



PROPOSAL

Section I: Title Page and Table of Contents

Subject:

Request for Proposal for an Opioid Public Education Campaign

PREPARED FOR: Albany County Department of Health

Proposer: Impact Marketing + Communications, Inc. (NYS-certified WBE)

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Section II.

Qualification/Experience

Impact Marketing + Communications, Inc. (Impact) is a federally certified Woman-Owned Small Business (WOSB) and a New York State-certified Woman-Business Enterprise (WBE) as well as an Economically Disadvantaged Woman-Owned Small Business (EDWOSB) with over 30 years of award-winning public health campaign experience. Impact has worked extensively in support of public health and behavior change projects with health departments, government agencies, and community-based organizations/nonprofits.

Headquartered in Niskayuna, NY, Impact brings more than 18 years of focused work on opioid treatment and prevention. We specialize in opioid use and overdose prevention, harm and stigma reduction, mental health, community engagement, and public health campaigns, and have a proven track record of delivering innovative, research-driven strategies designed to address complex public health challenges.

Impact is fully qualified to conduct business in New York State and has been a trusted partner for various state and local health departments, including significant projects in opioid public education and overdose prevention. With its deep expertise in healthcare messaging and behavior change, Impact is well-suited to support Albany County's campaign objectives.

We have developed messages, campaigns, and materials involving the following:

- + Overdose prevention
- + Substance use treatment
- + Medication-assisted treatment
- + Mental health
- + Behavioral health
- + Suicide prevention
- + Motivational interviewing and behavior change communications
- + Health promotion
- + Preventive care
- + Health equity

WOSB & EDWOSB Certified Small Business



About Our Firm



Woman
Owned



Tailored-fit
Team



Award
Winning



30 Years of
Achievements



Founded in 1993, Impact has consistently demonstrated the ability to implement integrated marketing solutions. The firm's extensive experience includes executing award-winning campaigns with measurable results in substance use prevention, overdose response, and harm reduction. Over the past three decades, our work has consistently demonstrated excellence in reaching targeted populations, fostering behavioral change, and achieving measurable outcomes.

- + Minority health and health disparities (particularly around Black and Latinx health)
- + Social determinants of health
- + Homeless and unstably housed
- + Correctional health & transitional care coordination for those leaving correctional facilities
- + And much more.

Our team has worked on public health projects, providing our expertise in addressing the full spectrum of substance use disorder-related issues, including prevention, education, medication-assisted treatment (MAT), and recovery support. Impact:

- + Created an opioid overdose prevention and harm reduction media campaign called **Detect to Protect** to reach individuals in **Erie County, NY** who are at risk for drug overdoses and death as well as their family members, friends, and community leaders to support harm reduction messaging, education, and activities. The campaign focuses on the rise of fentanyl-related overdoses involving cocaine, the disproportionate impact we are seeing in communities of color, and that this is overwhelmingly occurring among older residents of Erie County. This award-winning opioid overdose prevention campaign showcased our ability to develop behavior change messaging that reaches at-risk populations effectively. The campaign was heavily informed by overdose data and trends at the county level as well as focus groups and interviews with community members, healthcare and behavioral health providers, people with lived experience, health department outreach staff, and others involved and impacted by this work. In the first year alone, we had more than 9.4 million impressions on social media; more than 5.5 million impressions via location-based and audience-based display ads; more than 3.8 million impressions via streaming audio and video; and more than 133,000 unique visits to the campaign website resulting in a 374% increase in fentanyl test strip orders; 236% increase in Narcan orders; and a 1,796% increase in xylazine test strip orders along with a double-digit decrease in opioid-related overdose deaths. In addition, Impact has readily engaged community members to engage with the campaign and help further support dissemination efforts through their work. This has included brand ambassadors (e.g., people in recovery, community-based outreach and recovery staff, family members) to ensure they have campaign materials in hand as they conduct their work and meet with at-risk individuals; we've provided talking points and trainings to a host of Black faith leaders; and we've engaged local businesses to put up campaign posters and Narcan at their places of business.
- + Led HHS-funded substance use projects for more than a decade, including extensive work on **buprenorphine treatment access, naloxone training, and development of treatment kits**, along with harm reduction initiatives, such as our partnership with the AIDS United Syringe Services Program.
- + Developed a **buprenorphine opioid treatment guide** for clinicians funded by the U.S. Department of Health and Human Services (HHS) and cross promoted by the American Academy of Addiction Psychiatry, the HIV Medicine Association, American Public Health Association, CDC, SAMHSA, HRSA, American Academy of HIV Medicine, the National Council for Behavioral Health, and more.
- + Supported the **Center for Integrative Medicine** (a certified SAMHSA Center of Excellence), a suboxone clinic, with campaigns to increase awareness and connect residents on Medicaid to treatment services. Impact conducted research and launched a paid social media campaign targeting Medicaid-covered individuals in their area who misuse opioids. Impact created and launched a comprehensive digital outreach and A/B testing initiative, leading to nearly 1.3 million ad impressions, 440,000 unique individuals reached, and a measurable rise in clinic outreach inquiries and appointments.
- + Executed a training toolkit and online training website on **SBIRT (Screening, Brief Intervention, and Referral to Treatment) work** with partners, such as the National Council for Behavioral Health.

- ✚ Partnered with the CDC and CDC Foundation to develop the **Public Health and Safety Team (PHAST)** toolkit, training materials, website, and video series to assist city, county, or municipal public health and public safety agencies interested in working collaboratively to reduce opioid overdose deaths. This work helped organization better leverage overdose data and work more efficiently together. The CDC presented on this project at a national conference and it has since been rolled out across jurisdictions across the country.
- ✚ Worked with the **White House** and **HRSA's Maternal and Child Health Bureau** (MCHB) on media around the maternal mental health crisis.
- ✚ Created digital content, a training website, and communications training for a national paraprofessional apprenticeship **training program for the behavioral health workforce** funded by HHS.
- ✚ Developed and disseminated materials focused on **trauma-informed care for Black cisgender and Black transgender women** as part of our HHS Black Women First project.
- ✚ **Developed and disseminated numerous public health and stigma-reduction campaigns** (including photo/video, website, digital and social media, website development, community engagement, and media) **focused on Black and Brown communities in New York State, funded by the New York State Department of Health.**
- ✚ Staff are trained in **naloxone administration** and experienced in youth- and adult-focused overdose interventions.

Much of our work has revolved around individuals addressing social determinants of health, or other equally complicated matters—which requires the critical and nuanced skill of taking complex information and translating it into understandable and persuasive messages and practical tools. We know the importance of listening—and authentically capturing—the voices of those with lived experience. We work to ensure their messages are not diluted and, instead, we work as a conduit to elevate their voices and what matters most to them to affect real, meaningful change.

Our team has developed campaigns for the whole healthcare eco-system ranging from the general public to patients, providers, health insurers, hospitals, health systems, health departments, and more. We have worked with a range of local and state health departments and organizations, such as New York Department of Health, Erie County Health Department, the National Association of County and City Health Officials (NACCHO), NYC Department of Health and Mental Hygiene, and more. We've worked with community members impacted by this work, including individuals with lived experience (both active substance use and in recovery), family members, advocates, community-based organizations, behavioral health clinics, county health departments, Opioid Task Forces, clinical staff, emergency responders, public safety responders, and pharmacists.

