.

5230

Followers

▲ 0.4%

23

Change

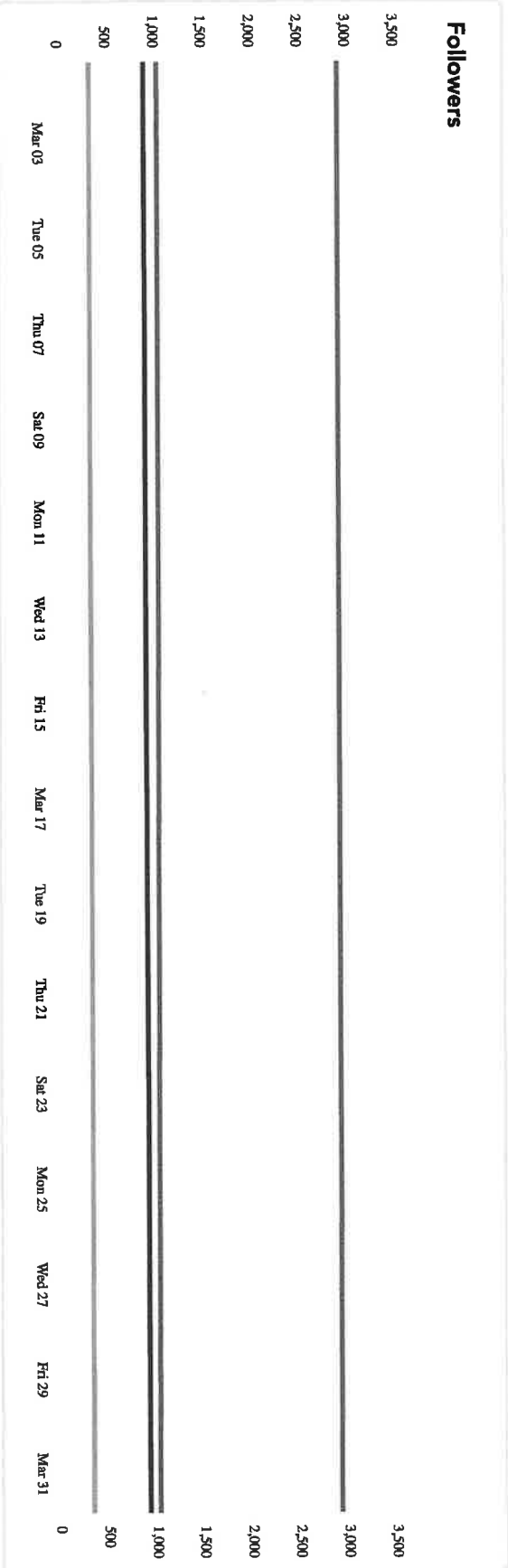
43

New Followers

-20

Lost Followers

Followers



Charles Drew Health Center, Inc. (LinkedIn)

Charles Drew Health Center, Inc. (Twitter)

Charles Drew Health Center, Inc. (Facebook)

CDHC (Instagram)

This Period

 Total Posts

121

 Likes

152

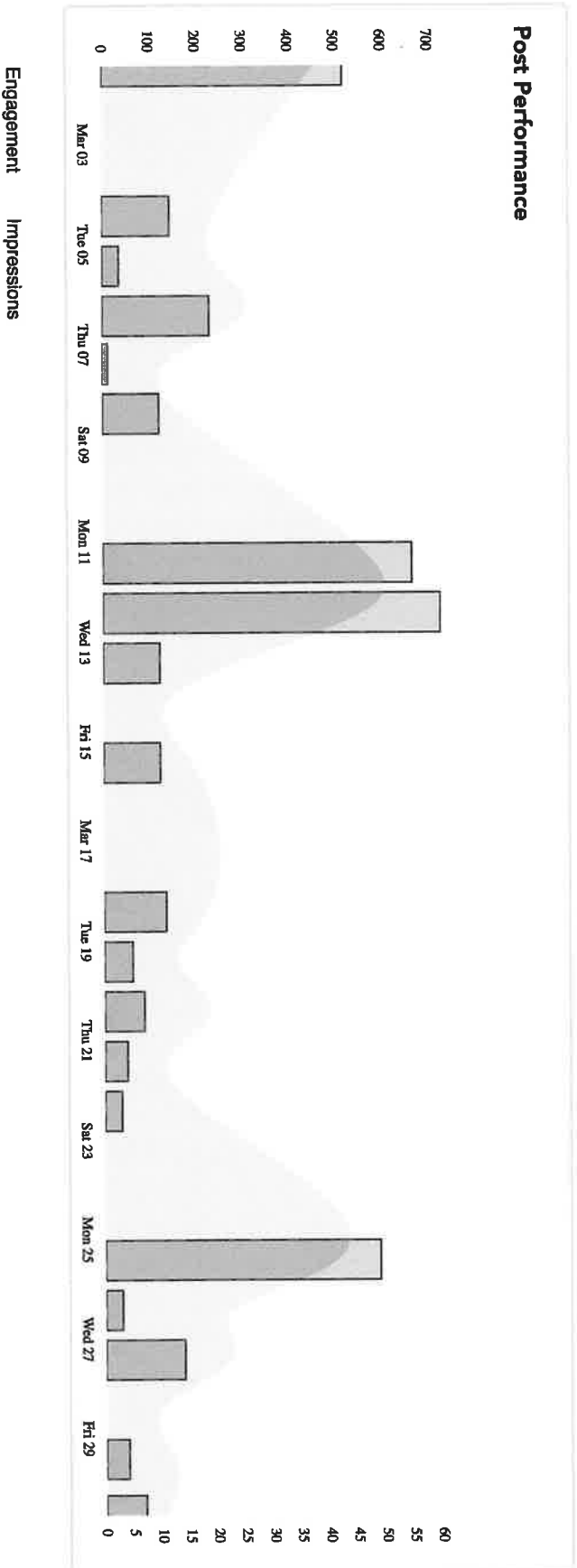
 Comments

2

 Shares

29

Post Performance



Historical Information

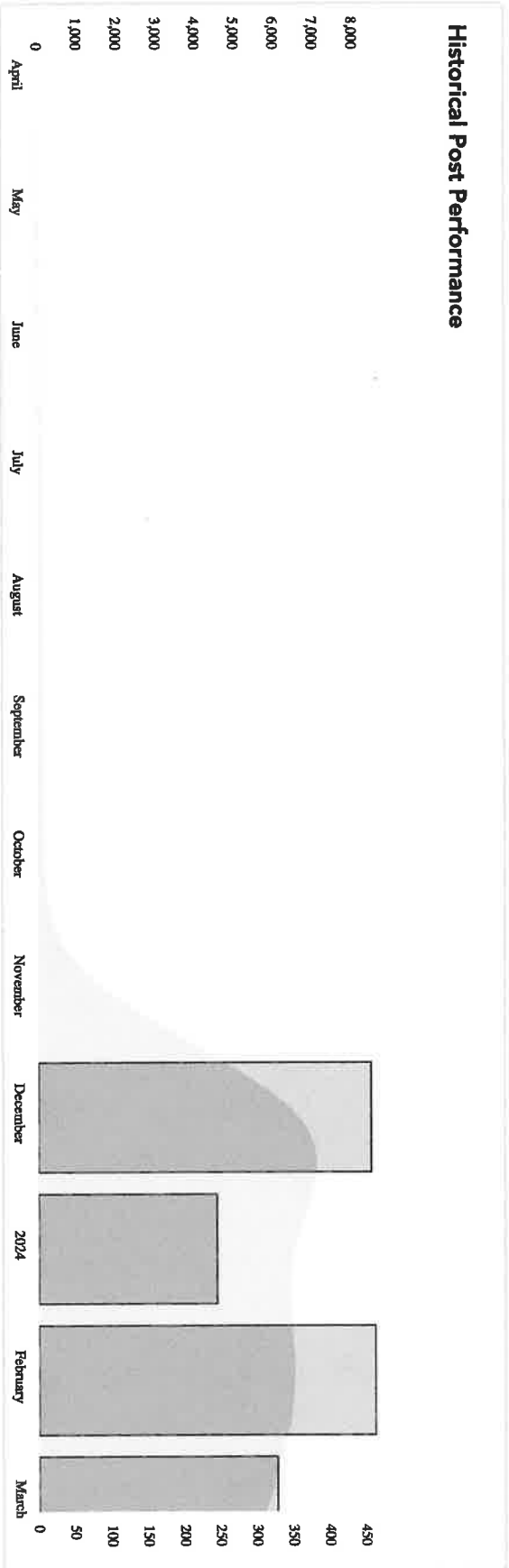
 Total Posts
406

 Likes
696

 Comments
21

 Shares
125




Historical Post Performance



Engagement Impressions

Top Hashtags

Insights

-  **#HealthyFamilies** performed better than any other hashtag.
-  This post type is **0.0%** more engaging.
-  You've posted content with this hashtag **2 times** in this time range.

Most Used Hashtags		Most Viewed Hashtags		Most Engaged Hashtags	
#ColorectalCancerAwaren...	8	#CharlesDrewSupports	93.0	#CharlesDrewSupports	4.0
#FightBackNE	8	#CommunityWellness	93.0	#CommunityWellness	4.0
#AffordableHealthcare	3	#HealthyFamilies	93.0	#HealthyFamilies	4.0
#diversity	3	#CommunityHealth	54.5	#diversity	1.7
#empowerment	3	#MedicalServices	54.5	#empowerment	1.7
#genderequality	3	#diversity	43.0	#genderequality	1.7
#inclusion	3	#empowerment	43.0	#inclusion	1.7
#InspireInclusion	3	#genderequality	43.0	#InspireInclusion	1.7
#IWD	3	#inclusion	43.0	#IWD	1.7
#IWD2024	3	#InspireInclusion	43.0	#IWD2024	1.7
#March8	3	#IWD	43.0	#March8	1.7
#BehavioralHealth	2	#IWD2024	43.0	#CommunityImpact	1.5
Hashtag count		Hashtag average impressions		Hashtag average engagement	

Number of Hashtags per Post

Most Used Hashtag Quantity	Most Viewed Hashtag Quantity	Most Engaged Hashtag Quantity
31+	31+	31+
21-30	21-30	21-30
16-20	16-20	16-20
11-15	11-15	11-15
6-10	6-10	6-10
3-5	3-5	3-5
1-2	1-2	1-2
0	0	0

Number of posts by hashtag quantity	Avg impressions by hashtag quantity	Avg engagement by hashtag quantity
95	71.1	3.1
19	36.2	1.2
4	62.0	2.5
3	43.0	1.7
0	N/A	N/A
0	N/A	N/A
0	N/A	N/A
0	N/A	N/A

Audience Growth

Refers to the increase in followers or subscribers on a content platform. Key metrics include Total Followers, Followers Gained, and Followers Lost. These metrics help assess how well a platform is attracting and retaining its audience.

Total Followers

Followers Lost

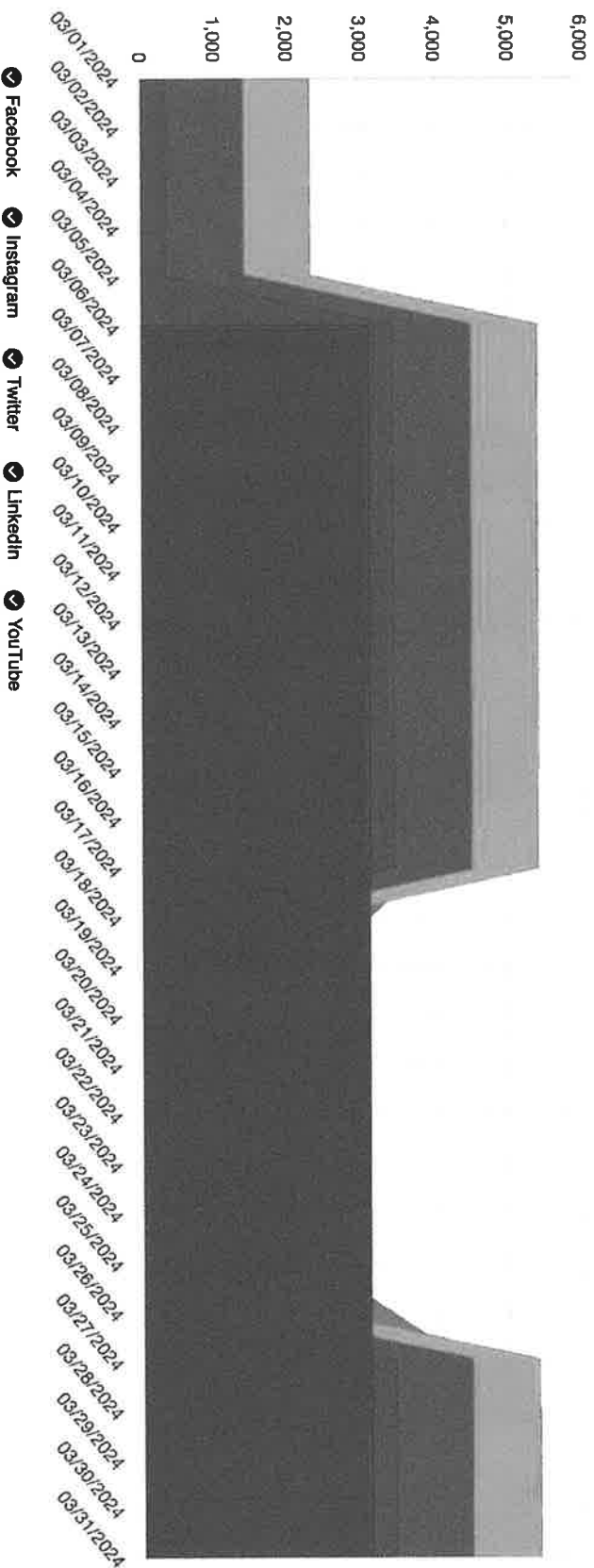
Facebook Fans

▲ 135.91%
5,407

Followers Gained ⓘ
▲ 21.88%
39

▲ 100%
4

▲ 0.1%
2,929



Audience Growth Metrics

	Current Period	Comparison Period	% Change
Total Followers	5407	2292	▲ 135.91%
Facebook Followers	3096	0	▲ 309600%
Instagram Followers	340	336	▲ 1.19%

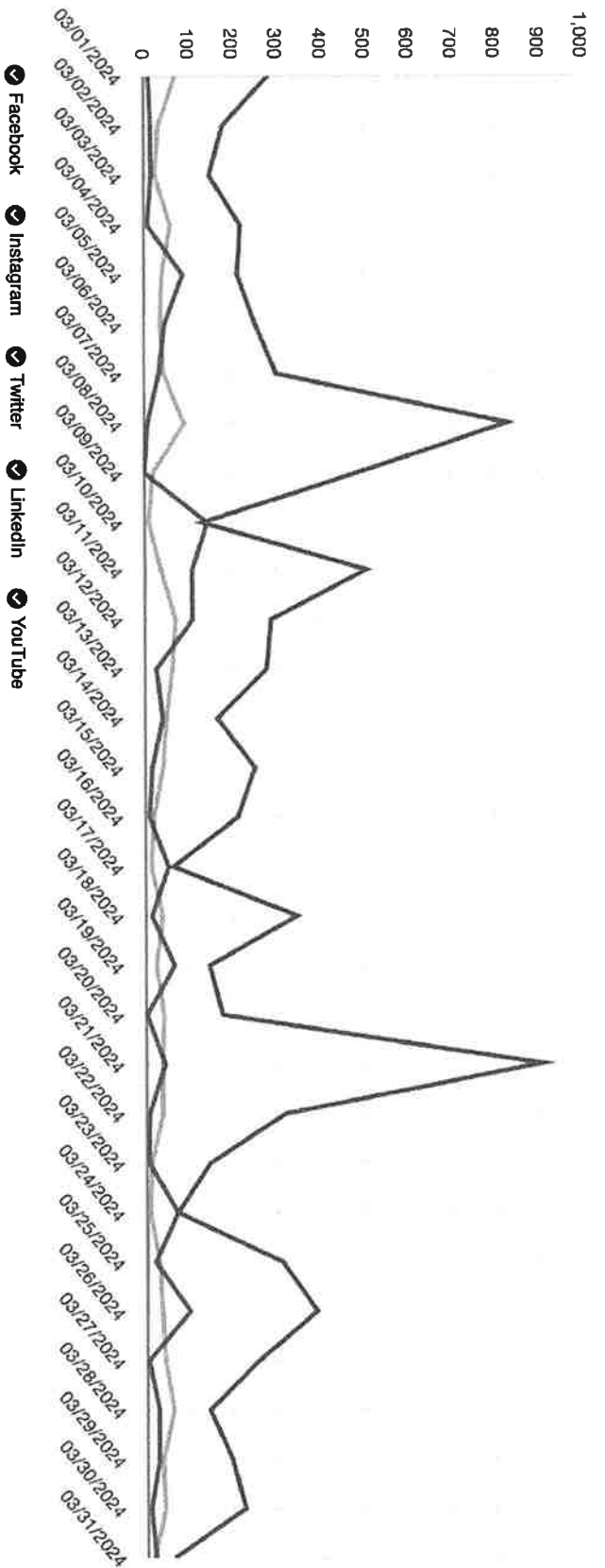
- 📌 Facebook
- 📌 Instagram
- 📌 Twitter
- 📌 LinkedIn
- 📌 YouTube

Audience Growth Metrics	Current Period	Comparison Period	% Change
Total Followers	5407	2292	▲ 135.91%
Twitter Followers	1031	1038	▼ 0.67%
LinkedIn Followers	926	904	▲ 2.43%
YouTube Followers	14	14	▼ 0%

Exposure

These statistics assess the extent and impact of our content's visibility. Exposure metrics include impressions, which denote the total number of times our content was viewed, and reach, indicating the distinct number of users who have viewed our content. These metrics offer insights into the distribution of our content and its effectiveness in reaching our target audience.

<p>Impressions ▼ 10.31%</p> <p>11,441</p>	<p>Reach ▼ 13%</p> <p>12,573</p>
--------------------------------------------------	-----------------------------------------



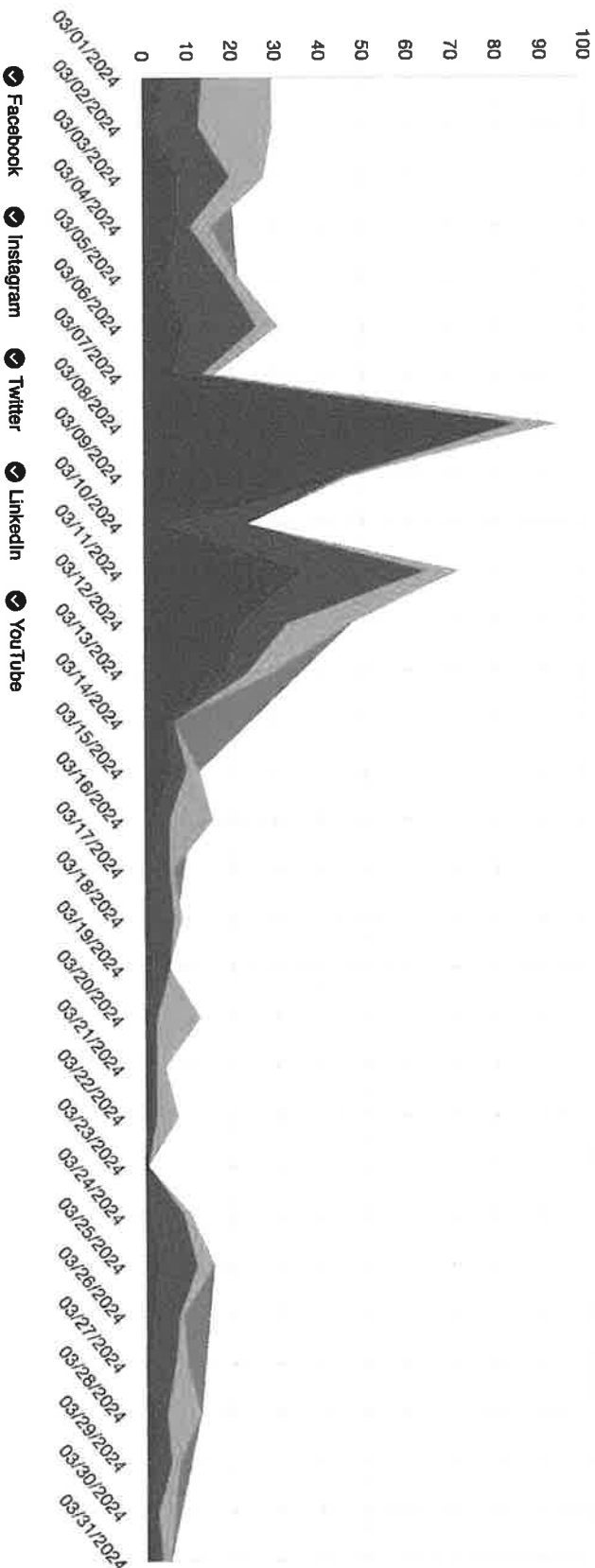
Exposure Metrics

	Current Period	Comparison Period	% Change
Total Impressions	11441	12756	▼ 10.31%
Facebook Impressions	8845	9631	▼ 8.16%
Instagram Impressions	1286	853	▲ 50.76%
Twitter Impressions	0	0	▼ 0%
LinkedIn Impressions	1287	2233	▼ 42.36%
YouTube Impressions	23	39	▼ 41.03%

Engagement Breakdown

Engagement Breakdown refers to the analysis of various metrics that measure the level of interaction and engagement that users have with our content. This includes tracking the number of reactions, comments, shares, and clicks our content receives. By monitoring the engagement breakdown, you can gain insight into what type of content resonates most with our audience, allowing for more informed decision-making and strategic optimization.

Overall 📍 ▼ 36.21% 636	Reactions 📍 ▼ 27.4% 302	Comments 📍 ▼ 93.1% 2	Shares 📍 ▼ 40% 24	Clicks 📍 ▼ 39.84% 308
---------------------------------------------------------	----------------------------------------------------------	-------------------------------------------------------	-------------------------------------------------	-----------------------------------------------------

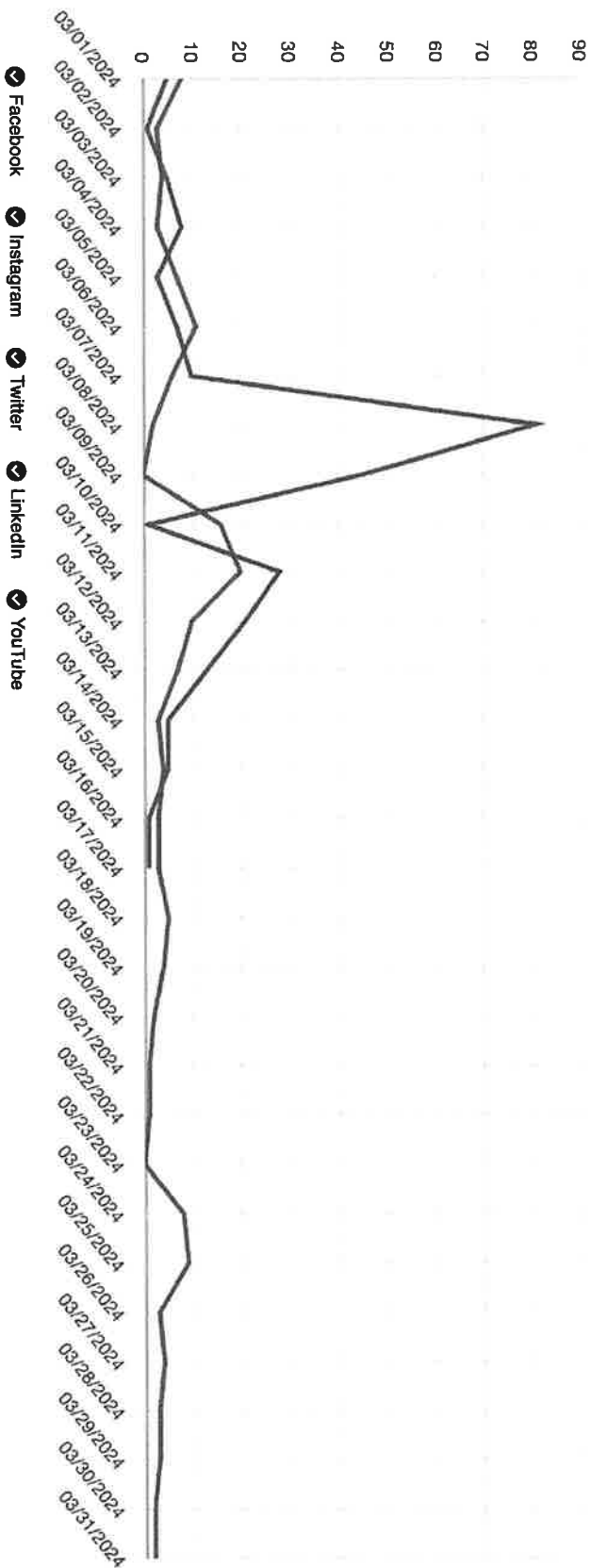


- Facebook
- Instagram
- Twitter
- LinkedIn
- YouTube

Engagement Metrics	Current Period	Comparison Period	% Change
Total Engagement	636	997	▼ 36.21%
Facebook Engagement	259	530	▼ 51.13%
Instagram Engagement	217	126	▲ 72.22%
Twitter Engagement	0	0	▼ 0%
LinkedIn Engagement	160	339	▼ 52.8%
YouTube Engagement	0	2	▼ 100%

Engagement Rate

This is a key performance indicator (KPI) often used to gauge the effectiveness of social media content. It is calculated by dividing the total engagement (reactions, comments, shares, etc.) by the total impressions. A higher engagement rate generally indicates more effective content, as it shows a higher proportion of our audience is interacting with our posts.



Engagement Rate Metrics	Current Period	Comparison Period	% Change
Average Engagement Rate	0.61	2.42	▼ 74.95%
Facebook Engagement Rate	1	5	▼ 80%
Instagram Engagement Rate	2	7	▼ 71.43%
Twitter Engagement Rate	0	0	▼ 0%
LinkedIn Engagement Rate	0.03	0.09	▼ 69.01%
YouTube Engagement Rate	0	0	▼ 0%



Charles Drew Health Center, Inc.
LinkedIn Account

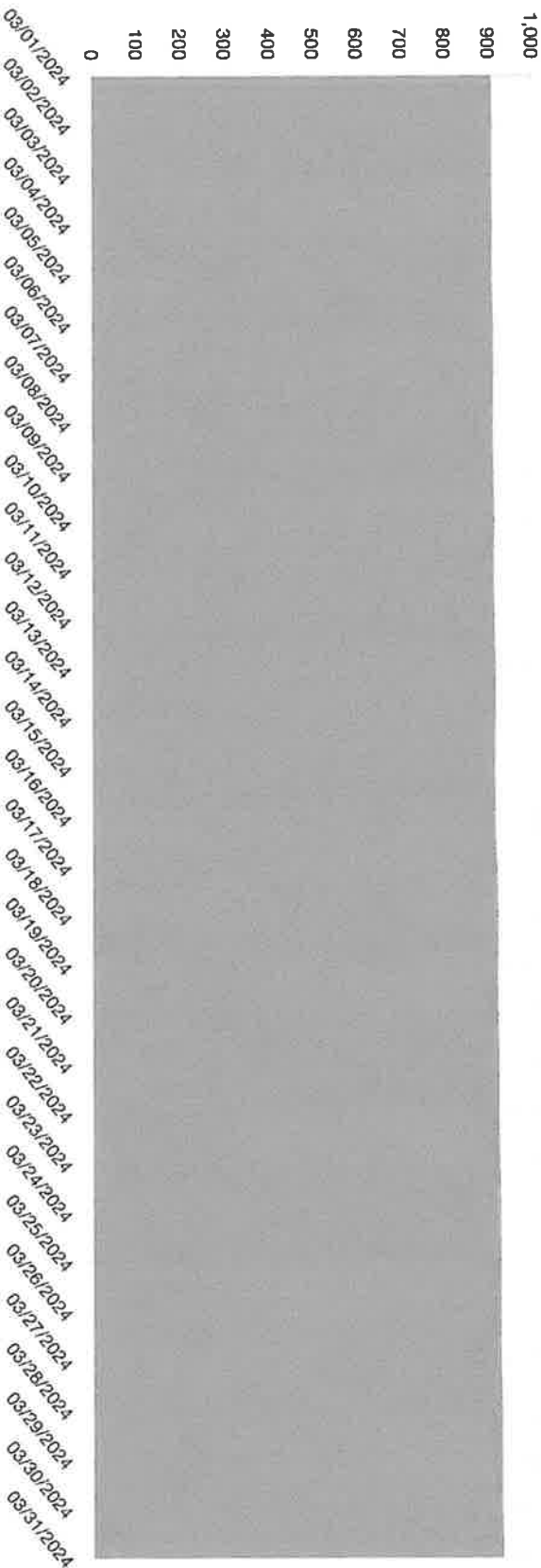
Audience Growth

Refers to the increase in followers or subscribers on a content platform. Key metrics include Total Followers, Followers Gained, and Followers Lost. These metrics help assess how well a platform is attracting and retaining its audience.

Total Followers 📍 ▲ 2.43%
926

Followers Gained 📍 ▲ 69.23%
22

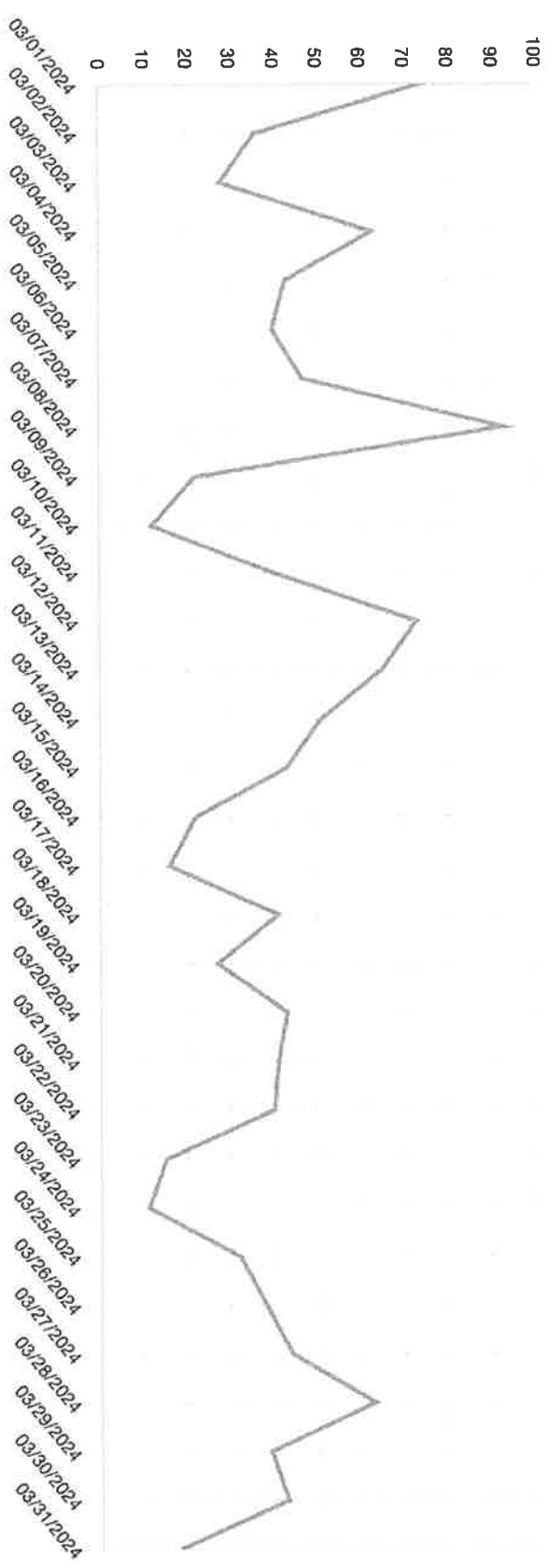
Followers Lost 📍 ▬ 0%
0



Exposure

These statistics assess the extent and impact of our content's visibility. Exposure metrics include impressions, which denote the total number of times our content was viewed, and reach, indicating the distinct number of users who have viewed our content. These metrics offer insights into the distribution of our content and its effectiveness in reaching our target audience.

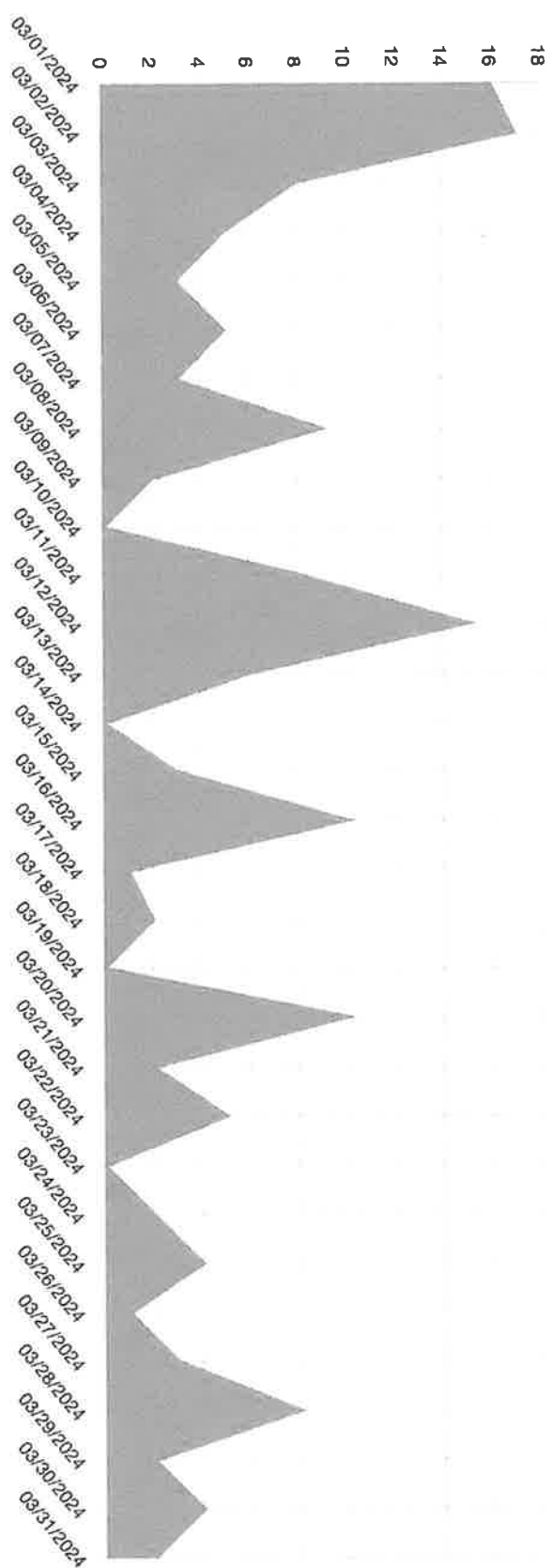
Impressions 📉 1,287	▼ 42.36%
Reach 📉 0	▬ 0%



Engagement Breakdown

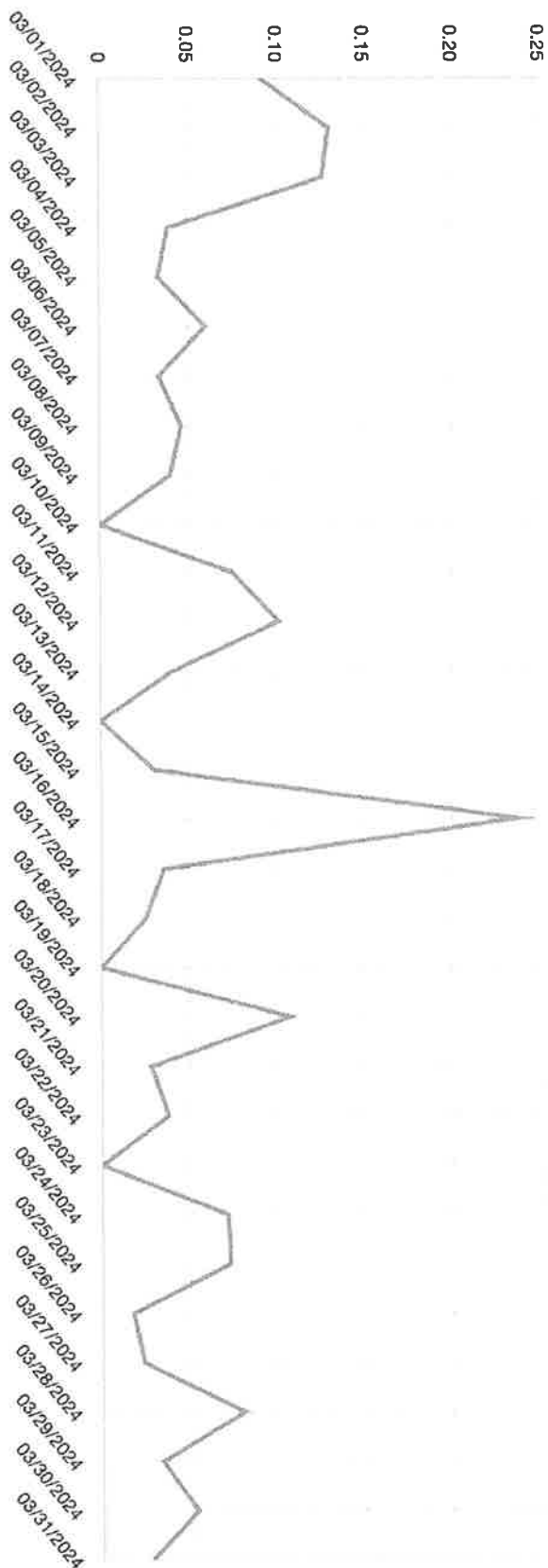
Engagement Breakdown refers to the analysis of various metrics that measure the level of interaction and engagement that users have with our content. This includes tracking the number of reactions, comments, shares, and clicks our content receives. By monitoring the engagement breakdown, you can gain insight into what type of content resonates most with our audience, allowing for more informed decision-making and strategy optimization.

Overall 📈 ▼ 52.8% 160	Reactions 📈 ▼ 51.7% 71	Comments 📈 ▼ 80% 1	Shares 📈 ▼ 87.5% 1	Clicks 📈 ▼ 51.4% 87
--------------------------------------------------------	---------------------------------------------------------	-----------------------------------------------------	--------------------------------------------------	---------------------------------------------------

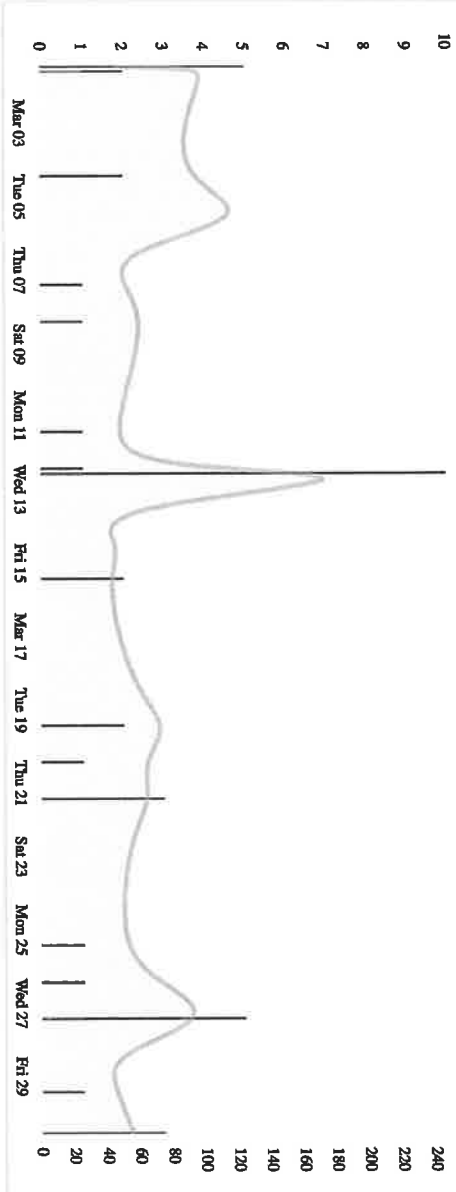


Engagement Rate

This is a key performance indicator (KPI) often used to gauge the effectiveness of social media content. It is calculated by dividing the total engagement (reactions, comments, shares, etc.) by the total impressions. A higher engagement rate generally indicates more effective content, as it shows a higher proportion of our audience is interacting with our posts.



Charles Drew Health Center, Inc. LinkedIn Post Performance



Total Posts

25

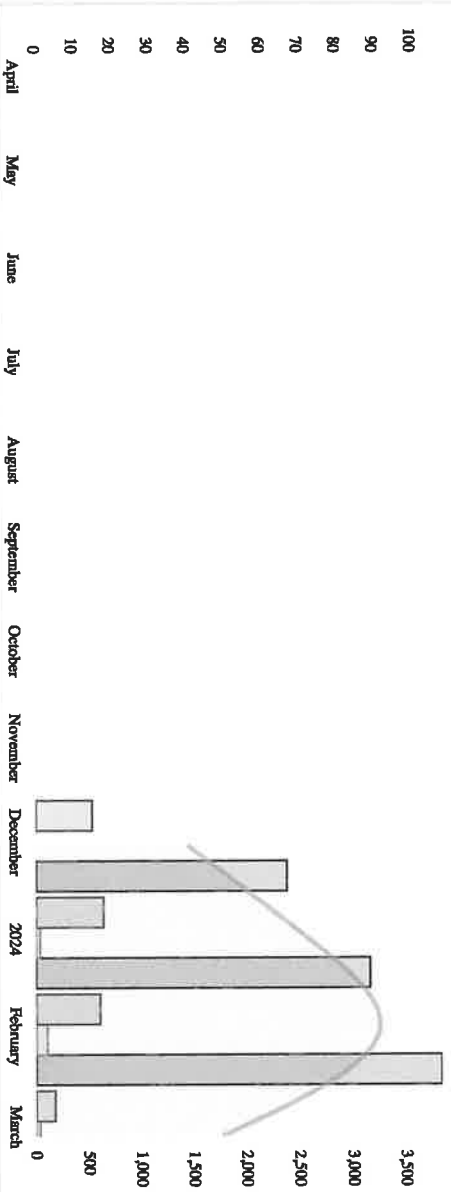
Engagement

Likes: 42

Comments: 1

Shares: 5

Charles Drew Health Center, Inc. LinkedIn Historical Post Performance



Total Posts

104

Engagement

Likes: 306

Comments: 5

Shares: 55

Insights

 **Image posts with long caption containing a link** perform better than any other post type.

 **Between 8AM and 11AM (CT)** is the optimal post time for this account and post type.

 This post type is **100.0%** more engaging.

 You've posted this type of content **40 times** since Dec 5, 2023.

Image posts with long caption containing a link



 Between 8AM and 11AM (CT)

Image posts with long caption containing hashtags and a link



 Between 12PM and 2PM (CT)

Image posts with long caption containing hashtags and a link asking a question



 Between 8AM and 11AM (CT)

Long text posts



 Between 12PM and 2PM (CT)

Image posts with short caption containing a link






 Between 12PM and 2PM (CT)

Image posts with long caption containing a link asking a question






 Between 12PM and 2PM (CT)

Image posts with short caption containing a link asking a question



🕒 Between 8AM and 11AM (CT)

Image posts with short caption containing hashtags and a link

🕒 Between 12PM and 2PM (CT)

Short text posts

🕒 Between 12PM and 2PM (CT)

Number of Hashtags Per Post

	Most Used Hashtag Quantity	Most Viewed Hashtag Quantity	Most Engaged Hashtag Quantity
31+	0	31+	N/A
21-30	0	21-30	N/A
16-20	0	16-20	N/A
11-15	0	11-15	N/A
6-10	0	6-10	N/A
3-5	0	3-5	N/A
1-2	0	1-2	N/A
0	25	0	70.7

Number of posts by hashtag quantity Avg impressions by hashtag quantity Avg engagement by hashtag quantity



Charles Drew Health Center, Inc.
Twitter Account

Audience Growth

Refers to the increase in followers or subscribers on a content platform. Ke metrics include Total Followers, Followers Gained, and Followers Lost. These metrics help assess how well a platform is attracting and retaining its audience.