Some marginalized communities we have worked with include:

- ✚ People with substance use disorders
- ✚ Youth and young adults
- ✚ Homeless and unstably housed individuals
- ✚ Active and recreational substance users
- ✚ People with histories of incarceration
- ✚ People with mental health needs
- ✚ People with co-occurring health disorders

- + Black and African Americans
- + Hispanics
- + Asian/Pacific Islanders (A/PIs)
- + Native Americans
- + Veterans
- + LGBTQIA+ populations
- + Elderly individuals
- + People with special healthcare needs
- + Non-English speakers/English as a second language (ESL) population

We seize opportunities to garner feedback from communities who will be featured in campaigns and who will be using campaign products. Whenever possible, we conduct focus groups and key informant interviews as well as message and visual testing to inform and refine our work. This creates a feedback loop, allowing us to create deliverables that are ever more responsive to audience needs, thereby creating more effective campaigns and, ultimately, healthier people and communities.

All of our team members have worked in this space for a considerable amount of time and three of our senior staff have direct lived experience with loved ones dealing with substance use. In fact, our President & CEO was able to revive her brother following his overdose thanks to her experience in this space. We are cognizant to use preferred language of the audiences we are serving and respect the involvement of people with lived experience in the creation of materials, particularly as it relates to sharing their experience.

We package audience materials into clear, understandable, and approachable plain language, and are guided by:

- + National Culturally and Linguistically Appropriate Services (CLAS) Standards in Health and Health Care, in particular Standard 8 regarding Easy-to-Understand Health Communication Materials and Signage
- + Federal Plain Writing Act
- + Studies such as the National Association of Adult Literacy's health literacy report;
- + CDC's Clear Communications Index (CCI)
- + Readability testing

Awards

We have received numerous accolades for our digital, marketing, communications content, and campaigns.

These include a Viddy Gold and MUSE International Creative Award for "Best Advertising Campaign" in 2024 for our opioid overdose prevention "Detect to Protect" Campaign (in coordination with the Erie County Department of Health in Erie County, NY) as well as a MarCom Gold and Viddy Award in 2024 for our PrEP Aware Week campaign (in coordination with the New York State Department of Health) and our PRNews 2019 Digital Elite Campaign of the Year Award for our in+care Campaign (in coordination with the New York State Department of Health).

Other awards (non-exhaustive) include:

- + 2023 and 2024 MarCom Gold Award for “Best Integrated Marketing Campaign”
- + 2023 and 2024 Viddy Award for “Best Animated Short Video” and “Best Commercial/Broadcast Video Ad”
- + 2024 Healthcare Digital Marketing Award
- + 2024 PrEPY Award for “Best PrEP Campaign”
- + 2019 and 2023 PRNews Agency Elite Top 100
- + 2023 Inc. Magazine Fastest Growing Companies in America Honoree
- + 2022 Muse Award Gold Winner for “Branded Content”
- + 2022 Muse Award Gold Winner for “Integrated Marketing Materials”
- + 2022 Hermes International Creative Award for “Exceptional Annual Report”
- + 2021 MarCom Award for “Strategic Communications”
- + 2021 Hermes International Creative Award for “Best Integrated Marketing Campaign”
- + 2021 Hermes International Creative Award for “Best Print Publication”
- + 2021 Muse Creative Award for “Best Integrated Marketing Campaign”
- + 2020 PRNews Digital Elite Award “Campaign of the Year”
- + 2021 Clarion Award “Best Custom Publication” by the National Association of Women in Communications for Community Ideas for Improving the Response to the Domestic HIV Epidemic report for the White House Office of National AIDS Policy

FASTEST-GROWING
COMPANY

**Inc.
5000**

GOLD WINNER

**MARCOM
AWARDS**

GOLD WINNER

VIDDY AWARDS

GOLD WINNER

**HERMES
CREATIVE AWARDS**

AGENCY ELITE
TOP 100

PRNEWS

TOP PLACES TO
WORK IN PR

PRNEWS

GOLD WINNER

**MUSE
CREATIVE AWARDS**

Our Partners

Our proposed team is a 100% MWBE NYS-certified team, with key principle staff located in the greater Albany, NY area. Our team integrates decades of behavioral health expertise with best practices in marketing, communications, digital and social media, and media buying to ensure campaigns reach priority populations and foster measurable outcomes. The organization’s deep understanding of trauma-informed care, harm reduction strategies, and health equity provides a robust foundation for achieving the specific goals of Albany County’s Opioid Public Education Campaign.

By emphasizing a multidisciplinary approach, we can ensure that every aspect of the engagement—from strategy and messaging to design, execution, and evaluation—is aligned to meet the diverse needs of the community, particularly those most affected by and at risk for opioid use disorder. These qualifications, experience, and the commitment of the professional staff firmly position Impact to deliver impactful results for Albany County and to begin this work in earnest from day one.

Reid Media Group

Reid Media Group, a NYS-certified MBE established in 2011 and located in Elmira, NY, are experts in traditional, streaming and digital advertising. They help organizations reach their target audience through

effective and creative marketing strategies tailored to their specific needs. Reid Media Group has placed over \$2.5M in television advertising in NYS markets since 2022 and have supported NYS' advertising needs for several years, placing media buys for the New York State Department of Health, New York State Office of Mental Health, New York State Office of Addiction Services and Supports (OASA), and other State agencies, as well as State University of New York (SUNY) schools. Their deep relationships with media representatives at WXXA/WTEN and WNYT, along with the strategic use of Spectrum Cable and its streaming services allow for precise geotargeting and enhanced frequency and further strengthen our ability to reach priority populations.

OpAD Media

OpAD Media, established in 2004 with offices in Albany and New York City, is a NYS-certified women-owned business entity (WBE) and a powerhouse in the New York State media landscape. While boutique in size, OpAD brings unmatched local buying power, deep public-sector expertise, and a client-first approach that emphasizes agility, adaptability, and measurable results. With decades of experience, OpAD delivers integrated marketing, advertising, and media strategies for mission-driven and publicly funded initiatives. They specialize in full-funnel media strategy, performance-based buying, and culturally resonant campaign executions—executing more than 150 campaigns annually that drive health and behavior change across diverse industries, audiences, and geographies.

OpAD's team of 45+ experts in strategy, data, research, analytics, buying, and planning crafts smart, tailored solutions to meet clients' evolving needs. Our work spans federal, regional, state-wide, city-wide, and even hyperlocal campaigns down to the zip code, supporting clients such as the New York State Department of Health, NYC Census, Vibrant 988, and the University at Albany. They offer full-service support, from research and planning through production and reporting, using a robust infrastructure that includes live reporting dashboards, 24/7 client access, advanced tracking, and flexible reporting cadence. With a deep experience in health communication, youth outreach, outreach to minority communities, and public service messaging, OpAD media is uniquely positioned to support the County of Albany's objectives through inclusive, omnichannel strategies and performance frameworks that ensure transparency, accountability, and lasting impact.

OpAD has a strong track record of executing statewide public health and awareness campaigns that effectively engage BIPOC communities and other traditionally underserved or hard-to-reach audiences in New York State since their creation. The agency specializes in leveraging behavioral insights, hyper-local data, and culturally relevant creative to drive measurable outcomes for complex campaigns. OpAD has invested in being the leaders in strategic and effective outreach in New York and the Capital District over the past two decades—we understand the unique media landscape of New York from urban centers to rural communities. Backed by over 20+ years of hands-on experience, OpAD Media brings together a powerhouse team of experts with unmatched depth across digital, broadcast, print, out-of-home media, event sponsorships, focus groups and creative testing, multicultural media activations and more in New York State.

aLanguageBank

aLanguageBank is a NYS-certified dually certified MBE and WBE that brings exceptional expertise in translation services. Not only are experts language-efficient, including across healthcare and government, but also cultural experts who can ensure information is both translated correctly and is culturally sound. aLanguageBank brings decades of experience supporting organizations and government entities and healthcare organizations across New York State.