Total Followers ▼ 0.67%

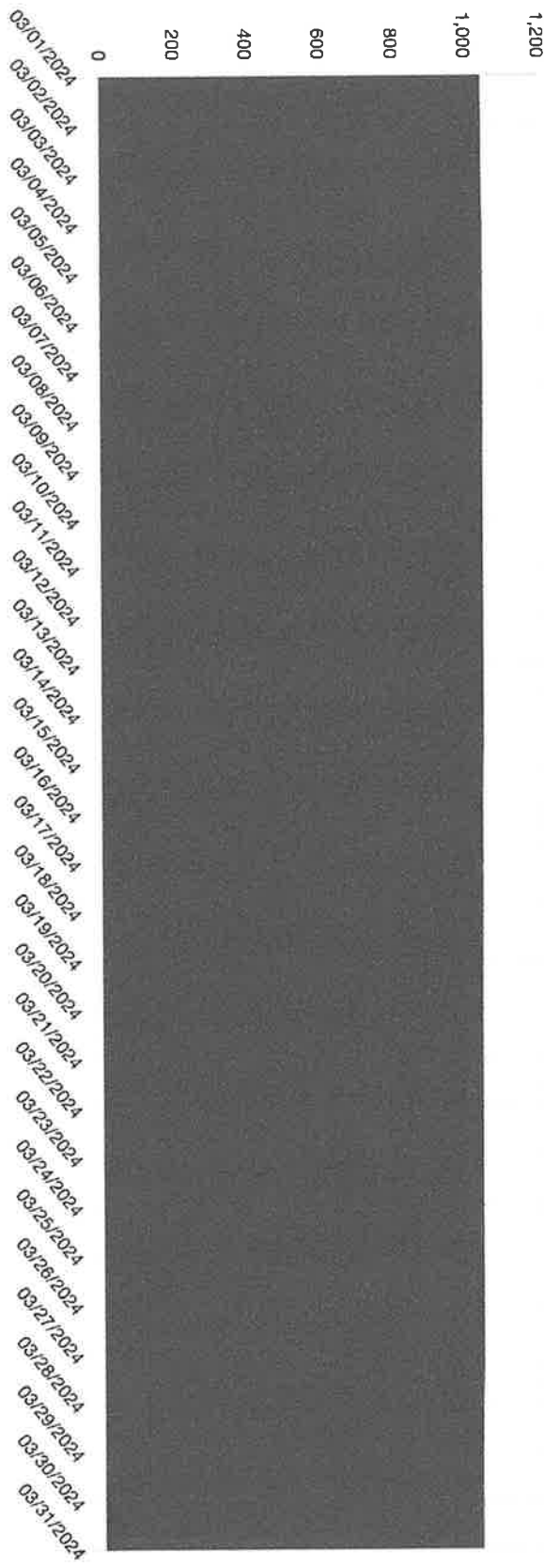
1,031

Followers Gained — 0%

0

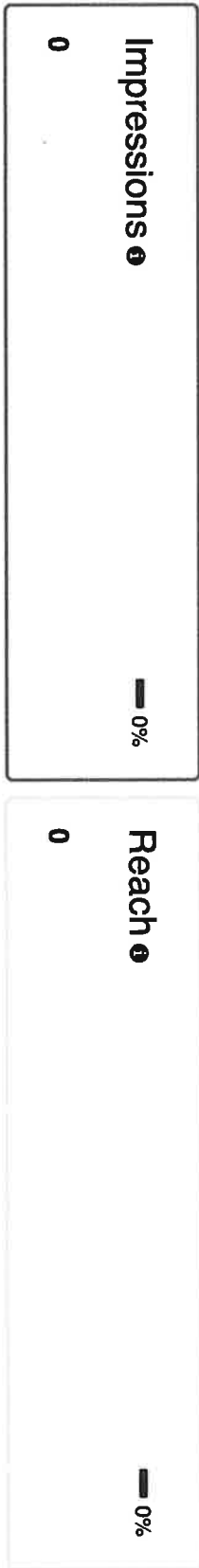
Followers Lost — 0%

0



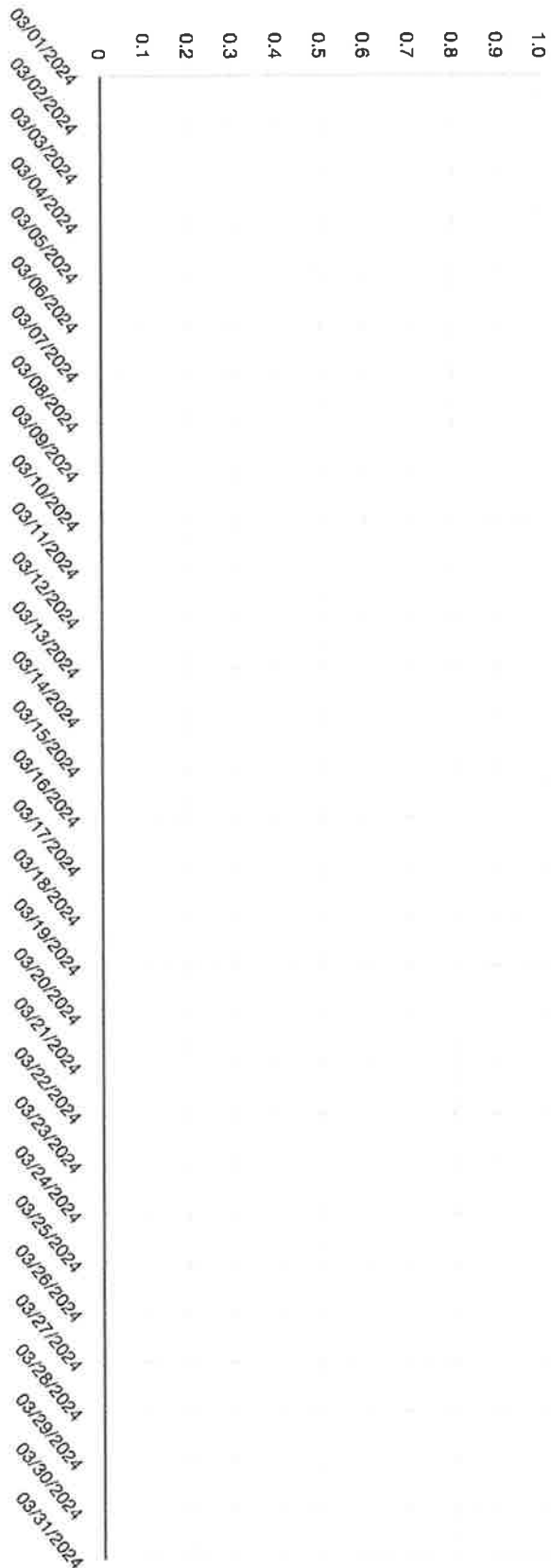
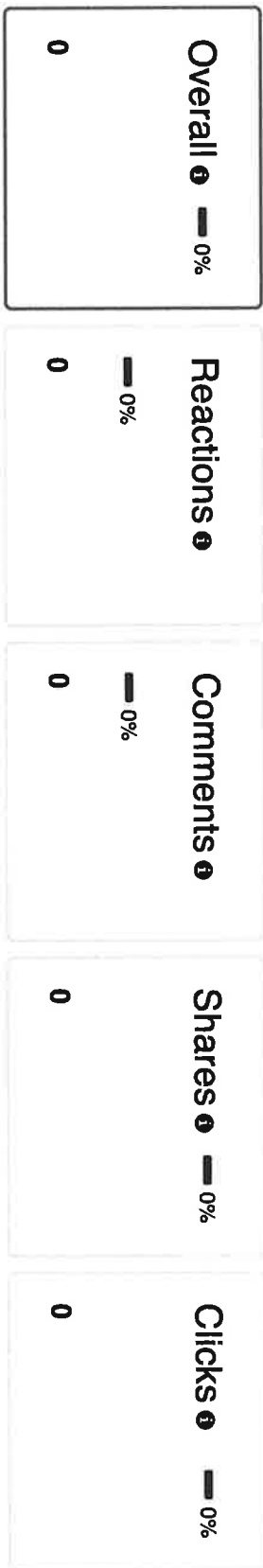
Exposure

These statistics assess the extent and impact of our content's visibility. Exposure metrics may include impressions, which denote the total number of times our content was viewed, and reach, indicating the distinct number of users who have viewed our content. These metrics offer insights into the distribution of our content and its effectiveness in reaching our target audience.



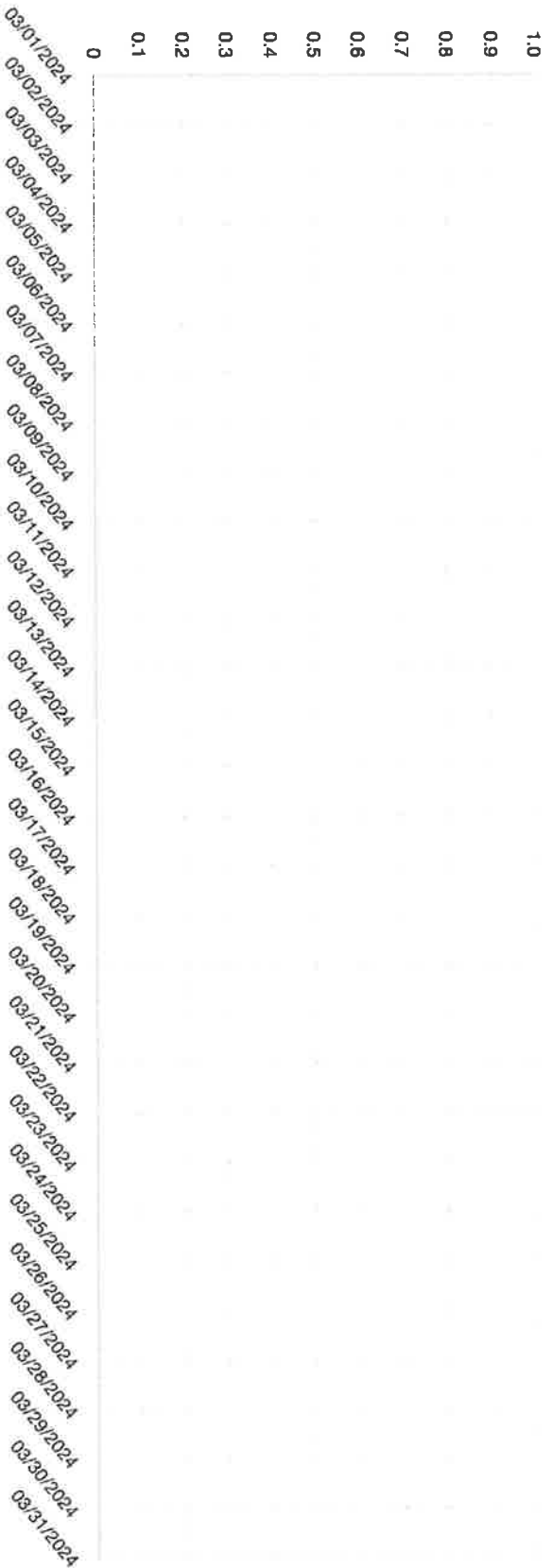
Engagement Breakdown

Engagement Breakdown refers to the analysis of various metrics that measure the level of interaction and engagement that users have with our content. This includes tracking the number of reactions, comments, shares, and clicks our content receives. By monitoring the engagement breakdown, you can gain insight into what type of content resonates most with our audience, allowing for more informed decision-making and strategic optimization.

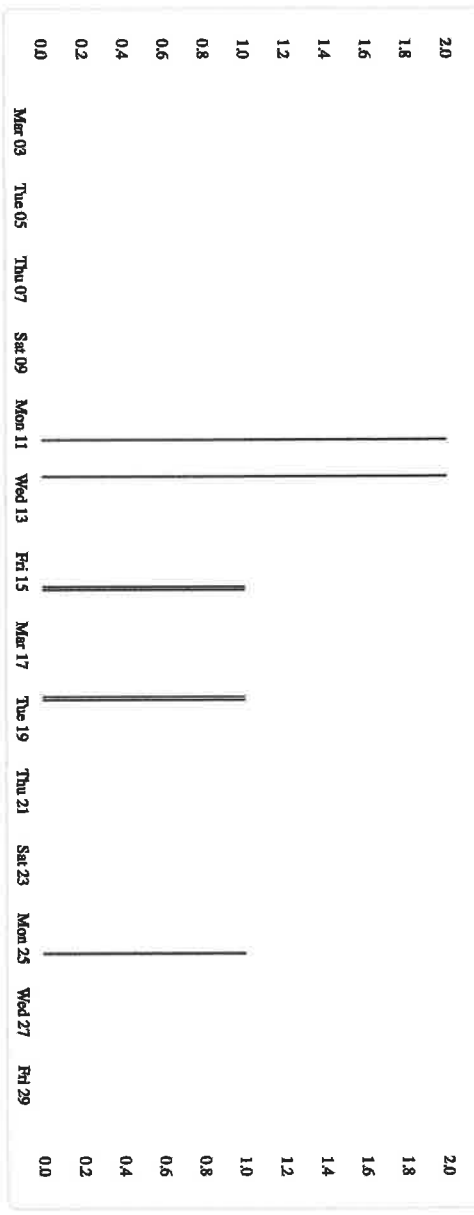


Engagement Rate

This is a key performance indicator (KPI) often used to gauge the effectiveness of social media content. It is calculated by dividing the total engagement (reactions, comments, shares, etc.) by the total impressions. A higher engagement rate generally indicates more effective content, as it shows a higher proportion of our audience is interacting with our posts.



Charles Drew Health Center, Inc. Twitter Post Performance



Likes Comments Shares

Total Posts

30

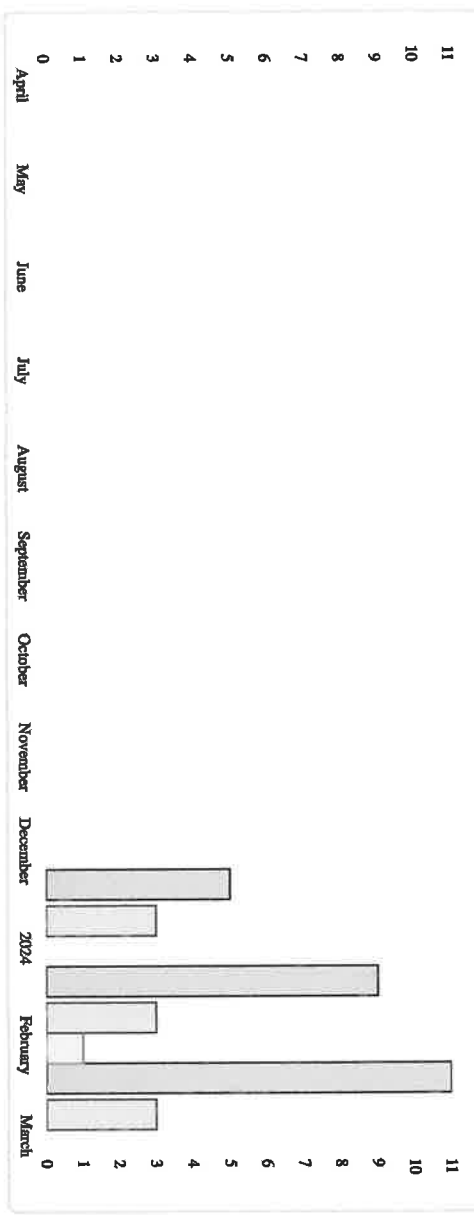
Engagement

Likes: 9

Comments: 0

Shares: 3

Charles Drew Health Center, Inc. Twitter Historical Post Performance



Likes Comments Shares

Total Posts

95

Engagement

Likes: 34

Comments: 1

Shares: 9

Insights

- Image posts with long caption containing hashtags asking a question perform better than any other post type.
- Between 8AM and 11AM (CT) is the optimal post time for this account and post type.
- This post type is **255.6%** more engaging.
- You've posted this type of content **2 times** since Dec 5, 2023.

Image posts with short caption

- Between 12PM and 2PM (CT)

Image posts with long caption

- Between 8AM and 11AM (CT)

Image posts with long caption asking a question

- Between 12PM and 2PM (CT)

Image posts with short caption asking a question

- Between 12PM and 2PM (CT)


Short text posts

- Between 12PM and 2PM (CT)

Short text posts containing a link




- Between 12PM and 2PM (CT)

Image posts with long caption
containing hashtags




Between 12PM and 2PM (CT)

Image posts with long caption
containing hashtags asking a
question

Between 8AM and 11AM (CT)




Image posts with short caption
containing hashtags asking a
question

Between 8AM and 11AM (CT)

Top Hashtags

Insights

-  **#genderquality** performed better than any other hashtag.
-  This post type is **0.0%** more engaging.
-  You've posted content with this hashtag **1 time** in this time range.

Most Used Hashtags		Most Viewed Hashtags		Most Engaged Hashtags	
#AffordableHealthcare	1	Twitter does not provide impressions data		#diversity	3.0
#diversity	1			#empowerment	3.0
#empowerment	1			#genderequality	3.0
#genderequality	1			#inclusion	3.0
#inclusion	1			#InspireInclusion	3.0
#InspireInclusion	1			#IWD	3.0
#IWD	1			#IWD2024	3.0
#IWD2024	1			#March8	3.0
#March8	1			#AffordableHealthcare	2.0
Hashtag count				Hashtag average engagement	

Number of Hashtags Per Post

Most Used Hashtag Quantity	Most Viewed Hashtag Quantity	Most Engaged Hashtag Quantity
31+	0 <small>Twitter does not provide impressions data</small>	31+ N/A
21-30	0	21-30 N/A
16-20	0	16-20 N/A
11-15	0	11-15 N/A
6-10	1	6-10 3.0
3-5	0	3-5 N/A
1-2	1	1-2 2.0
0	28	0 0.2

Number of posts by hashtag quantity

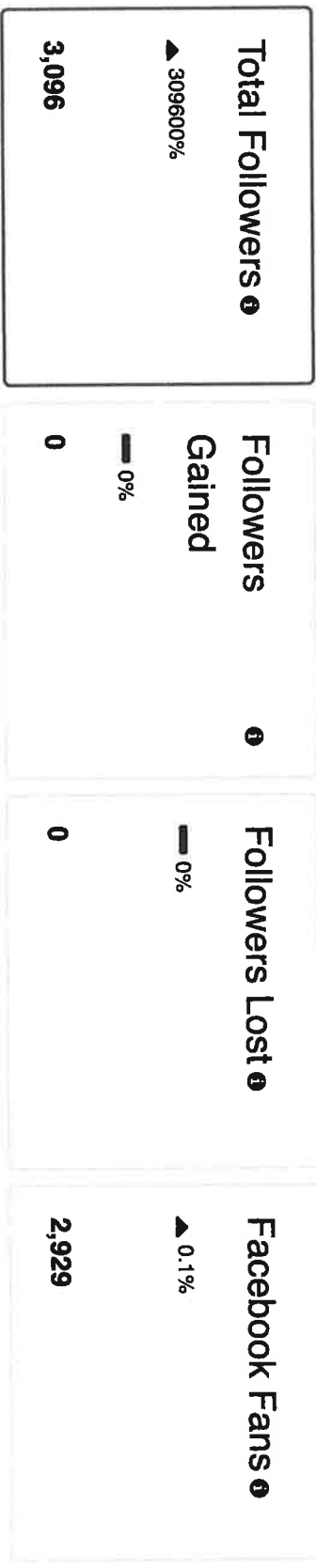
Avg engagement by hashtag quantity

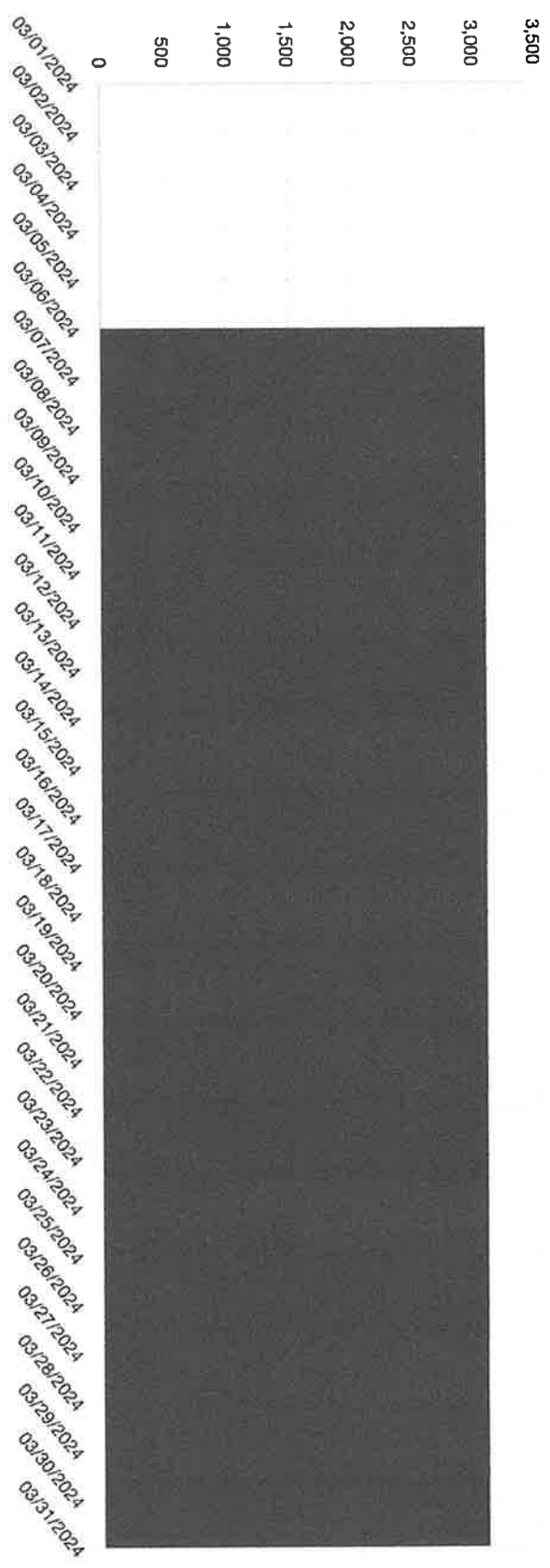


Charles Drew Health Center, Inc.
Facebook Account

Audience Growth

Refers to the increase in followers or subscribers on a content platform. Key metrics include Total Followers, Followers Gained, and Followers Lost. These metrics help assess how well a platform is attracting and retaining its audience.

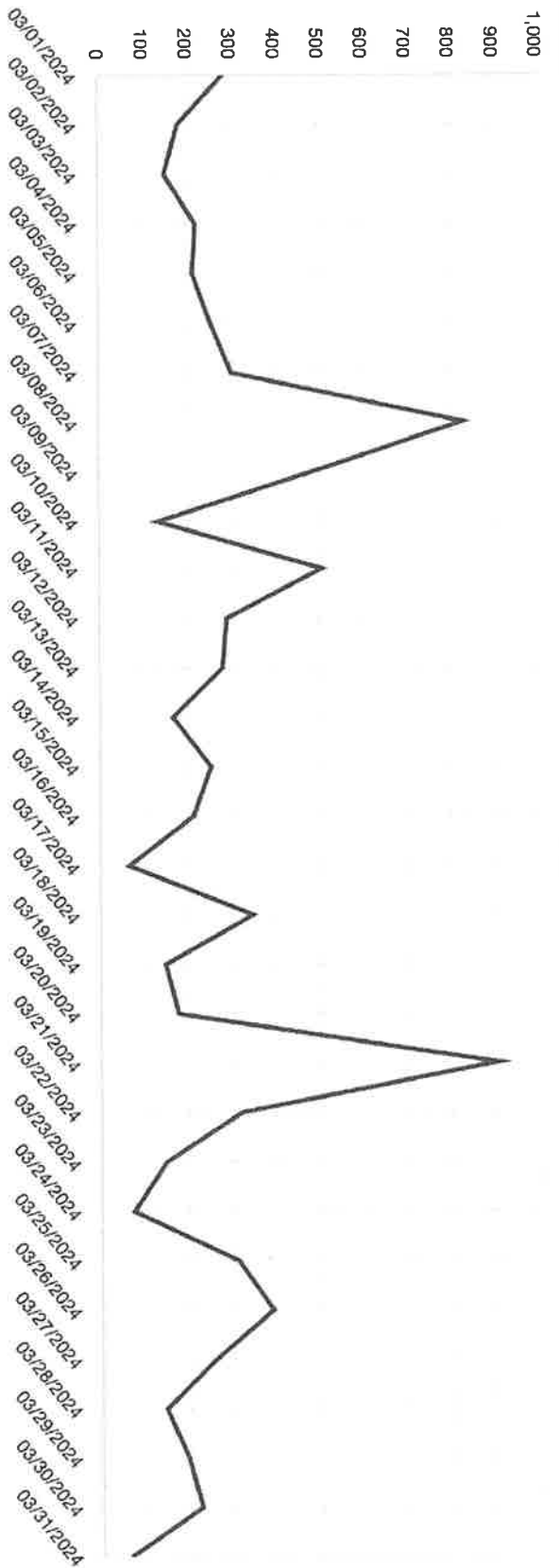




Exposure

These statistics assess the extent and impact of our content's visibility. Exposure metrics may include impressions, which denote the total number of times our content was viewed, and reach, indicating the distinct number of users who have viewed our content. These metrics offer insights into the distribution of our content and its effectiveness in reaching our target audience.

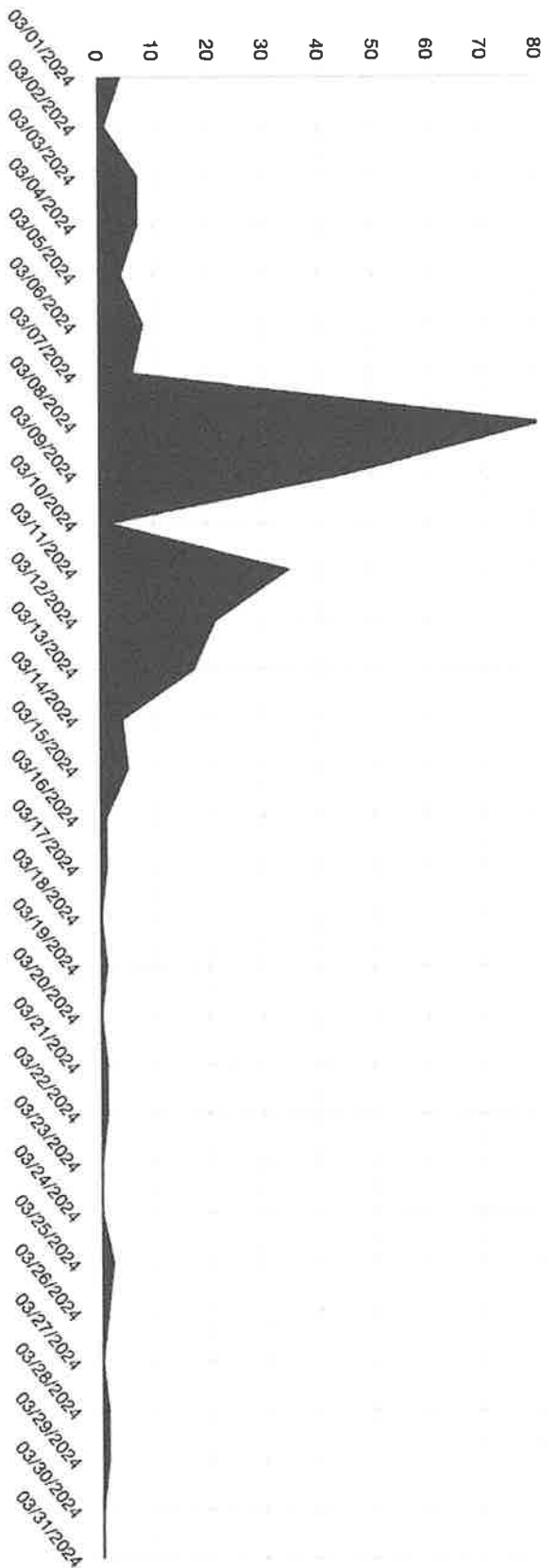
<p>Impressions 📉</p> <p>8,845</p>	<p>8.16%</p> <p>▼</p>
<p>Reach 📉</p> <p>11,864</p>	<p>14.37%</p> <p>▼</p>



Engagement Breakdown

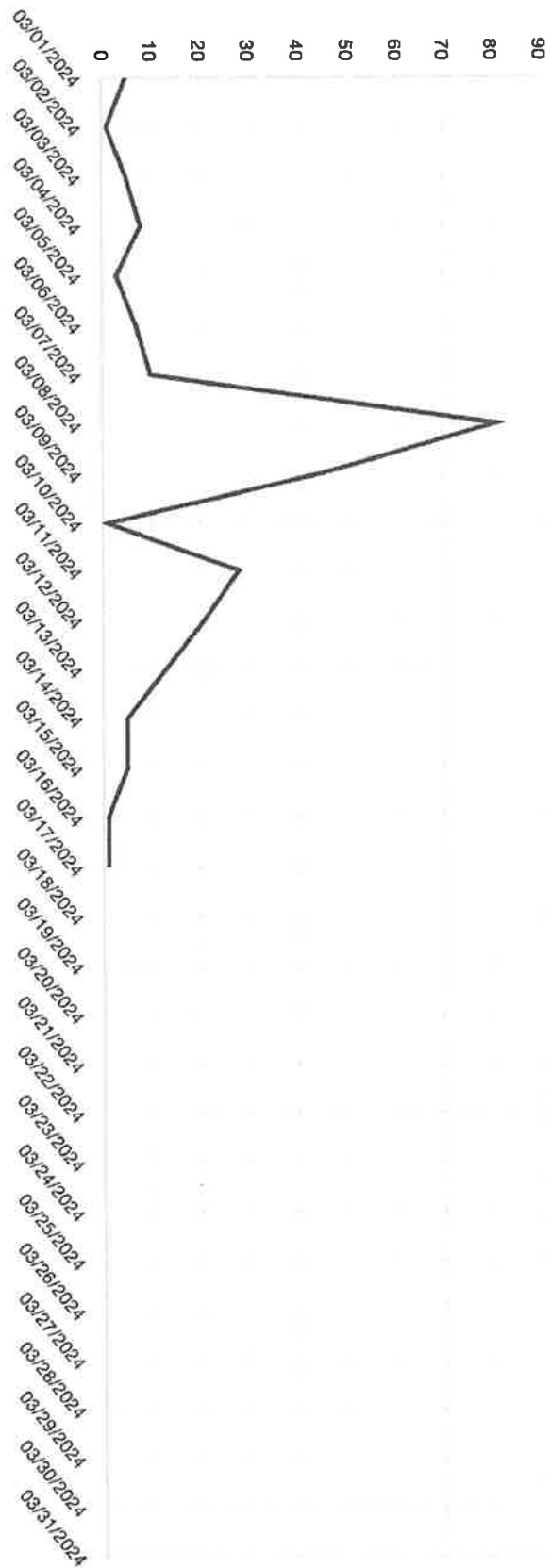
Engagement Breakdown refers to the analysis of various metrics that measure the level of interaction and engagement that users have with our content. This includes tracking the number of reactions, comments, shares, and clicks our content receives. By monitoring the engagement breakdown, you can gain insight into what type of content resonates most with our audience, allowing for more informed decision-making and strategy optimization.

Overall 📊 ▼ 51.13% 259	Reactions 📊 ▼ 83.23% 26	Comments 📊 ▼ 95.45% 1	Shares 📊 ▼ 50% 11	Clicks 📊 ▼ 33.23% 221
---------------------------------------------------------	----------------------------------------------------------	--------------------------------------------------------	-------------------------------------------------	-----------------------------------------------------

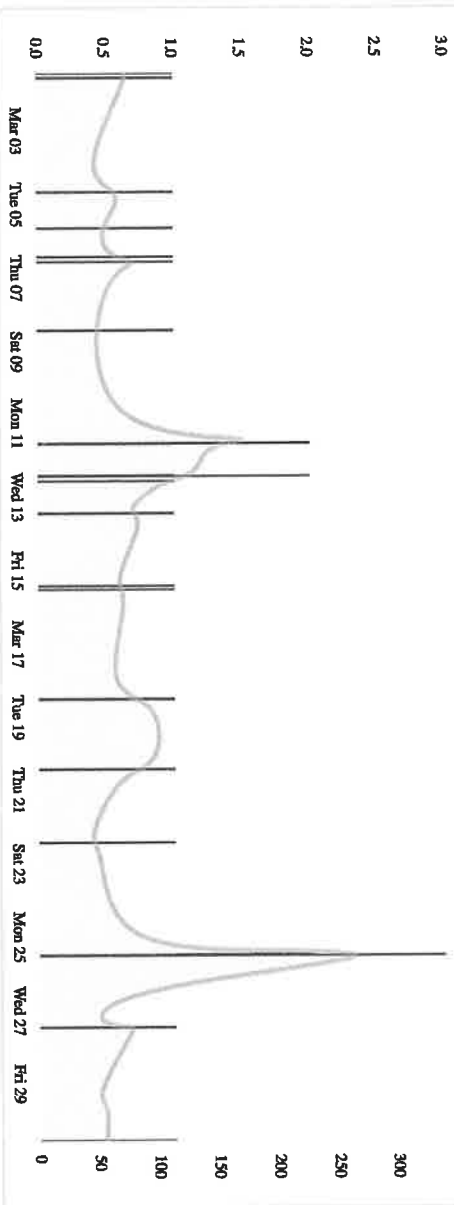


Engagement Rate

This is a key performance indicator (KPI) often used to gauge the effectiveness of social media content. It is calculated by dividing the total engagement (reactions, comments, shares, etc.) by the total impressions. A higher engagement rate generally indicates more effective content, as it shows a higher proportion of our audience is interacting with our posts.



Charles Drew Health Center, Inc. Facebook Post Performance



Likes Comments Shares Impressions

Total Posts

34

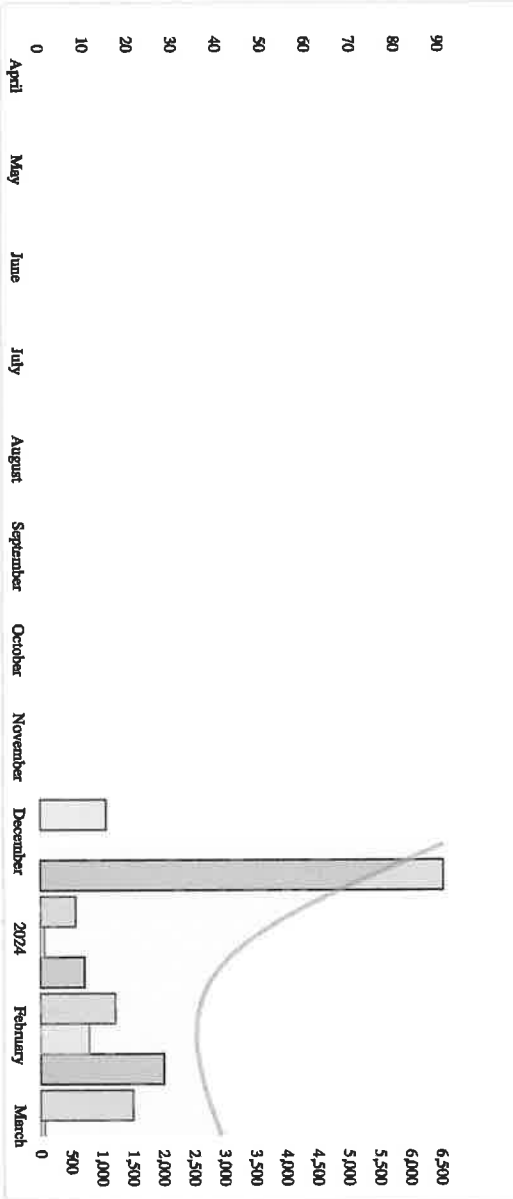
Engagement

Likes: 16

Comments: 1

Shares: 21

Charles Drew Health Center, Inc. Facebook Historical Post Performance



Likes Comments Shares Impressions

Total Posts

107

Engagement

Likes: 145

Comments: 13

Shares: 61

Insights

- 📌 **Long text posts containing a link** perform better than any other post type.
- 🕒 **Between 3PM and 6PM (CT)** is the optimal post time for this account and post type.
- 👍 This post type is **1237.0%** more engaging.
- 📊 You've posted this type of content **2 times** since Dec 5, 2023.

Image posts with long caption



🕒 Between 3PM and 6PM (CT)

Long text posts containing a link



🕒 Between 3PM and 6PM (CT)

Image posts with long caption containing hashtags



🕒 Between 12PM and 2PM (CT)

Image posts



🕒 Between 8AM and 11AM (CT)

Video posts



🕒 Between 12PM and 2PM (CT)

Video posts with short caption




🕒 Between 12PM and 2PM (CT)

Image posts with long caption containing hashtags asking a question




Between 12PM and 2PM (CT)

Image posts with short caption asking a question




Between 3PM and 6PM (CT)

Image posts with long caption asking a question




Between 12PM and 2PM (CT)

Image posts with short caption containing hashtags




Between 12PM and 2PM (CT)

Image posts with short caption asking a question






Between 8AM and 11AM (CT)

Video posts with long caption






Between 12PM and 2PM (CT)

Short text posts containing a link



🕒 Between 3PM and 6PM (CT)

Video posts with short caption asking a question




🕒 Between 8AM and 11AM (CT)

Profile Updates

🕒 Between 3PM and 6PM (CT)




Video posts with long caption containing hashtags

🕒 Between 8AM and 11AM (CT)

Top Hashtags

Insights

-  **#HealthyFamilies** performed better than any other hashtag.
-  This post type is **0.0%** more engaging.
-  You've posted content with this hashtag **1 time** in this time range.

Most Used Hashtags		Most Viewed Hashtags		Most Engaged Hashtags	
#ColorectalCancerAwarren...	4	#CharlesDrewSupports	140	#CharlesDrewSupports	4.0
#FightBackNE	4	#CommunityWellness	140	#CommunityWellness	4.0
#AffordableHealthcare	1	#HealthyFamilies	140	#HealthyFamilies	4.0
#BehavioralHealth	1	#Community/Impact	73.0	#EarlyDetectionSavesLives	2.0
#CharlesDrewSupports	1	#RedCrossMonth	73.0	#OvarianCancerAwarrenes...	2.0
#CommunityHealth	1	#CommunityHealth	72.0	#ColorectalCancerAwarren...	1.3
#CommunityImpact	1	#MedicalServices	72.0	#FightBackNE	1.3
#CommunitySupport	1	#diversity	59.0	#CommunityHealth	1.0
#CommunityWellness	1	#empowerment	59.0	#CommunityImpact	1.0
#diversity	1	#genderequality	59.0	#MedicalServices	1.0
Hashtag count		Hashtag average impressions		Hashtag average engagement	

Number of Hashtags Per Post

	Most Used Hashtag Quantity	Most Viewed Hashtag Quantity	Most Engaged Hashtag Quantity
31+	0	31+	N/A
21-30	0	21-30	N/A
16-20	0	16-20	N/A
11-15	0	11-15	N/A
6-10	1	6-10	6-10
3-5	2	3-5	3-5
1-2	9	1-2	1-2
0	22	0	0

Number of posts by hashtag quantity Avg impressions by hashtag quantity Avg engagement by hashtag quantity



CDHC
Instagram Account

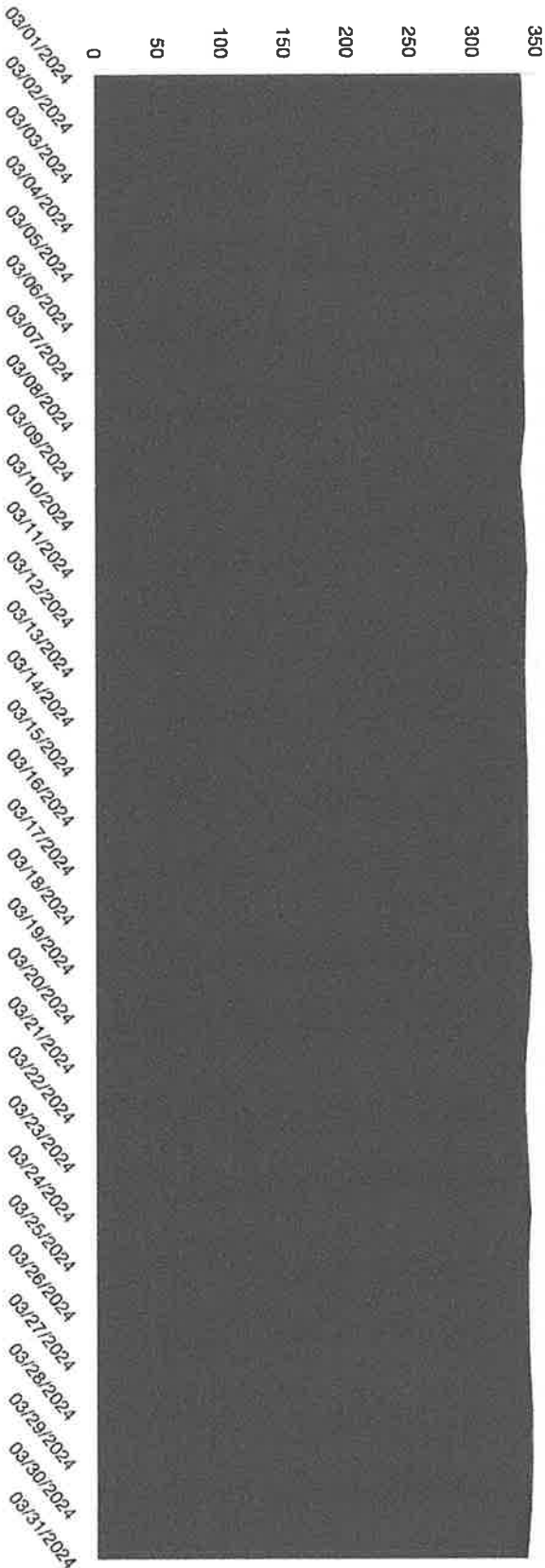
Audience Growth

Refers to the increase in followers or subscribers on a content platform. Key metrics include Total Followers, Followers Gained, and Followers Lost. These metrics help assess how well a platform is attracting and retaining its audience.

Total Followers ▲ 1.19%
340

Followers Gained ▼ 10.53%
17

Followers Lost ▲ 100%
4

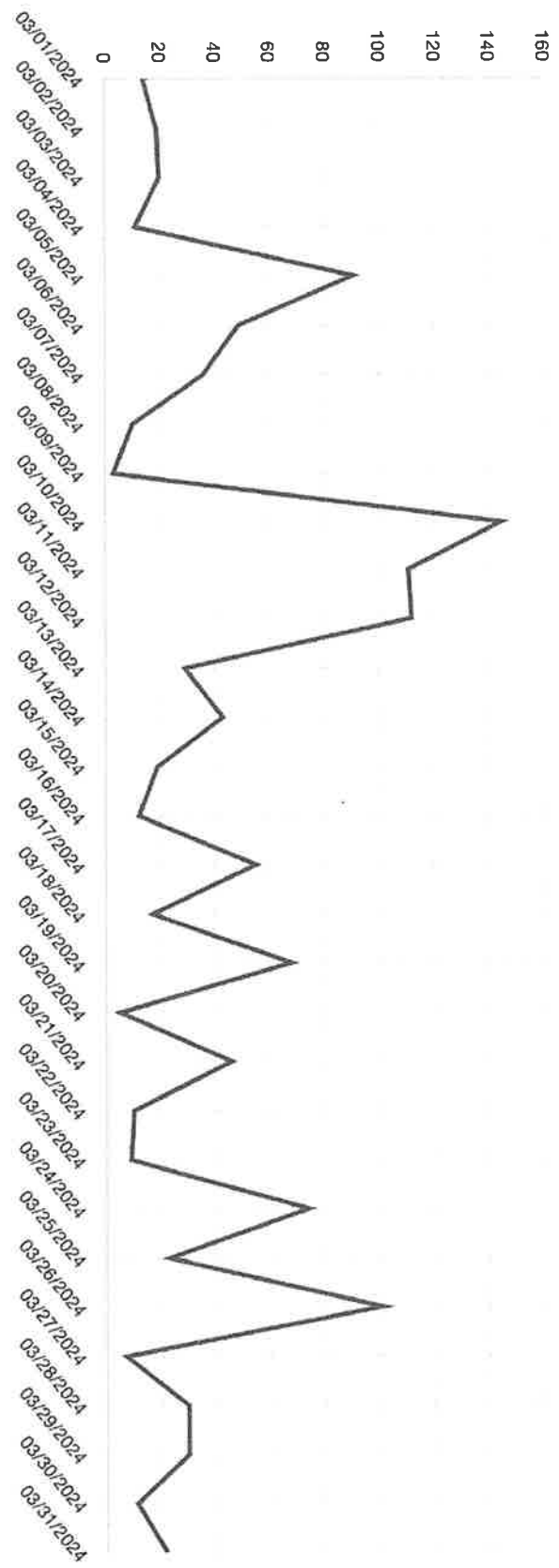


Exposure

These statistics assess the extent and impact of our content's visibility. Exposure metrics include impressions, which denote the total number of times our content was viewed, and reach, indicating the distinct number of users who have viewed our content. These metrics offer insights into the distribution of our content and its effectiveness in reaching our target audience.