Our Team's Experience

Together, our team brings unmatched experience, techniques, and dedication. Across all of our projects and campaigns, our team collaborates closely with trusted messengers and organizations to engage the communities we are seeking to reach to ensure that every message is not only seen but believed and acted upon. We have dedicated teams here in the Capital Region (with an OpAd office in downtown Albany and an Impact office in nearby Niskayuna) and are ready to collaborate and drive results together. With nuanced audience targeting, culturally relevant content, and cross-platform expertise, we will drive engagement and impact where it matters most.

In addition, we bring decades of experience coordinating across partner organizations and leveraging secure file sharing platforms and project management integrated software to ensure all team members are well coordinated, informed, and working in unison.

Our team's portfolio includes numerous successful projects and campaigns in public health and substance use prevention, supported by federal, state, and local agencies. In addition to what's highlighted in earlier pages, our team's experience also includes:

- + Primary Prevention Campaign:** OpAD has led several high-impact efforts for the NYS Office of Addiction Services and Support (OASAS), including a Primary Prevention Campaign aimed at youth aged 15-17 and their parents/caregivers with high overdose death rates. Using a mix of programmatic digital, social media, OTT/CTV, and out-of-home placements, we delivered prevention messaging to BIPOC youth in both urban centers and rural counties, where traditional outreach often falls short.
- + Medicaid Enrollment and Healthcare Access Campaigns:** For the New York State Department of Health, OpAD executed Medicaid enrollment and healthcare access campaigns tailored to communities with language barriers, distrust in government systems, or limited digital connectivity. This included in-language media for Hispanic and Asian American populations, geotargeted mobile outreach for migrant workers in upstate regions, and localized radio and print for older African American populations in Western and Central New York. In addition, Impact has led award-winning Medicaid and dual Medicaid-Medicare campaigns for the largest nonprofit health insurer in NYS developing branding, conducting photo/video shoots and associated media collateral, content creation, social media, digital and web products and pages, and out-of-home materials with a special focus on Black/African American, Hispanic, and Chinese audiences.
- + Cannabis-Impaired Driving Risks Campaign:** OpAD supported the NYS Department of Motor Vehicles in a multi-platform campaign aimed at reaching younger, male audiences, particularly those in BIPOC communities, with messages about cannabis-impaired driving risks. Our placements prioritized environments like gaming apps, hip-hop streaming playlists, and barbershop networks to authentically meet audiences where they are.
- + Mental Health/988 Helpline:** Reid Media Group is wrapping up a 12-month campaign for New York State's Office of Mental Health around the 988 Helpline. The campaign has generated over 75M impressions across New York state using broadcast affiliates and cable. The team leveraged research to reach specialized audiences—such as overnight programming for shift workers—a tactic that significantly increased reach.
- + Harm Reduction Health Campaign:** Impact worked closely with Rutgers University School of Nursing and the New Jersey Department of Health to rebrand one of their programs to reflect their expanded scope of services including wound care, access to safer use supplies and naloxone, opioid treatment, HIV, STI and hepatitis testing and treatment, and referrals to PrEP, prenatal care, and mental health support. The Impact team led with formative research that included focus groups and message testing to develop a new brand name and then crafted a rebrand that was comprised of a logo, design assets, a renewed

value proposition, taglines, marketing messaging, website and social media messages and templates as well as a range of out-of-home and digital media ads. Materials were produced in English, Spanish, and Haitian Creole.

- + PrEP Aware Week Campaign:** Impact has supported the New York State Department of Health AIDS Institute for PrEP Aware Week for five consecutive years. The campaign focuses on sharing public health information about and encouraging uptake of pre-exposure prophylaxis (PrEP), the HIV prevention medication particularly among Black, Hispanic, and LGBTQIA communities. Work includes an original photo/video shoot, campaign theme and content creation, digital and social media ads and a partner social media toolkit, save-the-date, a statewide launch event, and campaign website. The campaign also includes community engagement of campaign ambassadors and with formal community and nonprofit agencies to support further dissemination and collaboration. Last year alone, the campaign drove over 375 promotional events, 59,000+ TikTok views, 64,564+ Grindr impressions, over 36,000 Instagram impressions, and engaged thousands more in-person and online through partnership engagement. The campaign has won several awards, including a PREPPY Award for Best PrEP Campaign in the country.
- + Addressing STIs: Ask. Test. Treat. Repeat. Campaign:** Impact led the brand concepting, creative development, strategy, content creation, media toolkit, and dissemination for the Addressing STIs: Ask. Test. Treat. Repeat. national campaign funded by the U.S. Department of Health and Human Services (HHS) and in collaboration with the Rutgers University School of Nursing. The goal of the campaign was to encourage providers to improve routine STI screening and treatment among people who are vulnerable to STI acquisition. Impact conceptualized the campaign logo and overall look and feel and developed both a physical and digital STI Starter Toolkit to support organizations interested in replicating and sharing this work, as well as dedicated campaign web pages and digital materials. In addition, Impact wrote and directed an animated instructional video explaining the importance and application of the four-part evidence-based STI intervention. We also developed and implemented a dissemination plan to promote materials among healthcare providers across the country and coordinated manuscripts reporting the project's research findings into a peer-reviewed journal supplement. More than 10,000 campaign toolkits were requested and distributed to all 50 states, DC, Puerto Rico, and the Virgin Islands. Many more have been digitally downloaded. The campaign went on to win both a MarCom award for "Best Integrated Marketing Campaign" and a Viddy Award for "Best Short Form Video" in Education or Public Health category.



Resumes

On the following pages, please find professional staff members who will directly contribute to the success of this County engagement. Many of our team members, including Sarah Cook-Raymond, Anthony Mendolia, Randy Reid, Chris Raymond and all OpAD staff are based in our New York offices, which includes principals at both Impact and OpAd based close by in the Capital District. However, all team members are available to Albany County Department of Health at any time for virtual check-ins. Each team member brings exceptional qualifications and relevant expertise tailored to the RFP's objectives.

SARAH COOK-RAYMOND, MA-PRESIDENT & CEO

BACKGROUND

Sarah Cook-Raymond, President & CEO and proposed project director for this campaign, is an accomplished writer and strategic communications expert based out of our Capital District, NY office. She has production management, accounts management, and marketing campaign development expertise as well as 20 years of experience producing, coordinating, and overseeing communications deliverables, digital assets, and technical assistance/training materials for federal clients (e.g., HRSA, CDC, SAMHSA), state and local clients (e.g., New York State, Erie County), nonprofits and national associations (e.g., NACCHO, NASTAD) health departments, hospital systems, healthcare organizations, schools of public health/social work/medicine/nursing, health insurers, health information technology firms, behavioral health clinics, suboxone clinics, FQHCs, and more.

Sarah has written articles both nationally and internationally, trained healthcare students and professionals on communications best practices, developed award-winning national awareness campaigns, synthesized clinical research into easy-to-use provider training tools, scripted video and radio ads, executive produced photo and video shoots, provided on-site communications assistance at national conferences, designed and launched integrated websites and online learning platforms, managed company-wide marketing retreats, served on client planning committees, ghostwritten Op-Eds for placement in national news outlets, and led major branding and re-branding efforts.

Sarah excels at helping clients overcome communications, branding, and dissemination challenges and serving as a conduit to amplify their stories and messages.

She is an award recipient from the National Association of Women in Communications and her communications research has been featured at various conferences, including the National Communications Association Conference. Sarah has been featured in Inc, Forbes, and Fortune Magazines and she has presented at the National Press Club in Washington, DC.