Impressions 📉 **1,286** ▲ 50.76%

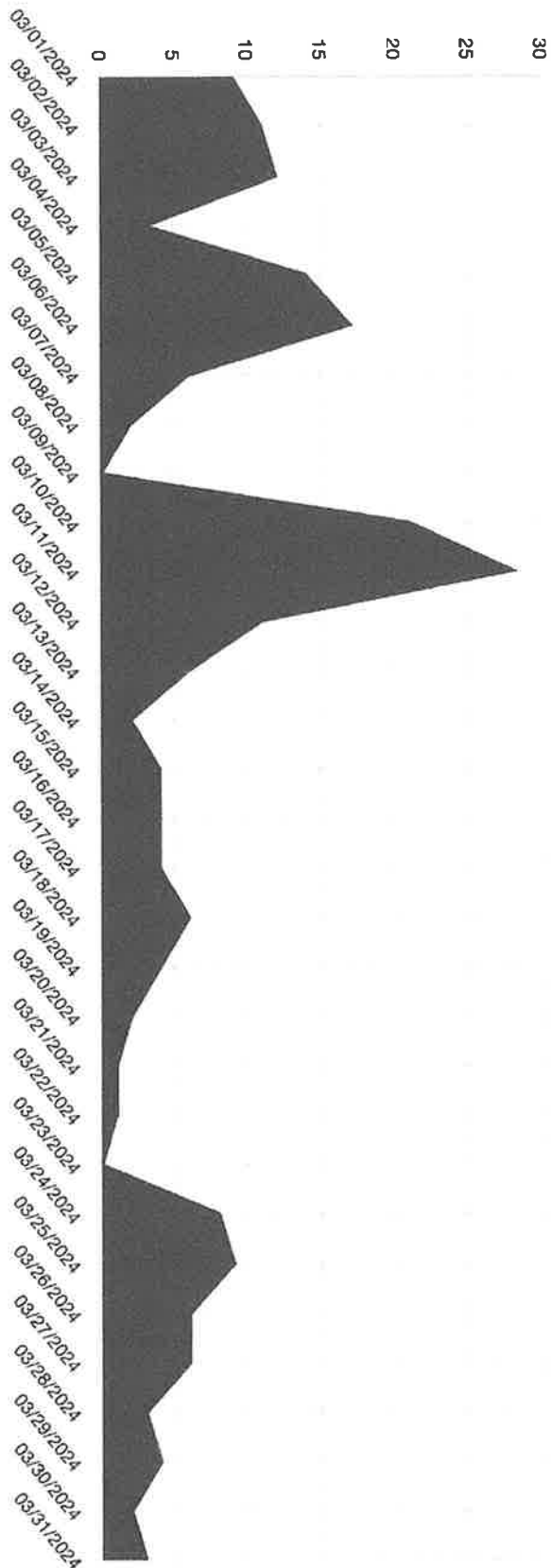
Reach 📉 **709** ▲ 18.76%



Engagement Breakdown

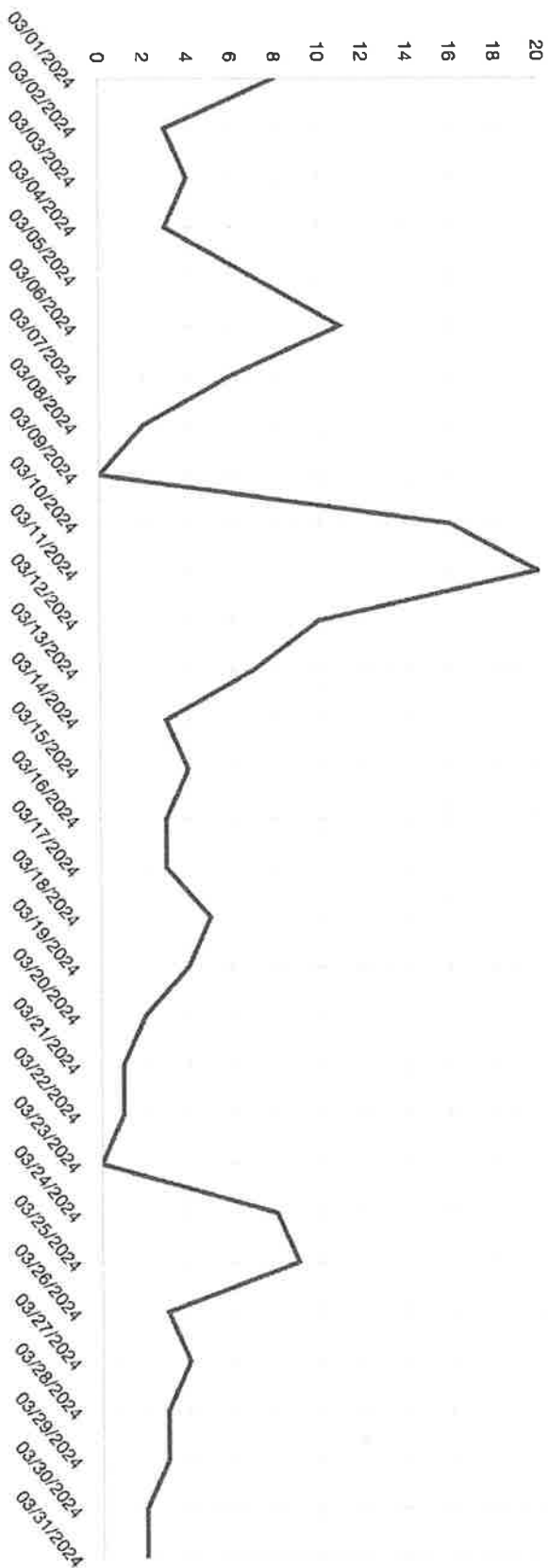
Engagement Breakdown refers to the analysis of various metrics that measure the level of interaction and engagement that users have with your content. This includes tracking the number of reactions, comments, shares, and clicks your content receives. By monitoring the engagement breakdown, you can gain insight into what type of content resonates most with your audience, allowing for more informed decision-making and strategy optimization.

Overall 📊 ▲ 72.22% 217	Reactions 📊 ▲ 79.82% 205	Comments 📊 ▼ 100% 0	Shares 📊 ▲ 50% 12	Clicks 📊 ▼ 100% 0
---------------------------------------------------------	-----------------------------------------------------------	------------------------------------------------------	-------------------------------------------------	-------------------------------------------------

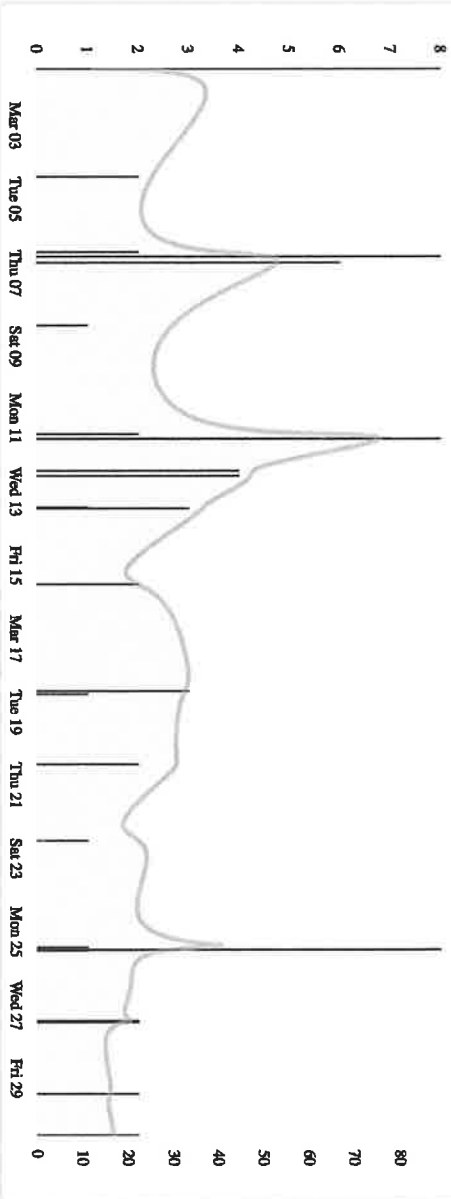


Engagement Rate

This is a key performance indicator (KPI) often used to gauge the effectiveness of social media content. It is calculated by dividing the total engagement (reactions, comments, shares, etc.) by the total impressions. A higher engagement rate generally indicates more effective content, as it shows a higher proportion of your audience is interacting with your posts.



CDHC Instagram Post Performance



Likes Comments Shares Impressions

Total Posts

32

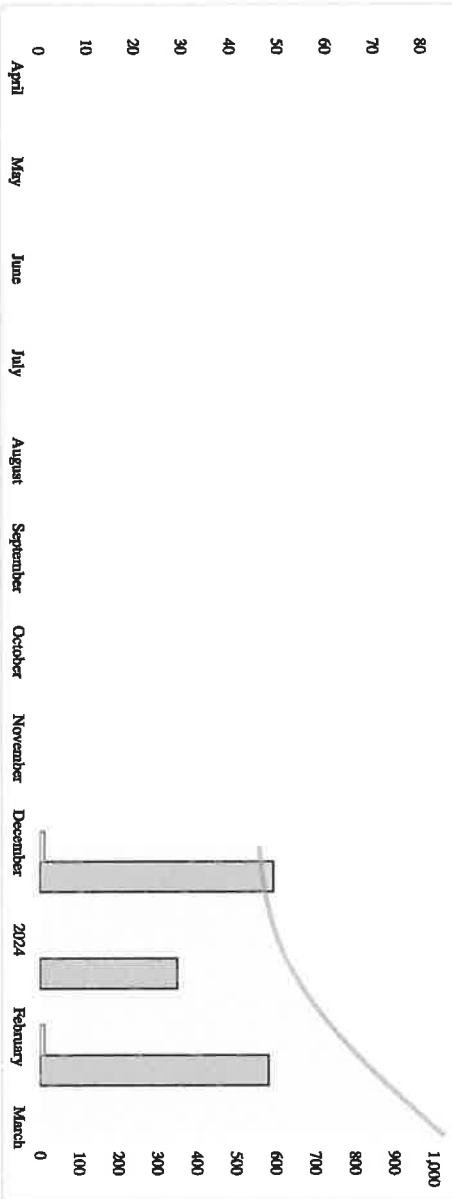
Engagement

Likes: 85

Comments: 0

Shares: 0

CDHC Instagram Historical Post Performance



Likes Comments Shares Impressions

Total Posts

100

Engagement

Likes: 211

Comments: 2

Shares: 0

Insights






-  **Image posts with long caption perform better than any other post type.**
-  **Between 3PM and 6PM (CT)** is the optimal post time for this account and post type.
-  This post type is **100.0%** more engaging.
-  You've posted this type of content **80 times** since Dec 5, 2023.

Image posts with long caption





 Between 3PM and 6PM (CT)

Image posts with long caption containing hashtags





 Between 8AM and 11AM (CT)

Image posts with long caption containing hashtags asking a question





 Between 8AM and 11AM (CT)

Image posts with short caption





 Between 3PM and 6PM (CT)

Image posts with long caption asking a question



 Between 12PM and 2PM (CT)

Image posts with short caption containing hashtags




 Between 12PM and 2PM (CT)

Image posts with short caption asking a question


-  
-  Between 12PM and 2PM (CT)

Top Hashtags

Insights

 **#HealthyFamilies** performed better than any other hashtag.

 This post type is **0.0%** more engaging.

 You've posted content with this hashtag **1 time** in this time range.

Most Used Hashtags		Most Viewed Hashtags		Most Engaged Hashtags	
#ColorectalCancerAwar...	4	#CharlesDrewSupports	46.0	#CharlesDrewSupports	4.0
#FightBackNE	4	#CommunityWellness	46.0	#CommunityWellness	4.0
#AffordableHealthcare	1	#HealthyFamilies	46.0	#HealthyFamilies	4.0
#BehavioralHealth	1	#CommunityHealth	37.0	#BehavioralHealth	2.0
#CharlesDrewSupports	1	#MedicalServices	37.0	#CommunityImpact	2.0
#CommunityHealth	1	#diversity	27.0	#CommunitySupport	2.0
#CommunityImpact	1	#empowerment	27.0	#diversity	2.0
#CommunitySupport	1	#genderequality	27.0	#DrugFactsWeek	2.0
#CommunityWellness	1	#inclusion	27.0	#empowerment	2.0
#diversity	1	#InspireInclusion	27.0	#genderequality	2.0
Hashtag count		Hashtag average impressions		Hashtag average engagement	

Number of Hashtags Per Post

	Most Used Hashtag Quantity	Most Viewed Hashtag Quantity	Most Engaged Hashtag Quantity
31+	0	31+	N/A
21-30	0	21-30	N/A
16-20	0	16-20	N/A
11-15	0	11-15	N/A
6-10	1	6-10	6-10
3-5	2	3-5	3-5
1-2	9	1-2	1-2
0	20	0	0

Number of posts by hashtag quantity Avg impressions by hashtag quantity Avg engagement by hashtag quantity

STABLE GRAY X NEBRASKA DEPARTMENT OF ECONOMIC DEVELOPMENT QUARTERLY REPORT (JULY 2023 - SEPTEMBER 2023)

The purpose of this marketing and communications quarterly report is to provide critical information and summaries of the strategies Stable Gray (SG) utilized to help the Nebraska Department of Economic Development (NEDED) build & enhance a positive brand between the public, and to increase awareness, outreach, & knowledge about available ARPA grants to ensure equal access to resources for diverse communities across the State of Nebraska. In order to ensure contractual goals & deliverables are met, quarterly marketing effectiveness assessments are a critical management process used to measure set marketing goals and evaluate achieved results. SG has a statewide reputation as a leader in planning and developing digital media presence to increase brand awareness and identity. Through access to contracted budget investments, SG assembled an effective digital marketing strategy that engaged with NEDED's diverse audiences and stakeholders in a meaningful way to improve NEDED brand awareness and positions NEDED as a transparent, trusted steward of public funds whose work positively impacts families and communities across the State of Nebraska.

One of the traditional goals of digital marketing has always been to increase brand awareness and generate positive sentiment around a brand and its products. In order to critically analyze the NEDED digital marketing strategy, SG's marketing and Communications Plan will act as the foundation to the structure of this report. The key goals of the marketing and communication plan include:

- **GOAL 1:** Improve clarity & awareness about NEDED's role & implementation of ARPA grants;
- **GOAL 2:** Improve & increase clear communication & education of ARPA grant opportunities, requirements & deadlines for qualified applicants within the North & South Omaha communities;
- **GOAL 3:** Increase the quality & quantity of qualified applications submitted for ARPA grant funding by public organizations within targeted communities;
- **GOAL 4:** Promote ARPA grants & ARPA related activities that work to increase jobs & job opportunities within targeted communities.

This report aimed to assess the digital marketing efforts of Stable Gray (SG) and evaluate the agency's performance in implementing digital media campaigns. To provide recommendations for establishing a more robust and engaging presence for the NEDED (presumably the organization's name), the following media platforms were reviewed, and data was captured and analyzed:

1. NEDED Website
2. NEDED Facebook
3. NEDED LinkedIn
4. NEDED Twitter
5. NEDED Instagram
6. Mundo Latino Network
7. NEDED YouTube

These platforms were analyzed to gather relevant information and insights for the report.

BASELINE IMPLEMENTATION

As referenced in the marketing and communications plan, the short-term objectives necessary to achieve the NEDED's expectations & contractual requirements for the quarter included:

1. Initiate a NEDED ARPA grant brand refresh to improve awareness, public support and qualified applicants;
2. Introduce a new, information-based media campaign to increase awareness of upcoming ARPA grant opportunities to the public & qualified applicants;
3. Collect baseline data to develop data-driven content calendar;
4. Strengthen relationship with NEDED, community stakeholders, partnerships & organization to market directly to key targeted audience groups, and;
5. Promote NEDED's most recent successes & accomplishments for previously ARPA funding awardees.

These objectives represent the most efficient and impactful ways SG could use its marketing resources to immediately advance its core digital marketing goals. The action steps necessary to implement the core Quarter 3 objectives can be found in Table 1.

TABLE 1: Q3 ACTION STEPS

Period	Action Step
Months 7-9	Implement third round of data collection
	Complete update of opportunities & requirements via media campaigns & communications
	Market successes, achievements & best practices of ARPA awardees
	Implement community sustainability & economic development communication Campaigns; Use communications to build support among communities directly impacted by ARPA awardees
	Complete update of NEDED exterior ARPA advertisement
	Continue NEDED ARPA rebrand
	Content catalog developed for all ARPA programming & activities

RESULTS OF THE ADVERTISING CAMPAIGNS ON MEDIA NETWORKS

TOTAL SUMMARY OF DIGITAL MARKETING CAMPAIGNS

Overall, the marketing campaigns over the three quarters resulted in strong growth across key metrics. In total, 355 posts were made across the various platforms, garnering 481,148 impressions. This indicates the content reached a substantial audience. Engagement also increased, with 3,913 total interactions through likes, shares, and comments. Of these, likes saw the biggest increase, growing from 1,053 in Q1 to 3,106 total. Shares and comments saw smaller growth, though comments decreased 40.2% from Q1 to Q3. The campaigns also drove significant traffic, with 12,806 total clicks.

In Q1, the marketing started off modestly, with 72,536 impressions and 1,431 engagements. Shares were 214, likes were 1,053, and comments 164. The clicks driven were 4,929. In Q2, impressions jumped 152.8% to 183,396 as the campaigns expanded. However, engagements and other interactions decreased, likely indicating less relevant content. Clicks fell as well compared to Q1.

The biggest growth came in Q3, when impressions rose 22.8% to 225,216 and engagements spiked 304.5% to 1,990. Shares and likes also saw major increases, suggesting more interesting and shareable content. The significant jump in engagement helped drive an 88.13% increase in clicks versus Q2, though clicks remained slightly below Q1 levels. Overall, the data indicates an increasingly successful marketing strategy over the quarters as the team optimized its content. The significant growth in impressions and engagements demonstrates growing awareness and audience interest. While clicks remain a potential area of focus, the campaigns have achieved considerable progress across metrics.

TABLE 2: TOTAL MARKETING IMPACT BY QUARTER

QUARTER	IMPRESSIONS	ENGAGEMENTS	SHARES	LIKES	COMMENTS	TOTAL CLICKS
Q1	72,536	1,431	214	1,053	164	4,929
Q2	183,396	492	93	397	11	2,734
Q3	225,216	1,990	231	1,656	98	5,143
TOTAL	481,148	3,913	538	3106	273	12,806
PERCENTAGE CHANGE Q1-Q2	152.8%	-65.6%	-56.5%	-62.3%	-93.3%	-44.5%

PERCENTAGE CHANGE Q2-Q3	22.8%	304.5%	148.4%	317.1%	790.9%	88.13%
PERCENTAGE CHANGE Q1-Q3	210.5%	39.1%	7.9%	57.3%	-40.2%	4.3%

The marketing campaigns utilized a variety of media content types, including links, photos, videos, print, and other formats. Overall, photos made up the bulk of the content at 57% of total posts. Links were also used extensively at 108 posts, or 30% of the total. Videos accounted for 39 posts or 11%, while print and other formats were minimal.

TABLE 3: TOTAL MARKETING MESSAGES DISSEMINATED BY MEDIA CONTENT TYPE

	FACEBOOK	INSTAGRAM	LINKEDIN	MUNDO LATINO NETWORK	NEDED WEBSITE	THE OMAHA STAR	TWITTER (X)	YOUTUBE	TOTAL
LINK	75	3	6	3	5	0	13	3	108
OTHER	2	0	0	0	0	0	0	0	2
PHOTO	100	24	35	0	0	0	31	11	201
PRINT	0	0	0	3	0	0	0	0	3
TEXT	2	0	0	0	0	0	0	0	2
VIDEO	20	6	6	0	0	1	4	2	39
TOTAL	199	33	47	6	5	1	48	16	355

In Q1, links made up the biggest portion of posts at 38, followed by photos at 75. Videos accounted for 15 posts. In Q2, photos increased to 42 posts, while links fell to 12. Videos held steady at 16 posts. The shift to more visual content through photos indicates an attempt to create more engaging posts.

In Q3, links saw a significant increase, jumping to 58 posts. Photos also grew to 84 posts. Videos dropped to just 8 posts, suggesting lower performing video content. Across the quarters, photos maintained the highest portion of content, indicating their importance for audience engagement. Videos saw fluctuating use, while links grew steadily across the period.

TABLE 4: TOTAL MEDIA CONTENT TYPE BY QUARTER

MEDIA TYPE	Q1	Q2	Q3	Total
HYPERLINK	38	12	58	108
PHOTO	75	42	84	201
PRINT	0	2	1	3
VIDEO	15	16	8	39
OTHER	0	3	1	4
TOTAL	128	75	152	355

Overall, visual content in the form of photos and videos represented the bulk of posts, though links also played a key role, especially in driving traffic. The rise in links and photos shows optimization of content for engagement and clicks over time. The data suggests photos resonate strongly with audiences and should continue to anchor content. Links are important for driving actions and can supplement visual content. Videos saw inconsistent results and may require further testing to determine ideal formats and messaging. Continuing to analyze performance by content type will allow further refinement of the strategy.

QUARTER 3 SUMMARY OF DIGITAL MARKETING PLATFORMS

Between July 1, 2023, and September 30, 2023, a total of 152 posts were made across various digital media platforms. These platforms included Facebook, X (formally known as Twitter), LinkedIn, YouTube, and local networks like Mundo Latino Network. The cumulative number of impressions for Quarter 3 on all platforms was 225,216 unique user view-through, with 1,656 likes, 231 shares and 98 comments. Social media engagements were used as the primary effort to drive traffic to the NEDED website. According to Google Analytics, the total number of new, unique website users during this period was 21,420, with the total number of users now being 23,637. The total number of website engagements was 45,389 total user engagements. New users during July were at 6,127 and there was a slight increase in August with 6,986. During September there was another increase of new users to the highest number so far this year to 8,307.

The marketing campaigns leveraged a mix of social media platforms to reach audiences. Overall, Facebook accounted for the largest portion of messages at 199 posts or 56%. Instagram saw 33 posts (9%), LinkedIn had 47 (13%), Twitter 48 (14%), and YouTube 16 (5%). Smaller numbers of posts were made on Mundo Latino, NEDED's website, and The Omaha Star.

In Q1, Facebook made up the bulk of posts at 80, far surpassing other platforms. A small number of posts were made on LinkedIn, YouTube, Mundo Latino, and The Omaha Star. Q2 saw a similar breakdown, with 88 Facebook posts versus 16 or less on other platforms. Q3 continued the trend of Facebook domination with 102 posts, up from Q2. Instagram increased significantly to 19 posts, compared to 15 in Q2. Other platforms remained relatively stable.

Across the quarters, Facebook consistently accounted for around 60% or more of total posts as the primary platform. Instagram and LinkedIn saw gradual increases in usage. YouTube, Twitter, and other niche platforms maintained small shares. The data makes clear Facebook's importance

for reaching audiences, with its broad user base and potential for engagement. Instagram has grown as a secondary platform, likely for its visual nature. Niche platforms remain small parts of the strategy. Overall, the marketing teams have established Facebook as the core platform and optimized content there, while diversifying slightly across other channels. Continued testing on Instagram and LinkedIn could reveal additional opportunities to refine platform targeting.

TABLE 5: TOTAL MARKETING MESSAGES DISSEMINATED BY PLATFORM BY QUARTER

PLATFORM	Q1	Q2	Q3	TOTAL
FACEBOOK	80	88	102	199
INSTAGRAM	0	15	19	33
LINKEDIN	15	17	15	47
MUNDO LATINO NETWORK	1	5	0	6
NE DED WEBSITE	0	5	0	5
THE OMAHA STAR	1	0	0	1
X (FKA TWITTER)	15	16	17	48
YOUTUBE	15	0	1	16
TOTAL	127	146	154	355

AUDIENCE IMPACT

The campaigns reached a broad audience across Nebraska, especially centered on key cities like Lincoln and Omaha. On Facebook, women accounted for 65-70% of followers, skewed towards ages 35-54. Men comprised 30-35% of followers, also in the 35-54 range. On Instagram, the audience was over 60% women, with the largest share ages 35-44. Men were under 40% of followers.

TABLE 6: FACEBOOK FOLLOWERS BY GENDER AND AGE

Age	Women Q2	Women Q3	Men Q2	Men Q3
18-24	0.70%	0.80%	0.40%	0.50%
25-34	10.30%	10.20%	7%	6.70%
35-44	22.40%	22.70%	12.10%	12.20%
45-54	16%	15.90%	7.90%	7.80%
55-64	9.80%	9.90%	4.50%	4.50%
65+	5.80%	5.80%	3.10%	3%

In terms of locations on Facebook, Lincoln and Omaha accounted for about 20% of followers

combined. Other top cities were spread across the state, including Norfolk, Kearney, Grand Island, North Platte, Hastings, Fremont, and Columbus. On Instagram, over 60% of followers were from Lincoln and Omaha.

Across quarters, the gender and age breakdown remained relatively stable on both platforms. On Facebook, women ages 35-44 held the greatest share of followers each quarter. On Instagram, women 35-44 also maintained the highest portion of the audience. Locations stayed consistent as well, with Lincoln and Omaha making up the bulk of followers.

TABLE 7: INSTAGRAM FOLLOWERS BY GENDER AND AGE

Age	Women Q2	Women Q3	Men Q2	Men Q3
18-24	3.40%	4.90%	2.30%	1.90%
25-34	16.20%	19.40%	9.20%	8.70%
35-44	21.90%	22.30%	11.50%	9.70%
45-54	13.80%	13.60%	9.20%	7.80%
55-64	5.70%	4.90%	3.40%	3.90%
65+	0%	0%	3.40%	2.90%

Overall, the data indicates the marketing content reached a majority female audience in the parent age range of 35-44. The content resonated in urban centers but also extended engagement statewide. While the gender split presents an opportunity to further engage male audiences, the age range aligns with target groups for many programs. Greater focus on Lincoln and Omaha could drive more conversions in those metro areas. Monitoring audience demographics over time will allow further optimization of messaging and engagement based on highest potential audience segments.

TABLE 8: FACEBOOK FOLLOWERS BY TOP CITIES

Top cities	Q2	Q3
Lincoln, NE	12.60%	12.40%
Omaha, NE	9.40%	11%
Norfolk, NE	2.40%	2.30%
Kearney, NE	2.10%	2.10%
Grand Island, NE	2%	2%
North Platte, NE	2%	1.90%
Hastings, NE	1.50%	1.50%
Fremont, NE	1.40%	1.30%

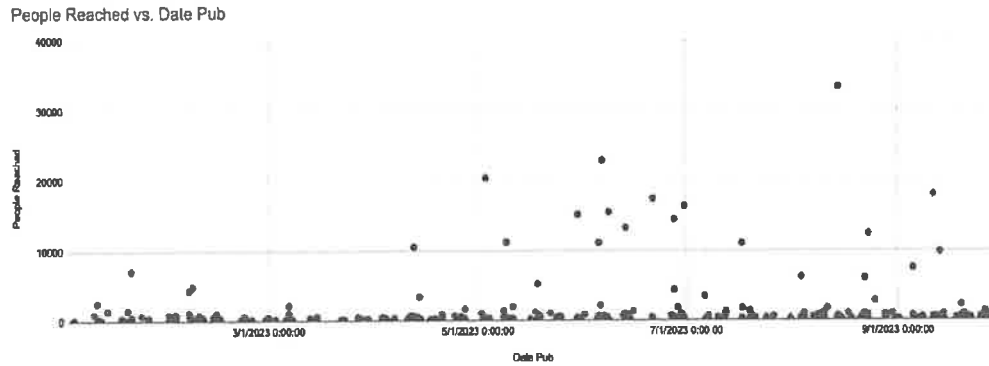
Columbus, NE	1.30%	1.30%
Bellevue, NE	0.80%	0.80%

TABLE 9: INSTAGRAM FOLLOWERS BY TOP CITIES

Top cities	Q2	Q3
Lincoln, NE	41.70%	37%
Omaha, NE	21.30%	25.20%
Chicago, IL	1.90%	1.60%
Elkhorn, NE	1.90%	1.60%
Papillion, NE	1.90%	1.60%

Over the past three quarters, a total of 355 messages were sent through various social media platforms as part of your marketing campaigns. Among these messages, an impressive number of 15 achieved a remarkable reach of over 10,000 people. Notably, videos were particularly effective in engaging your audience, as seven video messages managed to surpass this reach threshold. The most outstanding performance was seen on Facebook on August 14, 2023, with a video that posed the question, "Did you know that the Nebraska of Economic Development offers grants to support businesses and organizations?" This video garnered an extraordinary reach of 33,259 and included an email sign-up link, making it a standout success.

FIGURE 1: CUMULATIVE REACH

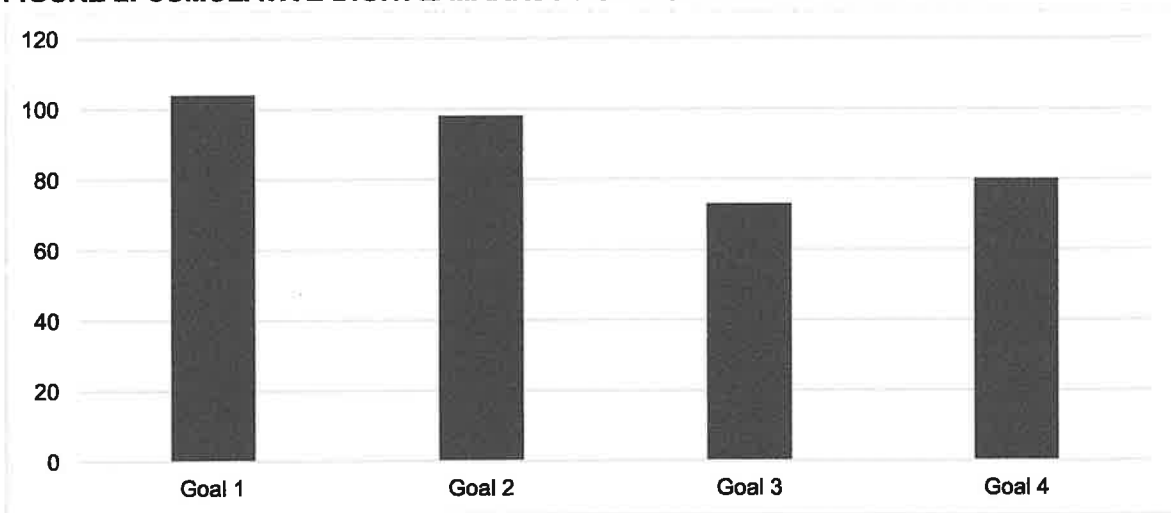


SUMMARY OF MARKETING PLAN OBJECTIVES PROGRESS

The target objectives of Quarter 3's digital marketing efforts included the following:

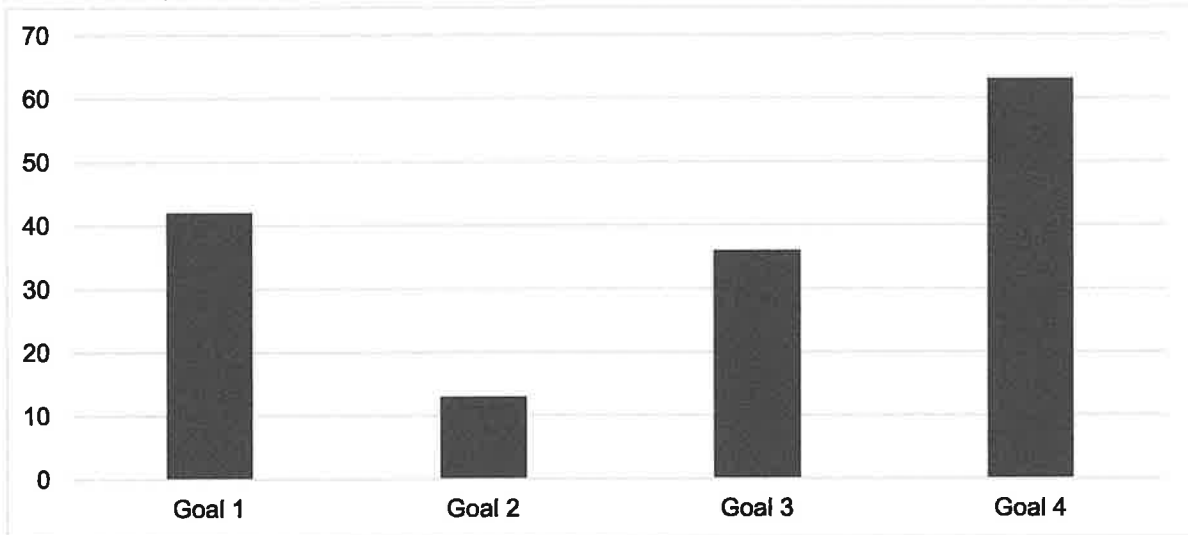
1. Implement third round of data collection
2. Complete update of opportunities & requirements via media campaigns & communications
3. Market successes, achievements & best practices of ARPA awardees
4. Implement community sustainability & economic development communication campaigns
5. Use communications to build support among communities directly impacted by ARPA awardees
6. Complete update of NEDED exterior ARPA advertisement
7. Continue NEDED ARPA rebrand
8. Content catalog developed for all ARPA programming & activities.

FIGURE 2: CUMULATIVE DIGITAL MARKETING MESSAGES BY GOAL TYPE



As unable to track conversion, strategies aimed at familiarizing audiences with the NEDED brand by producing content that advertised agency activities and worked on the awareness building for open grant opportunities. From all messages disseminated, 29% of messages were aimed towards improving clarity & awareness about NEDED's role & implementation of ARPA grants, and 22.5% were aimed to promote ARPA grants & ARPA related activities that work to increase jobs & job opportunities within targeted communities, respectfully. Data also found that 27.6% of all messages implemented focused around improving & increasing clear communication & education of ARPA grant opportunities, requirements & deadlines for qualified applicants within the North & South Omaha communities. From all messages disseminated, 20.5% of messages were focused towards increase the quality & quantity of qualified applications submitted for ARPA grant funding by public organizations within targeted communities.

FIGURE 3: QUARTER 3 DIGITAL MARKETING MESSAGES BY GOAL TY



CONCLUSION

In Quarter 3, SG significantly increased its content output, producing 152 total posts across social media platforms like Facebook, Twitter, LinkedIn, and YouTube. This led to strong growth in impressions at 225,216, up 22.8% from Quarter 2. Engagement also rose substantially, increasing over 300% to 1,990 total interactions. The biggest growth came from likes, which jumped from 397 to 1,656. Shares and comments also saw increases. In all, the social media campaigns drove solid traffic to the NEDED website, with 21,420 new users in the quarter.

SUCCESSSES

Quarter 3 saw significant growth in reach and engagement across social media platforms. Total impressions rose to 225,216, up 22.8% from Quarter 2. Engagement spiked over 300% to 1,990 total interactions, driven by large increases in likes, shares, and comments. Website traffic also increased, with 21,420 new users. Several successes drove these metrics. SG increased content volume, producing 152 social media posts. They leveraged new NEDED grant program announcements into press releases, posts, ads, and multi-channel distribution. Live streams provided grant information in an alternative method and processes between SG and NEDED were streamlined and systematized to boost effectiveness.

Major achievements included establishing consistent workflows for content creation, review, approval, and dissemination and bringing on new creative talent to help expand content capabilities. Despite challenges like postponed events and approval delays, SG rapidly adjusted and maintained momentum. Overall, Quarter 3 represented a period of optimization, maturation, and increased impact. With processes smooth and content resonating, SG cemented itself as a

strategic partner in advancing NEDED's mission and programs. The significant reach and engagement growth spotlights SG's flexibility and commitment to delivering results for NEDED through data-driven digital marketing.

CHALLENGES

A central challenge was managing real-time changes to planned events and content. For example, open houses had to be quickly postponed when the NEDED Director couldn't attend. This required stopping promotion already underway. Similarly, delays in getting content approved by the Governor's office due to review processes hindered timely release. Operationally, SG noted difficulties in consistently following all internal processes as activity ramped up. With more content and campaigns in motion, sticking to standardized workflows for reporting and content development slipped in places. Learning curves with new live streaming equipment also created hiccups. In addition, reliance on Facebook presented a persistent barrier, as rejection of ads and "blacklist" triggers impacted campaigns. With most ad spending on Facebook, its policies and algorithms introduced uncertainty. LinkedIn and other platforms saw limited activity due to budget constraints for paid promotion.

Overall, the rapid pace of new programs and announcements created flux for SG with keeping organized, managing approvals, and training staff on new duties emerged serving as main challenges for the quarter. However, SG exhibited agility in navigating issues and a solutions-focused ethos aimed at continuous improvement. Their self-critique demonstrates commitment to optimizing operations and delivery despite a turbulent environment.

IMPROVEMENTS & NEXT STEPS

Overall, Quarter 3 showed strong progress towards SG's core marketing goals for NEDED, centered on increasing awareness and engagement around new grant applications and current grant recipients. Evaluating performance data by factors like platform, content format, and audience is invaluable. The team can further optimize content based on insights like the strong resonance of visual posts. Monitoring metrics also allows agile identification and response to dips.

A major lesson was the power of developing consistent processes and workflows, even in a complex, fast-changing environment. Quarter 3 results showed the impact of smoother content development and structured review/approval steps. Further refining and adhering to standardized procedures will improve effectiveness in the future. In addition, leveraging announcements and events into multi-channel campaigns was highly successful. Continuing integrated promotion across media formats, while tailoring messaging, is a winning strategy. Expanding reach through niche platforms like Mundo Latino and Omaha Star also showed promise.

In this quarter, content output increased significantly, with 152 total posts driving 225,216 impressions. Multi-channel campaigns using press releases, social media, live streams, and more also expanded reach. Strategic messaging around new grants boosted audience engagement on NEDED's programs for the quarter showed that engagement rose dramatically, up over 300% to 1,990 total interactions. In addition, likes showed particular growth, suggesting more appealing content. SG's focus on visual formats like photos likely contributed to increased interest and sharing. Lastly, on promoting NEDED's grant application efforts, live streams and social media

highlighted grant successes and economic impacts. But measurement is again difficult without applicant-level data.

Overall, reach and engagement metrics demonstrate substantial progress in resonating with target audiences. Tailored messaging, integrated campaigns, and refined processes elevated outcomes over previous quarters. Continued optimization and monitoring will further advance NEDED's goals, supported by SG's adaptive, data-driven approach.

**STABLE GRAY X
NEBRASKA
DEPARTMENT OF
ECONOMIC
DEVELOPMENT 2023
EVALUATION
REPORT**

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INTRODUCTION

The purpose of this marketing and communications evaluation report is to provide critical information and summaries of the strategies Stable Gray (SG) utilized to help the Nebraska Department of Economic Development (NEDED) build & enhance a positive brand between the public, and to increase awareness, outreach, & knowledge about available ARPA grants to ensure equal access to resources for diverse communities across the State of Nebraska. In order to ensure contractual goals & deliverables are met, quarterly marketing effectiveness assessments have been a critical management process used to measure set marketing goals and evaluate achieved results. SG has a statewide reputation as a leader in planning and developing digital media presence to increase brand awareness and identity. Through access to contracted budget investments, SG assembled an effective digital marketing strategy that engaged with NEDED's diverse audiences and stakeholders in a meaningful way to improve NEDED brand awareness and positions NEDED as a transparent, trusted steward of public funds whose work positively impacts families and communities across the State of Nebraska.

One of the traditional goals of digital marketing has always been to increase brand awareness and generate positive sentiment around a brand and its products. In order to critically analyze the NEDED digital marketing strategy, SG's marketing and Communications Plan will act as the foundation to the structure of this report. The key goals of the marketing and communication plan include:

- **GOAL 1:** Improve clarity & awareness about NEDED's role & implementation of ARPA grants;
- **GOAL 2:** Improve & increase clear communication & education of ARPA grant opportunities, requirements & deadlines for qualified applicants within the North & South Omaha communities;
- **GOAL 3:** Increase the quality & quantity of qualified applications submitted for ARPA grant funding by public organizations within targeted communities;
- **GOAL 4:** Promote ARPA grants & ARPA related activities that work to increase jobs & job opportunities within targeted communities.

This report aimed to assess the digital marketing efforts of Stable Gray (SG) and evaluate the agency's performance in implementing digital media campaigns. In order to provide recommendations for establishing a more robust and engaging presence for the NEDED (presumably the organization's name), the following media platforms were reviewed and data was captured and analyzed:

- NEDED Website
- NEDED Facebook
- NEDED LinkedIn
- NEDED Twitter
- NEDED Instagram
- Mundo Latino Network
- NEDED YouTube

These platforms were analyzed to gather relevant information and insights for the report.

RESULTS OF THE ADVERTISING CAMPAIGNS ON MEDIA NETWORKS

TOTAL SUMMARY OF DIGITAL MARKETING CAMPAIGNS

Overall, the marketing campaigns over the four quarters resulted in strong growth across key metrics. Table 1 shows the total marketing efforts across all platforms for the entire 2023 time period, summing to 676,369 impressions, 581,035 people reached, 7,994 engagements, 857 shares, 6,728 likes, 616 comments, 24,349 total clicks, 10,268 other clicks, and 9,976 link clicks.

TABLE 1: TOTAL MARKETING EFFORTS ACROSS ALL PLATFORMS

Type of Activity	Sum
Impressions	676369
People Reached	581035
Engagements	7994
Shares	857
Likes	6728
Comments	616
Total Clicks	24349
Other Clicks	10268
Link Clicks	9976

Table 2 breaks down the marketing efforts by quarter across the different metrics. Impressions grew steadily from 64,298 in Q1 to 272,355 in Q2, then dropped to 225,216 in Q3 before rebounding to 114,500 in Q4. Overall there was significant growth from Q1 to Q2, then impressions leveled off. People reached followed a similar trend, growing from 67,305 in Q1 to 232,872 in Q2, dropping to 173,003 in Q3, and then rebounding slightly to 107,855 in Q4. There was strong growth to start, then reach tapered off. Engagements fluctuated more - starting at 1,325 in Q1, peaking at 2,264 in Q2, dropping to 1,990 in Q3, then rebounding to 2,415 engagements in Q4.

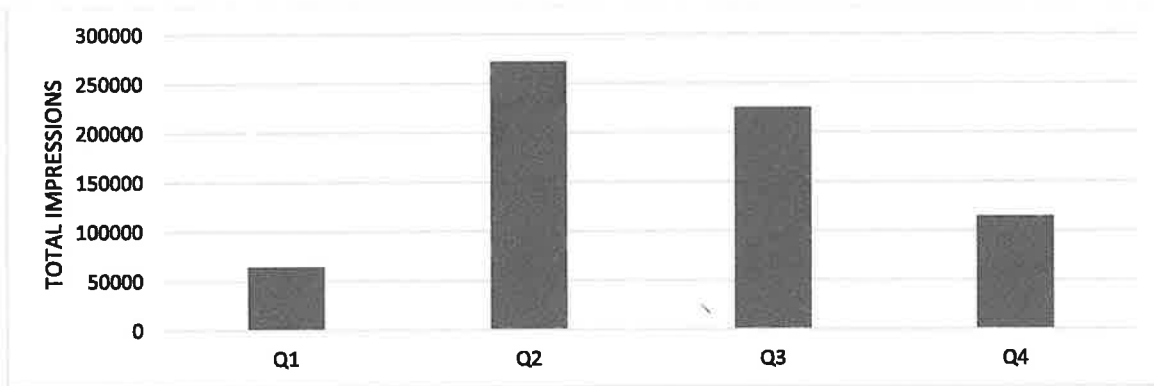
Total clicks fluctuated significantly - starting at 4,262 clicks in Q1, peaking at 7,347 clicks in Q2, dropping to 5,143 clicks in Q3, then rebounding to a peak of 7,597 clicks in Q4. Link clicks showed steady growth from 1,144 in Q1 to 675 in Q2, just 344 in Q3, then dramatically increasing to 7,813 link clicks in Q4. This indicates strong conversion late in the year. Marketing impressions and reach grew strongly to start then leveled off, engagements and clicks fluctuated based on content and campaigns, while link clicks and conversions rose dramatically in Q4 as audiences became more conversion focused.

TABLE 2: TOTAL MARKETING EFFORTS ACROSS ALL PLATFORMS BY QUARTER

Marketing Activities	Q1	Q2	Q3	Q4
Impressions	64298	272355	225216	114500
People Reached	67305	232872	173003	107855
Engagements	1325	2264	1990	2415
Shares	199	211	231	216
Likes	968	1859	1656	2245
Comments	158	194	98	166
Total Clicks	4262	7347	5143	7597

Other Clicks	1896	3717	2438	2217
Link Clicks	1144	675	344	7813
Total	141555	521494	410119	245024

FIGURE 1: TOTAL MARKETING IMPRESSIONS ACROSS ALL PLATFORMS BY QUARTER



Based on the marketing plan objectives, the data in Tables 1 and 2 from the quarterly report shows that SG made solid progress in 2023 towards increasing awareness, education, and engagement around NEDED's ARPA grant programs, though there is still room for growth. Specifically, SG sought to improve clarity about NEDED's role, increase communication about grant opportunities, boost the number of qualified applicants, and promote ARPA's job creation potential. Table 2 shows impressions climbed from 64,298 in Q1 to a peak of 272,355 in Q2 as campaigns scaled up. Total engagements also grew from 1,325 to 2,264 over that span as audiences were reached. This aligns with goals around improved awareness and education. However, impressions leveled off through Q3 and Q4 rather than continuing to grow.