PROFESSIONAL EXPERIENCE

Impact Marketing + Communications

President & CEO	2016-present
Managing Director	2010-2016
Communications Manager	2008-2010
Production Manager	2006-2008
Communications Associate	2005-2006

Leads development of Impact strategic direction, builds relationships with clients, and oversees implementation of Impact marketing plans. Sarah provides senior writing, marketing, and communications expertise, coordinates Impact account teams, manages relationships with consultants and partner agencies, and approves all client deliverables. This includes the coordination and production of TA products, newsletters, websites, web-based learning platforms, health campaigns, social media marketing, reports, and more. Sarah has led numerous campaigns and materials focused on opioid prevention and treatment, mental health, behavioral health, social determinants of health, health equity, and more.

The Research Foundation, State University of New York at Canton

Technical Writing Specialist	2003-2005
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Served the writing needs of mostly first-generation college students in the curricula of Nursing, Business, and Technology and provided advice on oral presentations and research techniques. Worked with Student Support Services staff on strategic planning, best practices, and grants.

Taught Expository Writing focusing on academic writing, critical reading techniques, oral presentations, personal narratives, comparative literature reviews, and research strategies.

SPECIFIC OR TECHNICAL ACCOMPLISHMENTS

- + **2024 Healthcare Advertising Awards “Healthcare Digital Marketing Award”**
- + **2024 MarCom Award “Best Social Media Campaign”**
- + **2024 Viddy Award for “Best Commercial/Broadcast Video Ad”**
- + **2024 PrEPPY Award for “Best PrEP Campaigns” in the Country**
- + **2023 MarCom Award for “Best Integrated Marketing Campaign”**
- + **2023 Viddy Award for “Best Animated Short Video”**
- + **2023 PRNews Agency Elite Top 100**
- + **2023 Inc. Magazine Fastest Growing Companies in America Honoree**
- + **2022 Muse Award Gold Winner for “Branded Content”**
- + **2022 Muse Award Gold Winner for “Integrated Marketing Materials”**
- + **2022 Hermes International Creative Award for “Exceptional Annual Report”**
- + **2021 MarCom Award for “Strategic Communications”**
- + **2021 Hermes International Creative Award for “Best Integrated Marketing Campaign”**
- + **2021 Hermes International Creative Award for “Best Print Publication”**
- + **2021 Muse Creative Award for “Best Integrated Marketing Campaign”**
- + **2020 PRNews Digital Elite “Campaigns of the Year” Award**
- + **2020 PRNews Top Places to Work in PR**
- + **2011 Clarion Award “Best Custom Publication” by National Association of Women in Communications for Community Ideas for Improving the Response to the Domestic HIV Epidemic report for the White House Office of National AIDS Policy**

EDUCATION

MA, English and Communication, with distinction, 2005

State University of New York at Potsdam, Potsdam, NY

Related coursework: persuasive messaging, content analysis, symbolic convergence theory (study of human tendencies), and sociolinguistics (the study of language and culture)

BA, English Writing, magna cum laude, 2003

Minor Communications and Media Studies
St. Lawrence University, Canton, NY

Post-graduate coursework: Disseminating Clinical Research; Writing for Public Relations and Marketing; Editing for Publication; Printing, Layout, and Design; Writing Media Strategies; Strategic Marketing; Social Media Strategies; Graphic Design; Clear Communications Index; Evidence-Based Trauma-Informed Care Model TBRI; and Accounting.

TARA KOVACH, MPH-VICE PRESIDENT OF COMMUNICATIONS

BACKGROUND

Tara is a strategic communication specialist with more than 20 years of experience developing and implementing communications campaigns and communication projects. Tara leads a range of communications and technical assistance projects.

PROFESSIONAL EXPERIENCE

Impact Marketing + Communications

Vice President, Communications

2020-Present

Leads a range of communications and other formative research to create and implement communications and strategies and plans. Utilizes a user-centered design approach and cultural competency principles to create compelling and actionable materials for community members. Creates and executes dissemination plans to support client social media and email strategy development and execution by curating engaging content and managing editorial calendars for clients across channels. Supervises staff and liaisons with design, web, and other staff to support campaign and client assignments to meet project and organization goals and objectives.

George Washington University

Adjunct Professor

2019-Present

Creates curricula and teaches a section of the MPH course on social and behavior change communication using adult learning principles.

FHI 360

Social and Behavior Change Technical Advisor

2008-2019

Facilitated the design and implementation of a communications strategy for CDC's Division of Diabetes Translation and conducted and synthesized formative research to develop materials, tools, and manuals targeted to adults, employers, insurers, CDC grantees, health providers, and Medicare beneficiaries.

Academy for Educational Development (AED)

Communication Officer

2007-2008

Acted as strategic communication counsel to National Institutes of Health (NIH) and CDC on health initiatives. Led communication efforts for the 'Be the Generation' campaign, funded by National Institute of Allergy and Infectious Diseases (NIAID), to establish and maintain relationships between scientists conducting biomedical HIV prevention research and the communities most impacted.

Hill and Knowlton, Inc.

Account Supervisor, Social Marketing Practice

2000-2006

Supervised public relations account teams and coordinated communication activities for clients such as California Department of Health Services, National Cancer Institute, State of Illinois, nonprofit organizations and private sector companies.

EDUCATION

- + Master of Public Health, concentration in Health Communication, Johns Hopkins Bloomberg School of Public Health, Baltimore, MD, 2011
- + Bachelor of Science, concentration in Psychology, University of Illinois, Champaign-Urbana, IL, 1998

DARRELL WALKER, BFA-ART DIRECTOR

BACKGROUND

Darrell Walker is a seasoned graphic designer with more than 15 years of experience assembling award-winning marketing and campaign packages for a range of clients including federal agencies (e.g., CDC's Division of Overdose Prevention and SAMHSA), state and county health departments, healthcare agencies, several Fortune 1,000 companies and more. His diverse portfolio includes campaign collateral (for digital, print, social, and out-of-home), photography, videography, social media graphics, infographics, phone and digital apps, responsive website designs, presentation designs, brochures, newsletters, and more. Darrell is also experienced in marketing collateral, promotional design, print design, exhibits, marketing collateral, branding documents including logos, and trade show materials. He manages projects from concept to completion and oversees the Art Department.

Darrell brings strong knowledge and skills in typography, photography, photo-manipulation, layout and design theory, color theory, computer-aided illustration, fine art illustration, production, blending of design and audio-visual, and social media theory. Darrell is particularly astute at developing innovative designs across platforms, bringing new media, UI/UX experience, and web experience to life, always ensuring the user experience is prioritized in the design process to capture—and retain—audience attention.

PROFESSIONAL EXPERIENCE

Impact Marketing + Communications

Art Director	2020-Present
Senior Graphic Designer	2017-2020
Graphic Designer	2016-2017

Responsible for strategizing, producing and overseeing the production of creative executions that support marketing initiatives and seek innovative ways to communicate client messages while upholding a consistent brand image across all materials. Works collaboratively with team members to ensure materials align with brand identity and reinforce editorial messaging. Produces layouts, logos, campaign collateral, dissemination listserv and e-newsletter design, web design, smart art, and social media/new media graphics. Leads Impact's branding and marketing design efforts and supports client work to create visually engaging materials maximized across platforms.

GES Entertainment, Graphic Designer 2015-2016

Designed print installation graphics for large-scale conferences, meetings, exhibitions, and trade shows. Includes promotional collateral and 3-D graphics with 3-D printing. Developed billboard and promotional ads and advertisements.

Under Armour, Graphic Designer/Consultant 2015-2015

Worked collaboratively with Creative Managers and respective team members to produce brand relevant designs and consumer experiences that reflect brand DNA and standards. Created layout concepts for connected fitness and health promotion e-commerce team web and photography.

TEKSystems, Graphic Designer 2011-2015

Provided design support as a member of the marketing department for initiatives, such as presentation design, email design, promotional design, and print design. Provided end webpage/UI design and used AGILE processes to coordinate with developers for backend website development and maintenance.

Designer/Photographer

2006-2011

Managed and led design projects and layout concepts for web, print, and photography. Managed multiple concurrent schedules. Worked with clients across industries and served as a liaison with brokers. Provided art direction and managed teams of photographers and served as lead photographer on client projects.

Words & Numbers, Graphic Designer / Production Artist

2008-2010

Managed internal and external resources, as well as the day-to-day hands-on efforts within projects under strict budget, schedule, and technical requirements.

AWARDS & NOMINATIONS

- + **2024 Gold Muse Award for “Advertising”**
- + **2024 MarCom Award for “Social Campaign”**
- + **2024 PrEPY Award for “Top PrEP Campaign”**
- + **2021 Hermes International Creative Award for “Best Integrated Marketing Campaign”**
- + **2021 Hermes International Creative Award for “Best Print Publication”**
- + **2021 Muse Creative Award for “Best Integrated Marketing Campaign”**
- + **2020 PRNews Digital Elite Award “Campaigns of the Year”**

SELECTED RELATED PUBLICATIONS, POSTERS AND PRESENTATIONS

Graphic Design and Visual Storytelling Best Practices, University of Japan, Tokyo, Japan, 2019

EDUCATION

- + Bachelor of Fine Arts, Graphic Design and Photography, Morgan State University, Baltimore, MD, 2006
- + **Post-graduate education:** web design and architecture, Prezi interactive presentations, UX/UI design, web development (e.g., HTML5, CSS3, JavaScript), Design Management Course, College of Communication, University of the Arts, London, 2020

TERRY PLATER, BFA-ASSISTANT ART DIRECTOR

BACKGROUND

Terry is a talented graphic designer and media graphics/specialist with more than 15 years of experience as a designer and illustrator with user interface (UI) and user experience (UX) design expertise. He additionally brings experience in social media design, layout, web, mobile, and digital products for communications marketing and advertising materials. His diverse portfolio includes website design, branding and identity design and consultation, infographics, direct mail, digital ads, product and product package design, presentation design, T/TA packages, newsletters, email and brochures, annual reports, educational manuals, exhibition design, marketing collateral, and large format signage, and more.

PROFESSIONAL EXPERIENCE

Impact Marketing + Communications

Senior Graphic Designer
Graphic Designer

2021-Present
2017-2021

Develops graphic and website designs that are tailored to the accessibility needs of specific audiences, infographics, digital assets, social media graphics and ads, direct marketing collateral, and more. Works closely with clients and teams to ensure top-notch design solutions. Executes layout and design of proposals for acquiring new clients. Manages creative design and branding/re-branding efforts for client projects. Provides brand asset management support.

Erickson Living, Production Artist

2011-2017

Worked within a team to achieve a product that surpasses the market standard. Assisted with in-house design solutions to meet strict deadlines. Implemented social media strategies to increase brand equity.

Arbitron, Contracted Designer

2010-2011

Conceptualized new product marketing designs. Designed internal communications advertising for company initiatives. Prepared packaging mock-ups for presentations to corporate boards.

Words and Numbers, Contracted Production Artist

2008-2009

Prepared long-form educational textbook files for client review. Converted and published files for print. Assisted fellow colleagues with in-house design solutions.

Morgan State University

Lead Designer
Graphic Designer

2007-2008
2006-2007

Designed advertising for local small businesses to meet tabloid requirements. Developed design and layout solutions for the school's yearbook for two years.

SPECIFIC OR TECHNICAL ACCOMPLISHMENTS

- + **2024 MarCom Award for "Social Campaign"**
- + **2024 PrEPPY Award for "Top PrEP Campaign"**

EDUCATION

BFA, Graphic Design and Illustration
Morgan State University, Baltimore, MD

KELSEY HICKS, BSW-COMMUNICATIONS SPECIALIST

BACKGROUND

Kelsey Hicks is a former social worker turned public health communications professional that has extensive experience with program development and coordination to help underprivileged and underserved populations. Kelsey brings extensive experience managing communication projects. For several of our projects, Kelsey provides project management. She manages material development, design, social media, video scripting, video production, and national dissemination. Areas of expertise include motivational interviewing, program development, partnership engagement, public relations, material development, strategic dissemination, informational videos, social media, dissemination strategy, and advocacy. As a Communications Specialist for Impact, Kelsey provides research assistance, production management support, promotional copy development, editing, fact-checking, editorial calendar development, social media strategy, analytics tracking support, and more.

PROFESSIONAL EXPERIENCE

Impact Marketing + Communications

Communications Specialist
Communications Associate

2024-present
2022-2024

Creates culturally appropriate informational marketing using plain language for patients regarding important health information and resources. She works alongside a team to ensure all dissemination is accurate and will best serve the targeted populations. Assists with developing promotional materials including listservs, blogs, and social media editorial calendars, as well as technical assistance products such as tip sheets and videos.

Shawnee Health Service

Clinical Case Manager

2017-2021

Worked one-on-one with at risk and underserved populations. Created and disseminated health information in plain language to ensure all patients understood resources and programs available to them.

Centerstone

Recovery Specialist 1

2017

Aided those that are experiencing suicidal ideation by initiating motivational interviewing and crisis counseling when needed, facilitated groups to improve self-esteem, create short- and long-term goals, recognize personal strengths and weaknesses, and improve their overall communication skills.

Centerstone

Prevention Specialist 1

2014

Worked in a variety of programs in rural communities to aid youth and families including anti-bullying campaigns in schools, foster home stabilization, and a homeless youth program

SPECIFIC OR TECHNICAL ACCOMPLISHMENTS

2024 Healthcare Advertising Award for "Institutional Website"

EDUCATION

Bachelor of Social Work, Southern Illinois University, Carbondale, IL, 2014

ANTHONY MENDOLIA, BA-GRAPHIC DESIGNER

BACKGROUND

Anthony Mendolia is a graphic designer who brings more than 15 years of experience in all facets of graphic arts. From brand identity and logo creation to data visualization and illustration, Anthony combines his passion for visual storytelling and photography to create captivating materials. He brings experience in social media design for campaigns and health communications marketing and advertising materials. He is equally talented in website development and is fluent in UX/UI and HTML/CSS. His diverse portfolio includes education and training/technical assistance packages with an eye on instruction design, website design, branding, and identity design and consultation, infographics, direct marketing, digital ads, product and product package design, presentation design, curricula and presentation packages, newsletters, email and brochures, listservs, annual reports, educational manuals, exhibition design, marketing collateral, large format signage, user interface (UI), user experience (UX), and more. Adept at finding the appropriate mode of visual expression, from edgy and modern to sophisticated and clean, he excels at turning disparate ideas into cohesive, polished deliverables that leave an impact.

PROFESSIONAL EXPERIENCE

Impact Marketing + Communications

Graphic Designer

2022-Present

Creates culturally appropriate informational marketing using plain language for patients regarding important health information and resources. She works alongside a team to ensure all dissemination is accurate and will best serve the targeted populations. Assists with developing promotional materials including listservs, blogs, and social media editorial calendars, as well as technical assistance products such as tip sheets and videos.