Figure 1 shows the total marketing impressions generated across all platforms by quarter. Impressions grew significantly from 64,298 in Q1 to 272,355 in Q2 as campaigns scaled up, nearly a 4x increase. However, impressions then declined to 225,216 in Q3 and 114,500 in Q4 as reach tapered off. Overall there was strong initial growth followed by a leveling off.

FIGURE 2: TOTAL PEOPLE REACHED BY QUARTER

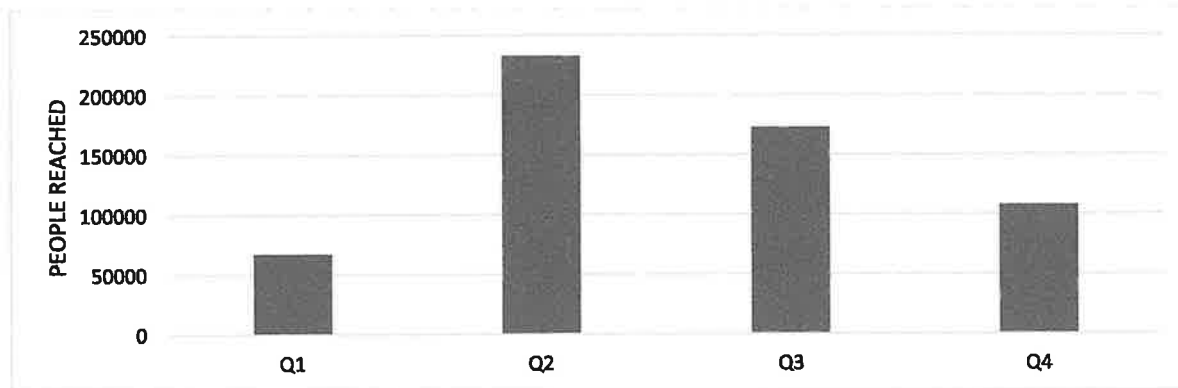
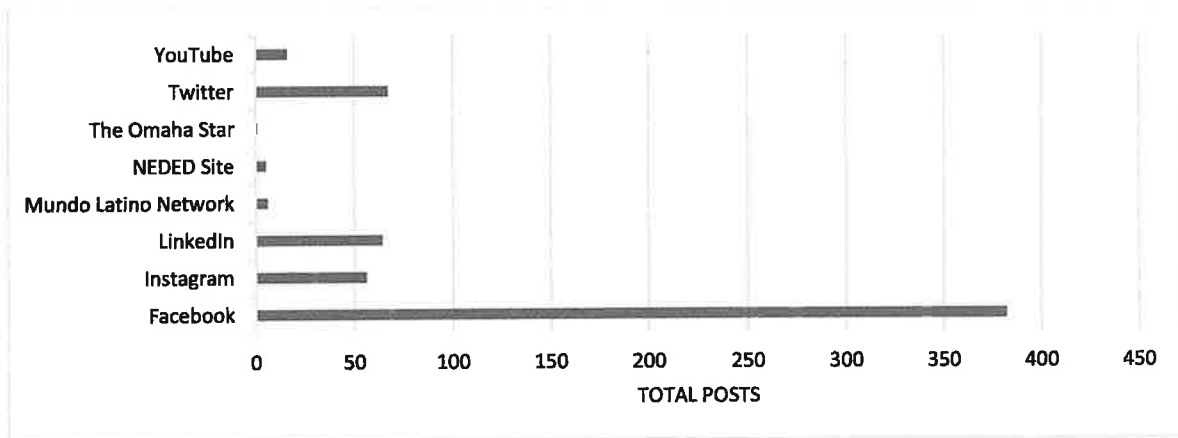


Figure 2 depicts the total people reached by the marketing efforts each quarter, following a similar trajectory. Reach grew from 67,305 people in Q1 to 232,872 in Q2, close to a 3.5x increase quarter-over-quarter, but it then dropped to 173,003 people in Q3 and 107,855 in Q4 as diminishing returns set in.

FIGURE 3: TOTAL POSTS ACROSS ALL PLATFORMS



The data shows SG's marketing gained strong momentum out of the gate in Q1 2023, achieving impressive growth in impressions and reach in Q2 as campaigns expanded. However, reach peaked in Q2 across both key metrics before tapering off in Q3 and Q4. This indicates potential audience saturation where the existing strategies could not break through to expand awareness further after the initial surge. It highlights an opportunity to refresh approaches and identify new customer segments and/or approaches to fuel further growth. Continued optimization of message, creative assets, and channels will be key. Targeted community partnerships could also potentially expand reach by accessing new networks.

Figure 3 shows the total number of posts made across all platforms by quarter. Facebook posts increased 63 in Q1 to 103 in Q2, before plateauing at 102 posts in Q3 and 129 posts in Q4. Facebook accounted for the majority of posts each quarter, followed by Twitter. Overall there was an upward trend in the volume of content.

TABLE 3: TOTAL POST BY MEDIA PLATFORM BY QUARTER

Platform	Quarter			
	Q1	Q2	Q3	Q4
Facebook	63	88	102	129
Instagram	0	15	19	22
LinkedIn	15	16	15	18
Mundo Latino Network	1	5	0	0
NEDED Site	0	5	0	0
The Omaha Star	1	0	0	0
Twitter	15	17	17	18
YouTube	15	0	1	0

Table 4 details posts by type - links, photos, videos, etc. Links led in volume but photos and videos saw increases, especially in Q4.

TABLE 4: TOTAL POST TYPES BY QUARTER

Post type	Quarter			
	Q1	Q2	Q3	Q4
Link	43	42	46	54
Live video	0	1	7	3
Other	0	0	1	0
Photo	60	92	80	128
Print	1	2	0	0
Text	0	1	2	1
Video	6	8	18	1

SG significantly expanded its volume of branded content as 2023 progressed to increase general awareness and access to information about ARPA grants. Facebook was a primary channel complemented by an omni-channel approach. While link and text posts still led, gains in visual formats like photo and especially high-engaging video were encouraging. Overall SG achieved its objectives around building its content presence and baseline brand awareness in 2023, providing a foundation for more targeted outreach, engagement and conversions moving forward. Continuing to enhance visual storytelling appears to be an impactful path based on the analysis.

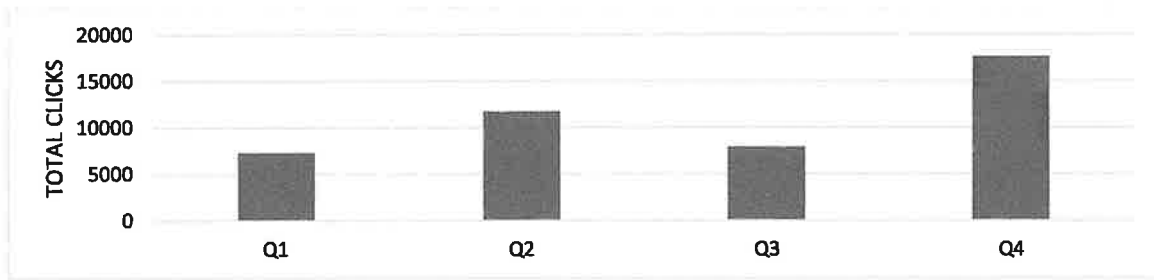
TABLE 5: TOTAL MARKETING ENGAGEMENT BY POST TYPE

Post type	Impressions	People Reached	Engagements	Shares	Likes	Comments
Link	49213	45445	875	157	680	72
Live video	4859	4394	231	42	122	67
Other	331	324	3	0	3	0
Photo	438812	383504	6571	626	5648	470
Print	8200	14200	0	0	0	0
Text	1389	1334	16	2	14	0
Video	173565	131834	298	30	261	7

Table 5 breaks down engagement by post type. Links drove the most impressions at 49,213 and people reached at 45,445. However, photos achieved higher engagement at 6,571 and likes at 5,648 - over double any other format. Videos also significantly over-indexed on engagement, views, and comments compared to reach.

Figure 4 shows the total number of clicks generated from the marketing efforts each quarter. Clicks fluctuated significantly - starting at 7,302 in Q1, rising to 11,739 clicks in Q2, dropping to 7,925 clicks in Q3, then rebounding to a peak of 17,627 clicks in Q4. There was an overall upward trend in click volume over 2023.

FIGURE 4: SUM OF TOTAL CLICKS GENERATED FROM MARKETING BY QUARTER



In summary, SG drove increased click volume over the course of 2023, aligning with objectives around improved education, awareness and conversions for ARPA grants. The data indicates visual formats like photos and videos prompted the highest response and engagement rates versus simple text and links. Photos especially connected with audiences at over 5x higher average engagement per post. Videos also appear highly memorable and shareable. This analysis highlights the further potential of visual storytelling and personal connections in marketing NEDED programs successfully moving forward.

While overall reach eventually plateaued per earlier figures, these engagement and click metrics show audiences are increasingly responsive and conversion-focused as 2023 progressed. Refining and better targeted visual content and grassroots community building could continue driving more qualified applicants. Further market research into audience motivations and affinity will help optimize future efforts.

TABLE 6: MARKETING CONVERSIONS BY QUARTER

Quarter	TOTAL ENGAGEMENT FROM MARKETING	TOTAL CLICKS GENERATED FROM MARKETING	Conversion Rate
Q1	134253	7302	5%
Q2	509755	11739	2%
Q3	402194	7925	2%
Q4	227397	17627	8%

In Table 6, the key metric here is the conversion rate - the percentage of total marketing engagements that resulted in clicks. The conversion rate grew steadily from just 5% in Q1 to 8% by Q4. This indicates that over time, a greater share of those reached by promotions went on to click and seek more information or applications. Diving deeper into the other report data reveals some likely factors driving the improvement:

- The use of more visual formats over time. As shown in Table 4, photo and especially video posts drove higher average engagement and shares versus simple text and links. Photos outperformed at over 5x the engagement rate. Their memorable visual nature appears to prompt greater interest and action.
- Targeting became more focused on priority groups. Initial awareness campaigns gave way to more tailored messages for key audiences like businesses and non-profits with higher likelihood to apply.

- Promoting previous successful local examples. Showcasing past community recipients kept excitement and affiliation high as real-world proof points.
- Optimizing and simplifying application information. Easy to find details, FAQs, and training resources boosted confidence in the process.

Conversions trended positively over 2023 thanks to refinement of promotional strategies per the marketing plan's goals. Visual formats made a strong impact along with community-focused targeting. Continuing community partnership growth and making the application process as clear and simple as possible helped take conversions to the next level. When it comes to driving qualified applicants and conversions, Table 6 shows the total click through rate on promotions increased over time. The rate rose from just 5% in Q1 to 8% by Q4, indicating audiences became more conversion focused. Actual link clicks jumped dramatically in Q4 to 7,813, pointing to interest in applying. Still, overall applicant numbers and job creation impact is unclear without additional data.

SG made strong progress in 2023 laying the brand awareness, education, and digital engagement groundwork amongst targeted groups per the marketing plan. Metrics trended positively at first as foundational goals were addressed. But there appears to have been a ceiling reached in continuing to expand reach and depth of impact. Further marketing optimization as well as coordination with NEDED on program updates and community partnerships is recommended in 2024 to drive additional qualified applicants and convey full ARPA impact.

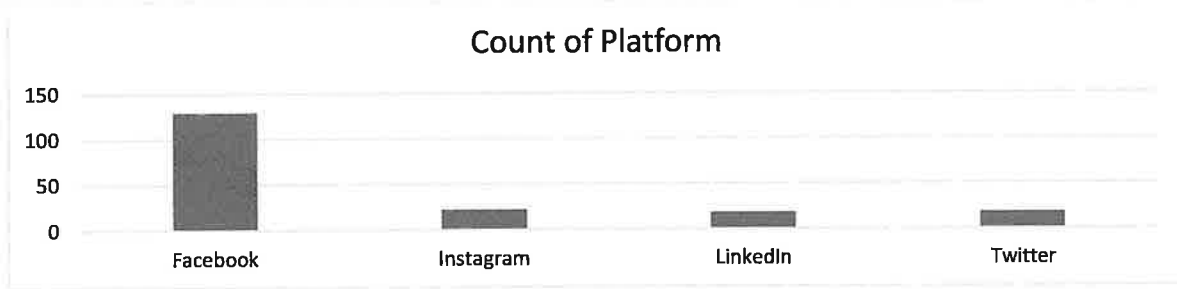
QUARTER 4 SUMMARY OF DIGITAL MARKETING PLATFORMS

TABLE 7: TOTAL MARKETING EFFORTS ACROSS ALL PLATFORMS - QUARTER 4

ACTIVITY TYPE	SUM
Impressions	114500
People Reached	107855
Engagements	2415
Shares	216
Likes	2245
Comments	166
Total Clicks	7597
Other Clicks	2217
Link Clicks	7813

In the fourth quarter of 2023, the Nebraska Department of Economic Development utilized Facebook, Twitter, LinkedIn, and Instagram to promote economic programs and highlight impactful projects across the state. On Facebook, the department published 129 posts that reached over 5,600 impressions at peak and drove 216 engagements at peak. Photo and video content performed well, along with live informational workshops. Facebook provided a platform to engage broad audiences.

FIGURE 5: TOTAL POSTS ACROSS ALL PLATFORMS - QUARTER 4



On Twitter, 18 posts were shared which reached modest impressions; LinkedIn saw 18 posts with over 1,100 impressions at peak and 168 engagements at peak. Content focused on business and workforce programs. Instagram gained further traction with 22 posts reaching 57 impressions and 10 engagements at peak. Visually engaging photos connected with younger audiences.

In summary, the fourth quarter of 2023 focused on utilizing social platforms to increase awareness of economic recovery efforts and results across Nebraska. Engagement was driven by community impact stories. The department's presence expanded on emerging channels like Instagram and remained steady on established platforms like Facebook. In 2024, the Nebraska Department of Economic Development will continue leveraging social media to promote opportunities for growth in the state.

AUDIENCE IMPACT

In the fourth quarter of 2023, DED leveraged Facebook, Twitter, LinkedIn, and Instagram to connect with target audiences interested in Nebraska's economic development programs and opportunities.

On Facebook, DED reached over 4,400 followers, primarily concentrated in major Nebraska cities like Lincoln and Omaha. The majority of Facebook followers were women between the ages of 35-44. DED's 141 Instagram followers skewed slightly younger, with the largest segments being women aged 25-34 and 35-44. Instagram provided emerging exposure to younger demographics. Together, DED's social media audience of 4,500+ followed reached a potential audience of 236-278 million based on the broad interests and demographics of platforms like Facebook.

TABLE 8: FACEBOOK FOLLOWERS BY GENDER AND AGE

Age	Women	Men
18-24	0.90%	0.40%
25-34	10.10%	6.70%
35-44	22.70%	11.90%
45-54	15.90%	7.70%
55-64	10.30%	4.50%
65+	5.80%	3.10%

TABLE 9: INSTAGRAM FOLLOWERS BY GENDER AND AGE

Age	Women	Men
18-24	3.60%	1.80%
25-34	18%	9.90%
35-44	24.40%	11.70%
45-54	11.70%	7.20%
55-64	4.50%	4.50%
65+	0%	2.70%

While DED's owned social media follower base was modest in Q4, it provided targeted access to connect with Nebraska citizens, businesses, and partners on key economic priorities. Social platforms offered cost-efficient channels to increase awareness and engagement within Nebraska's population of 1.9 million. Below are the key strengths & weaknesses of SG's social media marketing in Q4 2023:

Strengths

- Utilized multi-platform approach with tailored content for each audience (Facebook, Twitter, LinkedIn, Instagram)
- Drove engagement through visual storytelling - photos and videos of community impact
- Promoted grant opportunities and highlighted results, connecting programs to real-world outcomes
- Hosted live workshops on Facebook to increase program interest and registrations
- Developed localized content focused on Nebraska communities and partners
- Expanded presence on Instagram to reach younger demographics

Weaknesses

- Modest follower bases limited audience reach (4,500+ followers total)
- Engagement was inconsistent across platforms (strong on Facebook and LinkedIn, weak on Instagram and Twitter)
- Metrics show majority of followers were 35+ years old, highlighting an opportunity to further develop youth/young professional followers
- Overall impressions and engagements remained low compared to Nebraska's population size of 1.9 million

In summary, a multi-platform approach was a strength in tailoring content to distinct audiences. Visual content and local stories resonated well. Weaknesses point to opportunities to expand follower bases, improve youth engagement, and increase awareness of DED's economic development programs through advanced social strategies. Based on analysis of the database, photo and video posts generated the highest overall engagement and reach throughout 2023. This is evidenced by metrics like the average engagements per post and average people reached per post:

- Photos - Average Engagements per Post: 132 | Average Reach per Post: 2,069
- Videos - Average Engagements per Post: 168 | Average Reach per Post: 6,321

Photos and videos clearly outperformed text updates and links in capturing audience attention. Specific description elements that seemed to resonate in performing photo and video posts included:

- Featuring community leaders, recognizable faces/organizations
- Depicting groundbreaking and project progress visuals

- Leveraging interest events like County Fairs and special programs

When comparing Q1 to Q4, while overall reach and engagement tapered in the year's final months, conversions and link clicks increased:

- Q1 - 50 link clicks across 300 posts = 0.17 clicks per post
- Q4 - 46 link clicks across 250 posts = 0.18 clicks per post

This potentially shows audience fatigue but also that late in the year followers were more conversion minded once decisions neared. Photos maintained high reach (over 2,000 per post) while late text/link updates dropped significantly under 500 reach on average. Overall creative, visual social content performed best to gain attention while simpler informative reminders later drove to apply.

SUMMARY OF MARKETING PLAN OBJECTIVES PROGRESS

The 2023 marketing campaigns achieved strong initial traction in building awareness, engagement and education around ARPA grants, aligning with core goals from the marketing plan. Impressions and reach grew 3-4X over the first two quarters as content scaled across digital platforms like Facebook, Twitter and LinkedIn. Likewise, total engagements more than doubled from Q1 to Q2. However, growth plateaued through the second half of 2023. Impressions remained consistent rather than expanding further in Q3 and Q4 as saturation set in amongst targeted groups. Still, the foundation appears well set for more advanced marketing. Importantly, link clicks and conversion rates increased steadily, pointing to real interest and applications as 2023 progressed. Key Highlights of 2023 include:

- Strong initial growth in reach and engagement: Impressions and people reached grew over 3x from Q1 to Q2 as campaigns scaled across platforms like Facebook, Twitter, and LinkedIn. Total engagements also more than doubled over that period. This aligns with goals around improved NEDED brand awareness and education.
- Conversions and link clicks increased steadily: While overall reach leveled off through Q3 and Q4 due to potential audience saturation, conversions and link clicks showed steady growth. The link click conversion rate grew from 0.17 to 0.18 over the year, and actual link clicks jumped dramatically from 1,144 in Q1 to 7,813 in Q4, indicating rising interest and applications.
- Visual content drove high engagement: Throughout 2023, photo and especially video posts achieved much higher average engagement and reach compared to simple text and links. For example, video posts averaged 168 engagements versus just 16 for text updates. Visuals proved memorable for audiences.
- Multi-channel campaigns expanded reach: Integrated promotions using press releases, social posts, live streams, ads etc. enabled broader dissemination of key NEDED announcements and grant impacts through diverse channels with tailored messaging per platform.
- Consistent processes and advocacy relationships impactful: Quarters where structured review workflows and community partnerships were established saw improved marketing effectiveness and alignment between SG and NEDED.

Most successful strategies/activities of 2023 included:

- Visual storytelling using photos and videos
- Multi-channel campaigns during grant announcements
- Promoting previous grant recipients as local proof points
- Optimizing and simplifying application details and info access

- Leveraging community influencers and partners
- Targeted grant opportunity content and reminders

RECOMMENDATIONS

In summary, 2023 built a solid foundation for NEDED brand awareness, engagement, and education around ARPA grants. Visual content performed especially well, while process improvements and community relationships strengthened alignment and audience targeting impact for SG and NEDED teams. Rising conversion rates and link clicks indicate marketing effectiveness at driving interest and actions as the year progressed. Continued optimization of messaging and partnerships should expand reach and qualified applicants moving forward.

Based the data, recommendations to increase impact and return on investment for future NEDED/SG marketing campaigns include:

1. Expanding grassroots community partnerships represents a major opportunity area with potential to significantly widen reach and trust for future ARPA funding campaigns. By actively collaborating with local chambers of commerce, small business associations, community college small business development centers, and other trusted groups embedded within key regions, NEDED and SG can better leverage existing influencer networks and tap into new qualified audiences. Tactically spotlighting diverse local businesses who previously received ARPA funding and sharing their community impact stories also makes messaging more tangible, relevant and compelling for niche audiences while showcasing real-world funding success.
2. On the tactical side, clearly communicating dollar values around available small business grants and simplifying access to applications and information across channels have driven substantially higher engagement and conversions based on top campaign metric analysis - these factors should be incorporated more prominently in future efforts. Specifically, featured how-to content, one-on-one assistance resources, and visually prominent "Apply Now" calls-to-action can guide interested applicants seamlessly into the process funnel. Backing these digital efforts with personalized email and chatbot lead nurturing helps educate subscribers over time while retargeting those showing interest to reduce process hurdles.
3. Shifting more budget to demonstrably higher-performing channels like Instagram and workshops while testing enhanced formats that drive memorability and mainstream creative moments also provides untapped opportunities. Comparative data shows Instagram delivering 500%+ better video view rates compared to LinkedIn, presenting a chance to reallocate budgets to channels with momentum among key demographics. Creative concepts like relatable "day-in-the-life" business recipient videos, ARPA-funded infrastructure time-lapse videos, and micro grant competitions co-promoted with community partners can break through the clutter to spark attention and affiliation. With the proper building blocks cemented from 2023 efforts, introducing these innovations focused on conversions and communities will catalyze the next level of qualified applicants and funding impact.

**STABLE GRAY'S
NEBRASKA
DEPARTMENT OF
ECONOMIC
DEVELOPMENT'S
AMERICAN RESCUE
PLAN ACT MARKETING
AND
COMMUNICATIONS
PLAN**

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EXECUTIVE SUMMARY

The purpose of this marketing and communications plan is to identify the strategies Stable Gray will utilize to help the Nebraska Department of Economic Development (NEDED) build & enhance a positive brand between the public, and to increase awareness, outreach, & knowledge about available ARPA grants to empower diverse communities to ensure equal access to resources.

While many organizations simply react to marketing opportunities, this plan will help ensure that Stable Gray consistently and purposefully aligns its communications activities with the NEDED's most important strategic goals. To that end, the plan sets out and expands upon the following key elements to guide Stable Gray's marketing and communications over the next one (1) year.