Endpoint Learning, Graphic Designer

2017-2020

Created the brand identity and website. In charge of marketing collateral for both print and web including social media.

Learn It, Graphic Designer

2017-2020

Established a stronger brand identity and re-designed their entire website to feature an extensive course catalog. Oversaw marketing collateral for both print and web including social media, email blasts and promotions.

Knowledge United, Art Director

2014-2017

Created and maintained brand awareness across all platforms including print, web and social media.

Quint Wellington Redwood, Graphic Designer

2009-2014

Designed and produced teacher and student manuals and courseware related to IT technology. Designed web ads and intranet sites.

SPECIFIC OR TECHNICAL ACCOMPLISHMENTS

- + 2024 Gold Muse Award for "Advertising"
- + 2024 Healthcare Advertising Award for "Institutional Website"
- + 2024 Healthcare Digital Marketing Award for "Total Digital Marketing Program"

EDUCATION

B.A. in Graphic & Web Design, 2007 from Briarcliffe College, Long Island, NY.

CHRISTOPHER RAYMOND, MBA – CHIEF OPERATING OFFICER

BACKGROUND

Christopher Raymond brings exceptional expertise in helping set up contract reporting systems and processes in support of overall project and campaign operations. This helps ensure teams have a seamless and transparent way to share files, communicate, track changes and time, update production milestones, and more. With an MBA with a specialization in management consulting and finance, Christopher helps ensure that new projects are stood up across systems and monitored throughout their lifecycles, always ensuring return on investment (ROI).

Christopher also brings previous experience in policy and is able to help team members and clients navigate any new policy changes that may roll out during project execution.

PROFESSIONAL EXPERIENCE

Impact Marketing + Communications

Chief Operating Officer
Managing Director

2023-Present
2019-2022

Christopher assists and oversees workflow strategy and organization of all essential business processes and contracts as well as small business and economic certifications. In addition, Chris analyzes business data to reach KPIs and helps with budget monitoring. In addition, Christopher collaborates with communication staff to provide policy analyses and recommendations for a range of clients and public health projects and to review policy-related products, tracking, and trends. In doing so, Christopher bridges his expertise in public policy, public health, and business.

AccessLex Institute

Management Consultant

2019

Conducted research and assessed the foundation and its associated programs and staff to make recommendations for efficiencies that drive long-term planning and business development goals. Developed strategy recommendations, including a new CEO strategic communications plan that established regular contact with Law School Deans.

Raymond Group, LLC

President

2013-2017

Assisted organizations to identify and define public policy and political needs. Charted a short, medium, and long-term path through the regulatory, legislative, and political processes that impact organizational bottom line.

Rep. Colleen Hanabusa (HI-1)

Deputy Chief of Staff

2011-2013

Identified and developed all primary policy objectives while crafting and implementing the Congresswoman's legislative agenda. Worked hand-in-hand with the Chief of Staff to develop and execute short, medium, and long-term political goals.

National Restaurant Association

Vice President, Political Affairs

2009-2011

Served as senior political strategist. Responsible for policy development and position recommendations to the Board of Directors. Issues included but were not limited to: health care, immigration, Dodd/Frank implementation, immigration, minimum wage, and paid leave.

National Council of Higher Education Resources

Vice President, Government Relations

2007-2009

Directed NCHELP's activities with Congress and guided efforts with Federal departments, agencies, and the Administration with an interest in Federal and private student loans.

Rep. Joe Sestak (PA-7)

Chief of Staff

2007

Managed and directed all activities and staff of Member's Washington, D.C. and district offices. Developed and implemented Member's overall legislative and committee agendas. Committees included: Education and Labor, Armed Services, and Small Business. Drafted bills and amendments that passed in committee and on the House floor.

Rep. Michael McNulty

Chief of Staff

2003-2007

Developed and implemented the Member's political strategy. Provided legislative analysis and advisement on issues including education, energy, interior, environment, budget, Native American affairs, campaign finance and election reform, space, science, and technology. Drafted amendments on bills for key issue areas, wrote speeches, floor statements, and briefing memos, prepared, promoted, and tracked appropriation project requests.

Iowa Democratic Party

Field Organizer

2002

Successfully recruited and managed 60 Precinct Captains and over 200 volunteers. Wrote and implemented the 'Get Out the Vote' strategy for Clinton, Jackson, and Jones counties, increasing voter turnout 20% above the national average.

U.S. House of Representatives Office of the Minority Leader

Senior Staff Assistant

2001-2002

Provided the Leadership Office with general office support, greeted visitors, answered phones, responded to mail, and assisted with publication distribution.

Democratic Congressional Campaign Committee

Financial Services Assistant

2001

Coordinated logistics for PAC fundraising events and briefings.

EDUCATION

- +** Master of Business Administration, University of North Carolina at Chapel Hill, 2018. Related coursework: design and delivery of healthcare systems, marketing strategy and development, business communications, and project management.
- +** Bachelor of Science, State University of New York at Plattsburgh, 2000

RANDY REID-FOUNDER AND OWNER OF REID MEDIA GROUP, LLC

BACKGROUND

Randy is an accomplished and innovative leader with more than two decades of experience spanning media, marketing, nonprofit development, and community engagement. As the founder of Reid Media Group, he has advised mission-driven organizations on strategic growth, advertising, and marketing. Randy's career includes extensive broadcast leadership, serving as Vice President and General Manager of WETM-TV, where he managed multimillion-dollar budgets, grew market share, and launched the region's first digital news channel and 10 p.m. newscast. Currently, Randy's focus has been on his media buying segment of his business. Reid Media Group is a certified MBE and DBE in New York and Maryland.

PROFESSIONAL EXPERIENCE

Reid Media Group, LLC

Founder and Owner

2011-Present

As the founder of Reid Media Group, Randy leads full-service media buying and marketing strategies for businesses, nonprofits, and public sector campaigns. He specializes in placing impactful, data-driven media across television, radio, digital, streaming, social, and outdoor platforms—maximizing reach and ROI for every client. With over two decades of industry experience, he brings insider knowledge to media negotiations, securing optimal placement and pricing across traditional and emerging platforms. From managing high-volume political ad buys to community-focused awareness campaigns, Randy provides a hands-on approach to media planning, execution, and performance tracking.

WEAA 88.9 FM, Baltimore, MD

News and Public Affairs Director

2021-2023

Hired to develop a newsroom as a Learning Lab at WEAA FM for student journalists at Morgan State University. Created the Morgan News Hour, a daily newscast from 6:00 pm-7:00 pm. Oversaw (10-12) student journalists. Oversaw hosts and producers for our Public Affairs Shows. Assisted with producing and booking guests. Developed a Spanish language podcast. 2021 Chesapeake Associated Press (AP) winner Best Website. Recognized by Chesapeake AP as 2nd Place for Best Newsroom Operation.

WETM TV, Elmira, NY

VP & General Manager

2003-2011

Led overall operations for the NBC affiliate, overseeing strategic planning, regulatory compliance, budgeting, and staff management. Maintained the station's FCC license and directed a team of 50 employees across news, sales, engineering, and production.

WENY TV, Elmira, NY

News Director

2001-2003

Directed all aspects of the newsroom's editorial operations, ensuring consistent, high-quality local news coverage. Provided hands-on leadership in the training, coaching, and development of reporters, producers, and anchors.

EDUCATION

- + Attended SUNY Morrisville, Morrisville, NY, Business Administration
- + Attended Howard University, Washington, DC, Business Administration
- + Attended Morgan State University, Baltimore, MD, Business Administration

DESSY O'KEEFE, MA-CHIEF CLIENT OFFICER AT OPAD

BACKGROUND

Dessy O'Keefe is a seasoned client services and media strategy executive with over two decades of experience delivering integrated campaigns for state, regional, and national clients. As Chief Client Officer at OpAD Media, Dessy leads all client engagement, overseeing strategic campaign planning, team leadership, and operational execution across New York State media contracts. Her leadership ensures consistent, high-performing service delivery across complex, multi-platform campaigns, particularly for public health and government entities.

Based in Albany, Dessy has built and grown OpAD's upstate presence, serving as the primary liaison for the New York State Department of Health and other cornerstone clients. She brings a deep, solutions-focused approach to campaign planning, media placement, and account management—specializing in digital, out-of-home, and print, while also driving innovation in campaign reporting and performance analysis.

With a background in broadcast media and digital sales strategy, Dessy pairs analytical rigor with client-first leadership. Her ability to blend media buying acumen with account mentorship makes her a cornerstone of OpAD's growth and client retention.

PROFESSIONAL EXPERIENCE

OpAD Media, LLC — Albany, NY

Chief Client Officer

2023 – Present

Provides executive leadership across all client relationships, ensuring alignment between client goals, media strategy, and campaign performance. Oversees account teams and supports strategic planning across OpAD's public and private sector portfolio. Leads the agency's presence in Albany and serves as the executive point of contact for all New York State Department of Health campaigns.

Senior Vice President, Senior Account Supervisor

2019 – 2023

Managed day-to-day operations for all NY State campaigns, overseeing timelines, deliverables, billing, and client communications. Acted as senior strategist on media campaigns with a focus on digital, print, and out-of-home. Partnered closely with the internal team to optimize performance and ensure delivery exceeded client expectations.

Vice President, Senior Account Director

2018 – 2019

Senior Account Director

2011 – 2017

Directed multi-channel media planning and implementation across government, healthcare, legal, and entertainment clients. Conducted audience research, negotiated placements, and coordinated vendor relationships. Specialized in campaign oversight from RFP through reporting, with expertise in creative bidding and focus group research facilitation.

CBS 6 (WRGB-TV) & CW15 (WCWN-TV), Sinclair Communications — Albany, NY

Marketing Consultant

2017 – 2018

Led digital and multi-platform sales for regional broadcast stations. Developed web-based campaigns that increased station digital sales revenue by 72% YoY. Managed digital content development and created marketing packages tailored to retail sales objectives.

Local Media Research Director / National Sales Coordinator

2000 – 2011

Supported national and local sales teams with media research, B2B presentations, and strategic promotional planning. Accounted for over 50% of total station revenue by assisting with sales strategy, analysis, and promotional development. Served as a mentor and trainer for junior staff and interns.

SPECIFIC OR TECHNICAL ACCOMPLISHMENTS

- + Promoted to Chief Client Officer in 2024 after more than a decade of high-level service leadership at OpAD Media.
- + Spearheaded the growth and management of the agency's Albany office and its largest state contracts.
- + Successfully led and optimized hundreds of public-facing campaigns, with deep expertise in media negotiation, audience targeting, and cross-channel integration.
- + Increased digital sales revenue by 72% in a single year during her tenure in broadcast media.

EDUCATION

Sofia University St. Kliment Ohridski — Sofia, Bulgaria
Master's in Public Relations & Marketing, 1991 – 1996

ERIN FOCONE, BA-ACCOUNT DIRECTOR AT OPAD

BACKGROUND

Erin Focone is a detail-oriented and results-driven media strategist and client manager with over a decade of experience spanning entertainment marketing, advertising strategy, and integrated media execution. As Account Director at OpAD Media, Erin oversees campaign planning, team mentorship, and performance tracking for high-impact government and public awareness efforts. Her ability to blend operational excellence with creative strategy makes her a critical partner to clients and internal teams alike.

Erin's professional roots in arts and entertainment marketing have given her a deep understanding of audience engagement and multi-platform promotion. At OpAD, she leads campaign execution across digital, social, and traditional channels, ensuring deliverables are aligned with audience insights and strategic goals. She also plays a key role in training and developing junior team members, establishing internal processes that support consistent, high-quality delivery.

With strong technical skills in Google Ads, Analytics, Tag Manager, and major social platforms, Erin combines tactical proficiency with strategic oversight—making her a trusted leader across the campaign lifecycle.

PROFESSIONAL EXPERIENCE

OpAD Media, LLC — New York, NY

Account Director

2024 – Present

Oversees multi-channel media strategy and execution across major public health and government campaigns. Leads team operations, campaign timelines, reporting, and budget stewardship. Serves as the primary client point of contact, ensuring alignment between campaign KPIs and media performance. Mentors junior staff and contributes to evolving internal processes as OpAD's tech and media capabilities expand.

Associate Director, Project Management

2022 – 2024

Identified client objectives and translated them into media strategies. Supported and trained account coordinators, implemented quarterly team check-ins, and led efforts to streamline workflows. Played a key role in campaign setup, management, and internal team development.

Senior Account Coordinator

2020 – 2022

Partnered with account directors to develop media strategies, reviewed and optimized reporting, ensured accurate billing, and supported campaign planning and delivery.

SpotCo — New York, NY

Media Manager

2018 – 2020

Managed \$1M–\$2M quarterly media budgets and led strategy across digital and traditional media channels for high-profile entertainment clients. Oversaw creative delivery, led reporting on campaign outcomes, and built long-standing vendor relationships.

Associate Account Manager

2018

Supported campaign execution from media planning and trafficking to client communication and asset approvals. Handled broadcast media logistics and coordinated trade opportunities.

Associate Partnerships Manager

2016 – 2018

Executed sponsorships and event marketing campaigns for Broadway and live entertainment shows, generating over 1 million impressions per campaign. Organized high-profile events and contributed to international marketing initiatives.

Partnerships Intern

2015 – 2016

Assisted the Marketing department in researching partners, organizing promotional events, and managing day-to-day outreach logistics.

Westport Country Playhouse — Westport, CT

Marketing Associate

2014 – 2015

Led group and corporate sales, developed marketing materials, and managed Tessitura database operations. Generated \$40,000 in ticket income during the 2015 season and supported both front-of-house and back-office operations.

EDUCATION

- + University of Vermont — Burlington, VT
Bachelor of Arts, English, 2010 – 2014
- + University of Westminster — London, UK
Study-Abroad Semester, 2013

SANTINO CONDELUCI, BS-VICE PRESIDENT OF OUT-OF-HOME & PRINT STRATEGY AT OPAD

BACKGROUND

Santino Condeluci is a seasoned media strategist and buyer with over a decade of experience specializing in Out-of-Home (OOH) and Print advertising. As Vice President of OOH and Print Strategy at OpAD Media, Santino leads the planning, negotiation, and execution of large-scale traditional media campaigns across diverse verticals, including public health, entertainment, legal notice, and financial services. He is widely regarded for his meticulous campaign oversight, deep vendor relationships, and strategic use of mapping and research tools to deliver data-informed, cost-efficient media plans.

Santino’s expertise in the New York and New Jersey markets is paired with a national view, enabling him to offer competitive insights and regional strategies tailored to each client’s objectives. He is an expert in managing campaigns from initial strategy and buying through post-buy analysis, and he regularly produces comprehensive recaps that inform future planning cycles.

With a strong foundation in multi-platform buying, Santino also brings experience in digital, sponsorships, and local broadcast. His detail-oriented approach and operational fluency in platforms like STRATA, MRI, SRDS/Kantar, and AdQuick ensure that all campaigns are executed with precision and value.