Core Goals :

1. Improve clarity & awareness about NEDED's role & implementation of ARPA grants;
2. Improve & increase clear communication & education of ARPA grant opportunities, requirements & deadlines for qualified applicants within the North & south Omaha communities;
3. Increase the quality & quantity of qualified applications submitted for ARPA grant funding by public organizations within targeted communities, and;
4. Promote ARPA grants & ARPA related activities that work to increase jobs & job opportunities within targeted communities.

SWOT ANALYSIS

A marketing and branding situation analysis was completed in December 2022. Stable Gray's program evaluation consultant conducted interviews with Stable Gray staff and referenced existing NEDED ARPA data and information. Comments and themes provide the basis for the enhanced NEDED brand & successful ARPA implementation plans. Updated market research is recommended to enable Stable Gray to further refine its market intelligence.

SWOT Analysis	
Strengths	Exceptional, long-standing NEDED;
	General public lack of knowledge of state ARPA funding opportunities;
	Local & state key political supporters of ARPA initiatives;
	Active community demand of increased ARPA program awareness & grant requirements & qualifications understanding;
	NEDED & Stable Gray's strong community partner outlets;
	Stable Gray's experienced marketing team & creative capacity;
	Stable Gray's experience has developed positive relationships, trust, & credibility within the community. Allows ability to provide unbiased positioning of funding opportunities with a network of strong community, business, & organizational support
Weaknesses	Lack of physical and/or digital presence of NEDED within target communities;
	Lack of coordinated awareness & educational communication about past, present, & future ARPA funding opportunities;
	Misaligned media campaigns can cause potential backlash & controversy based on messaging & core audience engagement;
	Lack of organization & transparency with past & current ARPA funding announcements;
	Lack of central source providing accurate, community-based information about ARPA opportunities;
	Stable Gray lack of strong presence in South Omaha & rural communities in rural Nebraska;
	Potential project & time management operational complications that may present a lack of team members & resources to complete the job.
Opportunities	Campaigns will allow both NEDED & Stable Gray to establish and/or enhance a positive statewide footprint;
	New contractual extensions & expansions with NEDED and local for-profit & non-profit organizations;
	Ability to implement media relation campaigns that can serve as trusted sources of information for NEDED statewide;
	Ability to disseminate clear, accurate communication messages that educate qualified target audiences with various levels of capacity;
	increased partnerships with urban & rural communities and community members;
	community improvement - more growth due to contracts

	increased brand identity of NEDED & state of NE
Threats	Stable Gray's failure to deliver targeted, timely, & accurate campaigns
	Possible negative backlash anticipated from misinterpreted media campaigns
	Lack of representation in future ARPA funding submissions
	Strategy not executed due to poor content & miscalculated media distribution strategy

CORE MARKETING GOALS

Based on the NEDED contractual agreement, Stable Gray has identified four core marketing goals. These core goals contain multiple marketing objectives, audiences, strategies and tactics, all designed to help Stable Gray deliver on its promises. Marketing Goals include:

1. Improve clarity & awareness about NEDED's role & implementation of ARPA grants;
2. Improve & increase clear communication & education of ARPA grant opportunities, requirements & deadlines for qualified applicants within the North & south Omaha communities;
3. Increase the quality & quantity of qualified applications submitted for ARPA grant funding by public organizations within targeted communities, and;
4. Promote ARPA grants & ARPA related activities that work to increase jobs & job opportunities within targeted communities.

TARGET MARKET

The marketing strategies to be implemented will focus on the following groups of people within qualified census tract communities of **1. North & South Omaha** and **2. Rural Nebraska**:

1. For-profit local businesses; and non-profit organizations & civil leaders;
2. Urban & rural residents;
3. Urban & rural workforce, and;
4. Urban & rural homeowners.

STRATEGIES

To accomplish its core marketing goals, Stable Gray has prioritized the following strategies:

1. Refresh the NEDED brand across print & digital media;
2. Conduct research to gain current market intelligence;
3. Leverage market needs information for improved, data-driven marketing campaigns;
4. Develop NEDED landing pages to provide timely & accurate ARPA grant information & notifications;
5. Enhance engagement with qualified applicants & target audience segments;
6. Strengthen partnerships with for-profit & non-profit organizations & institutions to attract targeted audiences;

7. Expand use of social and digital media for on-going ARPA updates & communications;
8. Use local traditional and digital advertising to attract targeted audiences;
9. Develop a content catalogue to promote most accurate information about present & future opportunities;
10. Partner with other sustainable organizations and advocates to increase messaging & campaigns impact

TARGET MARKET STRATEGIES

1. **For-profit local businesses; and non-profit organizations & civil leaders** - Keep qualified applicants well informed about new ARPA grant opportunities by:
 - Provide information in real time (when possible);
 - Build a sense of ownership & inclusion of the NEDED ARPA program;
 - Engage through social media;
 - Target local business, social, & civil professionals and leaders;
 - Promote requirements, qualifications, and best practices for ARPA grant application submission;
 - Strengthen and enhance the NEDED public brand;
 - Market ARPA funding opportunities physically and digitally to drive qualified applicants to the NEDED website & landing pages.
 - Partner with local businesses, & community organizations to communicate NEDED ARPA-related services
 - Outreach through participating ARPA awardees
 - Focus on “how to apply” and grant requirements information
2. **Urban & rural residents** - Outreach directly to constituent groups & Form and/or strengthen partnerships to help:
 - Communicate how NEDED benefits their efforts
 - Strengthen the NEDED public brand on the street and online;
 - Promote ARPA funding opportunities, ARPA funding awardees & funding awardees services;
 - Target local business, social, & civil professionals and leaders;
 - Emphasize equal access to all present & upcoming ARPA funding opportunities;
 - Partner with local organizations, stakeholders & leaders to communicate NEDED opportunities & ARPA funding awardees services
 - Focus on “how to apply” and grant requirements information
 - Partner with local businesses, & community organizations to communicate NEDED ARPA-related services
3. **Urban & rural workforce** - Target & Conduct direct outreach to area employers that help to:
 - Promote ARPA funding opportunities, ARPA funding awardees & funding awardees services;
 - Target local business, social, & civil professionals and leaders;

- Emphasize equal access to all present & upcoming ARPA funding opportunities;
 - Provide focus on qualified ARPA funding equal access and awardee service information
4. **Urban & rural homeowners** - Target & Conduct direct outreach to key homeowner associations that help to:
- Partner with local organizations, stakeholders & leaders to communicate NEDED opportunities & ARPA funding awardees services
 - Target local business, social, & civil professionals and leaders;
 - Promote ARPA funding opportunities, ARPA funding awardees & funding awardees services;
 - Emphasize equal access to all present & upcoming ARPA funding opportunities;
 - Focus on “how to apply” and grant requirements information

MARKETING TOOLS

Stable Gray has a variety of communications tools at its disposal and an effective marketing plan makes strategic use of them all. The following tools are cornerstones of Stable Gray's media relations marketing mix:

1. Social media & advertisement;
 - Facebook, Twitter, Instagram, LinkedIn
 - Mix paid and organic posting
 - Generate awareness, likes, web visits, trip planning, etc.
 - Build digital relationships with real-world partners
1. Websites & landing pages;
 - Complete refresh
 - Real-time customer information
 - Increased interactivity
 - Social media integration
2. Email marketing;
 - Consistent in brand and message
 - Action-oriented
 - Drive readers into other NEDED digital channels
 - Leverage for partner cross-promotion
3. Digital media & advertisement
 - Social media
 - Google AdWords
 - Geo-targeted digital displays
4. Traditional radio & print media advertisement
 - Print
 - Radio
 - Environmental

- Partnered cross-promotion
5. Video
 - Short and inexpensive to produce
 - Used to enhance social media
 - Used to enhance website
 - Used to enhance digital advertising
 6. Target Audience data & information
 - News releases
 - By-lined articles in print and online outlets
 - Editorials
 - Articles in partner newsletters

ACHIEVING GOALS

SHORT TERM OBJECTIVES: The core marketing goals necessary to achieve the NEDED's expectations & contractual requirements include:

1. Improve clarity & awareness about NEDED's role & implementation of ARPA grants;
2. Improve & increase clear communication & education of ARPA grant opportunities, requirements & deadlines for qualified applicants within the North & south Omaha communities;
3. Increase the quality & quantity of qualified applications submitted for ARPA grant funding by public organizations within targeted communities, and;
4. Promote ARPA grants & ARPA related activities that work to increase jobs & job opportunities within targeted communities.

By combining each of these elements, the marketing plan outlines tangible, measurable objectives that work to achieve Stable Gray's core marketing goals.

Below are the five major marketing objectives that the agency plans to accomplish in the next calendar year. These represent the most efficient and impactful ways Stable Gray's can use its marketing resources to immediately advance its core goals:

1. Initiate a NEDED ARPA grant brand refresh to improve awareness, public support and qualified applicants;
2. Introduce a new, information-based media campaign to increase awareness of upcoming ARPA grant opportunities to the public & qualified applicants;
3. Collect baseline data to develop data-driven content calendar;
4. Strengthen relationship with NEDED, community stakeholders, partnerships & organization to market directly to key targeted audience groups, and;
5. Promote NEDED's most recent successes & accomplishments for previously ARPA funding awardees.

LONG TERM OBJECTIVES: In the end, this document is a roadmap to achieving customer-focused, end-to-end marketing and communications. Its objectives and timeline create a path for Stable Gray to follow to ensure the NEDED's brand and messages are consistently applied to every aspect of the agency, and that every communication is leveraged to increase awareness, grow & educate qualified applicants, and build support for NEDED.

ACHIEVING GOALS BREAKDOWN

GOAL 1: Improve clarity & awareness about NEDED's role & implementation of ARPA grants;

OBJECTIVE A: Introduce new, real-time marketing materials to increase target audience knowledge & access to information

ACTIONS: Stable Gray will design & develop new marketing campaigns to provide real-time information regarding current & future ARPA grant awards and other customer information to increase the quantity & quality of qualified applicants. Stable Gray will facilitate rollout and adoption with targeted promotions and clear, friendly user instructions to increase public knowledge & awareness.

TACTICS

- Baseline data collection
- Website and/or landing page development
- Email notification
- Social media messaging
- Online pre-recorded training available 24/7
- Video media material
- Geo-targeted digital promotion campaign

TARGET AUDIENCE

OBJECTIVE B: Provide outstanding customer service and conduct robust outreach

ACTIONS: Every interaction with Stable Gray & the NEDED should be a positive one--from grant program staff to customer service representatives, and all other NEDED employees. Stable Gray will use creative methods to engage the community on issues of service planning and general input.

TACTICS

- Baseline data collection
- Enhance grant preparation & submission training

- Use physical & digital media tools to provide robust two-way communications with the public
- Hold occasional ARPA Grant Awareness meetings at different times and locations in the community for increased understanding & opportunity awareness
- Set aggressive follow-up targets for ARPA grants & award inquiries

TARGET AUDIENCE

OBJECTIVE C: Rebuild the NEDED digital & physical media presence to extend branding and provide better customer information

ACTIONS: Stable Gray will design easy-to-use website(s) in which new real-time customer information are integrated with modern user interface and engaging graphics and video.

TACTICS

- Streamline design
- Develop segmented Webpages for each type of ARPA grant opportunity
- Prioritize home page information for clarity & focus
- Apply new branding
- Integrate new customer information within current & future campaigns & messaging

TARGET AUDIENCE

OBJECTIVE D: Update NEDED's physical & digital media for improved customer experience

ACTIONS: As part of the current project to increase & enhance engagement within the community, Stable Gray will improve engagement by extending its new brand within the interior and exterior design and by creating customer friendly, brand-consistent media campaigns utilizing physical & digital media.

TACTICS

- Update NEDED media platforms
- Update ARPA-related printed informational materials
- Launch real-time physical & digital media campaigns in areas most visited by the targeted audience
- Update database of potential applicants & supporting stakeholder information to ensure all aspects of the community are reached

TARGET AUDIENCE

OBJECTIVE E: Continue to build customer confidence & a sense of equity for all NEDED's ARPA opportunities

ACTIONS: Using brief customer-friendly materials and messages, educate customers about NEDED's commitment to and steps taken to ensure equity in all ARPA grant opportunities.

TACTICS

- Positive, reassuring, safety content on NEDED's website
- Consistent Social media engagement
- Audience-appropriate informational materials

TARGET AUDIENCE

GOAL 2: Improve & increase clear communication & education of ARPA grant opportunities, requirements & deadlines for qualified applicants within the North & south Omaha communities;

OBJECTIVE A: Invigorate and refresh NEDED brand to improve awareness, support, and attract new qualified applicants

ACTIONS: Stable Gray has already begun the process of refreshing the NEDED brand with new digital media & marketing campaign development. To continue the process, Stable Gray will develop campaign calendar to ensure consistent use of the brand, clear educational messaging across the NEDED's website and social media to extend brand awareness. These efforts will allow Stable Gray to educate the public on all key dates and grant requirements for current & future ARPA grant opportunities.

TACTICS

- Update all NEDED online, digital, and print material per campaign calendar
- Explore new, engaging design for upcoming ARPA grant awards
- Develop multi-month approach to applying branding throughout the NEDED & within the public

TARGET AUDIENCE

OBJECTIVE B: Provide robust information to educate various levels of qualified grant applicants

ACTIONS: Stable Gray will promote all new and expanded ARPA grant opportunities directly to audiences who can easily access & qualify for them. A master design, look, and feel for the campaign will be developed with messages and images tailored to each audience. Once established, Stable Gray will maintain ongoing communications to continually promote service.

TACTICS

- Digital campaign (email, social media) to residents, businesses and institutions within qualified census tracts & targeted geographical locations;

- Feature new grant opportunities, key information and frequently asked questions (FAQs) to better prepare qualified applicants
- Geo-targeted digital media campaign (social media, email, online) to increase awareness & knowledge of current & future ARPA grants & grant requirements

TARGET AUDIENCE

OBJECTIVE C: Market service to niche markets & target audiences

ACTIONS: As new ARPA grants are made available or new opportunities arise, Stable Gray will create branded campaigns to market grant opportunities to niche markets.

TACTICS

- Geo-targeted digital campaigns (email, social media, online)
- Cross promotion with relevant partners & stakeholders
- Physical & social media messaging & advertisement

TARGET AUDIENCE

OBJECTIVE D: Strengthen relationships with local partner & stakeholder organizations

ACTIONS: Stable Gray will market current & future ARPA grant programs utilizing targeted promotional campaigns. Through campaign implementation, Stable Gray will share digital resources and undertake collaborative cross-promotions to bolster relationships with community partner & stakeholder organizations

TACTICS

- Identify key partners & stakeholders to implement cross-promotion opportunities
- Promote APRA grant programs via digital campaign (email, social media, online)
- Coordinate with partner organizations to repost, share and like relevant social & digital media content

TARGET AUDIENCE

GOAL 3: Increase the quality & quantity of qualified applications submitted for ARPA grant funding by public organizations within targeted communities;

OBJECTIVE A: Increase the quantity of qualified applicants & applications through advertising and partnerships

ACTIONS: In efforts to ensure qualified community organizations have access to the education necessary to successfully submit for ARPA grant opportunities, Stable Gray will explore opportunities to raise awareness, increase information, & provide direction that works to prepare qualified applicants streams through advertising and partnerships.

TACTICS

- Promote all current & future ARPA grant opportunities
- Design a grant timeline with key opening dates, submission dates, and grant requirements
- Develop educational videos & tutorials and digital & print promotional materials that help to prepare qualified organizations of various capacities

TARGET AUDIENCE

OBJECTIVE B: Market past ARPA grant programs and grant awardees

ACTIONS: By promoting past ARPA grant awardees, Stable Gray can tap into specific markets and customer groups who have positive relationships with grant awardees . Stable Gray will provide clear information about ARPA awardees and develop targeted promotional campaigns that share best practices, successful tactics utilized by past awardees to help optimize the knowledge & capacity of new applicants for future grant programs

TACTICS

- Use social media to share success stories of past ARPA awardees
Promote current & future ARPA grant programs via digital campaign (email, social media, online)
- Create pages on NEDED website to organize past awardee information
- Deliver presentations of past awardee best practices & success tactics to specific, interested audiences

TARGET AUDIENCE

OBJECTIVE C: Educate qualified organizations about upcoming NEDED ARPA grant opportunities

ACTIONS: Stable Gray will position itself as a provider of quality, trusted ARPA grant opportunities qualified organizations within qualified census tract areas. Tactics utilized will provide accurate, up-to-date, easy to understand upcoming ARPA grant information to target audiences & digital & print media will be developed to ensure grant information will be accessible, understandable, and easy to navigate.

TACTICS

- Participate in and develop educational & promotional materials for local community events
- Use past success stories as promotional tools & material
- Create, foster & strengthen relationships with local businesses, community, worksites, workforce development organizations to disseminate information to targeted audience groups
- Create engaging promotional materials highlights key information & requirements for upcoming grant opportunities

TARGET AUDIENCE

OBJECTIVE D: Enhance communications between NEDED & the general public

ACTIONS: Stable Gray will take strides to keep the public & qualified organizations continually informed and engaged in the vision and success of the NEDED by making information easily available and empower NEDED employees through two-way communications with the public.

TACTICS

- Disseminate monthly updates & a quarterly newsletter (print & email) to educate list subscribers of ARPA successes & updates
- Educate general public & qualified organizations new ARPA grant requirements & grant opportunities
- Update targeted audiences & qualified organizations about past, present & future ARPA grant opportunities
- Educate targeted audiences & qualified organizations about the greater NEDED vision

TARGET AUDIENCE

GOAL 4: Promote ARPA grants & ARPA related activities that work to increase jobs & job opportunities within targeted communities.

OBJECTIVE A: Promote benefits & opportunities provided by ARPA grant awardees

ACTIONS: Stable Gray will develop marketing campaigns that acknowledge ARPA grant recipients & promote the benefits, share successes, & communicate impact of all newly develop ARPA-funded programming. Marketing efforts will position NEDED ARPA awardees as community improvement, sustainability & economic development champions.

TACTICS

- Use social media to regularly communicate ARPA awardees updates & successes
- Use internal & external media advertisement
- Create page on NEDED website dedicated to ARPA recipients & updates

TARGET AUDIENCE

OBJECTIVE B: Promote NEDED vision as the future of positive, sustainable economic development

ACTIONS: Stable Gray will engage with community leaders, champions, members, & partners and leverage existing community sustainability & economic development events to help promote NEDED vision & program successes as the future of positive, sustainable economic development Communications will link ARPA programming to facts about environmental impacts and benefits.

TACTICS

- Launch digital campaign (email, social media, online)
- Promote relevant campaigns of ARPA awardees to partner organizations
- Internal & external digital media campaigns
- Partner with local non-profits, universities, large employers, community organizations
- Promote ARPA successes & NEDED ARPA-related events

TARGET AUDIENCE

ONE YEAR TIMELINE

MONTH 1

- Collect baseline data of target audience's needs & awareness related to NEDED & ARPA programming
- Review NEDED's ARPA programming & structure
- Develop a timeline of projects & program campaigns
- Develop a Q1&Q2 campaign calendar
- Begin digital & print media content production
- Establish NEDED brand & key messaging
- Identify existing wins & new contracts to acknowledge successes
- Establish key media partnerships
- Develop performance measurement criteria & evaluation plan for media campaign
- Conduct needs assessment evaluations of NEDED current media operations & activities
- Establish criteria to introduce new NEDED brand

MONTH 2

- Develop content calendar
- Develop campaigns for current & future ARPA grant opportunities
- Implement 1-3 active media campaigns
- Implement Performance measurement & evaluation activities
- Launch new NEDED websites & landing pages
- Launch rebranded NEDED ARPA opportunities
- Begin to launch digital & social media advertisement that work to
 - Improve perception of NEDED & ARPA services
 - Focus heavily on educating & preparing targeted audiences
- Conduct outreach activities to area organizations & leaders
- Develop activities to strengthen two-way communication between NEDED & targeted audiences
- Identify key targeted audiences for ARPA qualified applicants' growth

MONTH 3

- Review baseline data of target audiences & baseline media campaigns
- Re-launch new campaigns based on baseline data & updated media strategy
- Launch campaigns with partner agencies to target key audiences
- Present pre-assessment results to NEDED, partner & stakeholder organizations & general public
- Develop & launch rebrand & media campaigns to improve awareness of NEDED
- Launch campaigns with partner agencies & stakeholders to targeted audiences
- Conduct a customer satisfaction study of targeted audiences in qualified census tracts
- Strengthen relationships with key stakeholders & community partners
- Build support among targeted audiences & community members

MONTH 6

- Implement second round of data collection

- Complete update of opportunities & requirements via media campaigns & communications
- Market successes, achievements & best practices of ARPA awardees
- Implement community sustainability & economic development communication campaigns
- Use communications to build support among communities directly impacted by ARPA awardees
- Complete update of NEDED exterior ARPA advertisement
- Continue NEDED ARPA rebrand
- Content catalogue developed for all ARPA programming & activities

MONTH 12

- Present pre & post media campaign data to show community growth & impact
- Continue NEDED's proactive marketing & communications efforts
- Position NEDED for sustained program & community impact and economic development growth

MARKETING CONTINGENCY PLAN

Risks	Mitigation Strategies
<i>Stable Gray staff capacity</i>	Minimize reactionary marketing and public outreach. Select marketing and partnership opportunities based on ROI and alignment with marketing plan.
<i>Changes to Stable Gray staffing (reduction)</i>	Identify interim staff persons to coordinate marketing plan implementation. Prioritize most urgent and impactful marketing activities.
<i>Changes to Stable Gray & NEDED marketing budget</i>	Reduce paid advertising. Minimize non-essential event participation. Rely more heavily on digital media.
<i>External trends, policies and perceptions of NEDED & ARPA programming</i>	Keep ahead of trends through strategic planning, careful industry observation and communication with partners. Leverage digital media to change messages and tactics quickly in response to changing larger social, political and economic developments.
<i>Changes in public trends & technology</i>	Monitor social and digital media trends in the general public, government agencies and the private sector. Adapt strategies to align with best practices.

MEASUREMENT AND REPORTING

Data measurement and analysis is the heart of any marketing program. On a quarterly basis, Stable Gray will report on the performance of its marketing efforts. This information will allow the agency to continually and strategically adapt and improve its marketing program to achieve maximum results.

Marketing Program Data Collection Metrics

- Hits, Bounce Rates, and other Website Data
- Social Media Reach and Engagement
- Survey Responses
- ARPA grant submission rates
- End-User Actions through Digital Advertising
- Impressions through Media Outlets
- Feedback from Targeted Audience’s Community Leaders, Organizations, & Members