PROFESSIONAL EXPERIENCE

OpAD Media, LLC — New York, NY

Vice President, Out-of-Home & Print Strategy **2022 – Present**

Oversees multi-channel media strategy and execution across major public health and government campaigns. Leads team operations, campaign timelines, reporting, and budget stewardship. Serves as the primary client point of contact, ensuring alignment between campaign KPIs and media performance. Mentors junior staff and contributes to evolving internal processes as OpAD’s tech and media capabilities expand.

Senior Media Director, Print & Out-of-Home **2019 – 2022**

Managed campaign execution across the NY/NJ and national markets. Evaluated media opportunities, analyzed data using Google mapping and industry tools, and ensured each campaign met client objectives while maximizing cost efficiency.

Account Director, Cross-Media Strategist **2016 – 2019**

Served as cross-channel strategist supporting OOH, print, and broadcast placements. Maintained vendor databases and developed historical rate libraries. Provided client POVs on media opportunities and managed campaign performance.

9Rooftops Marketing Agency — New York, NY

Senior Media Buyer/Planner **2015 – 2016**

Media Buyer/Planner **2013 – 2015**

Media Associate **2012 – 2013**

Account Service Intern **2009**

Managed local broadcast buys across key DMAs for clients like the Pennsylvania Lottery and Rite Aid. Planned and placed OOH and print contracts, evaluated sponsorships, and executed social and display campaigns. Oversaw pacing, delivery, and trafficking of creative across traditional and digital channels.

CLASS — New York, NY

Development Associate

2010 – 2012

Organized fundraising events, secured advertising sponsorships, and obtained over \$100,000 in grant funding. Managed donor outreach, sponsorship proposals, and pro bono media placements using DonorPro.

EDUCATION

University of Pittsburgh, College of Business Administration — Pittsburgh, PA

Bachelor of Science in Business Administration, 2010

Major: Marketing

Minor: French

VERONICA SULLIVAN, BS, VICE PRESIDENT OF CLIENT SERVICES AND DIGITAL STRATEGY AT OPAD

BACKGROUND

Veronica Sullivan is a results-oriented digital strategist and client leader with a decade of experience delivering integrated, audience-driven campaigns across social, digital, and traditional media channels. As Vice President of Client Services and Digital Strategy at OpAD Media, Veronica leads client engagement efforts while overseeing the planning and execution of innovative media strategies designed to reach diverse audiences across platforms.

She plays a dual role in shaping strategic direction and ensuring flawless client service. Her deep understanding of paid social and digital platforms—paired with expertise in client relations and multi-channel planning—makes her a cornerstone of OpAD’s campaign success. Veronica leads cross-functional teams to ensure that campaign lifecycles are aligned with performance goals, from initial brief through final reporting. Her work spans New York State public health, education, and legal initiatives, among others.

With a strong background in both strategy and execution, Veronica has overseen the development of full-funnel paid social media programs, campaign reporting dashboards, and comprehensive cross-platform media plans. She is also a recognized mentor, providing training and performance development across OpAD’s digital teams.

PROFESSIONAL EXPERIENCE

OpAD Media, LLC — New York, NY

Vice President, Client Services and Digital Strategy 2024 – Present

Oversees client services operations and digital strategy development across the agency. Leads media planning, platform recommendations, and social media campaign development. Serves as a primary client contact across multiple campaigns, ensuring client satisfaction and strategic alignment. Mentors junior staff and guides training initiatives to support professional development and cross-functional excellence.

Vice President of Social Media, Senior Account Director 2022 – 2024

Led paid social media planning and execution while also acting as lead account director for major clients. Oversaw platform strategy, team performance management, and vendor relationships. Presented strategic social media recommendations and reporting to both internal stakeholders and clients.

Senior Media Director / Social Account Director 2021 – 2022 Media Director, Social 2019 – 2021

Managed paid social campaigns across Meta, TikTok, Twitter, and LinkedIn. Delivered full-funnel plans designed to drive engagement, traffic, and conversion. Maintained industry knowledge and vendor connections to inform OpAD’s evolving media recommendations.

Senior Account Director / Account Director 2018 – 2022

Provided end-to-end client service and strategic planning across television, print, digital, OOH, and radio campaigns. Used research tools like MRI and comScore to craft data-informed plans. Developed flowcharts, client reports, and recaps while acting as primary point of contact for high-touch accounts.

Digital Media Strategist 2018 – 2019

Planned and executed digital campaigns across social media, display, and search. Launched campaigns directly within platform interfaces, managed reporting, and recommended optimizations to maximize results.

Pannos Marketing — Bedford, NH

Digital Account Executive

2017 – 2018

Created social content calendars and executed multi-channel campaigns for financial institution clients. Handled platform management, campaign pacing, and cross-team coordination with design, legal, and dev teams.

Wellness Beyond Fifty — Charleston, SC

Marketing Assistant

2016 – 2017

Developed strategic marketing programs for health coaching services. Managed social content, engagement, and email campaigns, with consistent open rates exceeding industry benchmarks.

EDUCATION

- + College of Charleston — Charleston, SC
Bachelor of Science, Marketing, 2013 – 2017
- + SKEMA Business School — France
Semester Abroad, 2016

Section III.

References

New York State Department of Health, Center for Quality Improvement and Innovation

Clemens Steinbock, Director, Office of Quality Initiatives

New York State Department of Health

90 Church Street, 13th floor

1-(917)-582-6055 (cell)

1-(212)-417-4730 (main)

1-(212)-417-4779 (direct)

Clemens.Steinbock@health.ny.gov

Description: Impact has worked with the Center for Quality Improvements & Innovation for more than 15 years on health campaigns and learning collaboratives. Much of this work has involved branding, graphic design, content creation, and digital products with a particular emphasis on addressing health disparities among communities of color.

New York State Department of Health, AIDS Institute

Rachel Newport, Senior Health Program Coordinator

NYS Department of Health

AIDS Institute - Education and Training

Corning Tower, Room 244

Albany, NY 12237

1-(518) 474-3045

Rachel.Newport@health.ny.gov

Description: Impact has worked with the New York State Department of Health, AIDS Institute for the last 5 years to create and launch a campaign that speaks directly to those eligible for PrEP and promote its uptake throughout the state, particularly among Black, Hispanic, and LGBTQIA populations.

Erie County Department of Health (Erie County, NY)

Kara Kane, Public Information Officer (Health)

Erie County Department of Health

95 Franklin Street, Buffalo, NY 14202

(716) 858-4941

Kara.Kane@erie.gov

Description: Impact has worked with the Erie County Health Department for the last 2 years to create and launch a county-wide harm reduction and opioid overdose prevention media campaign called "Detect to Protect."



New York State Office of Addiction Services and Support (OASAS) - Fentanyl and Harm Reduction Awareness

Jerry Gretzinger, Associate Commissioner for Internal & External Affairs

NYS Office of Addiction Services and Supports (NYS OASAS)

1450 Western Ave., Albany NY 12203-3526

(518) 457-4846

Jerry.Gretzinger@oasas.ny.gov

Description: OpAD Media partnered with OASAS to develop and execute a comprehensive, data-driven public education campaign centered around overdose prevention and harm reduction.

New York State Office of Addiction Services and Support (OASAS) - Fentanyl and Harm Reduction Awareness

Isabel Byon, Director of Public Awareness Campaigns

NYS Office of Addiction Services and Supports (NYS OASAS)

1450 Western Ave., Albany NY 12203-3526

(518) 937-3396

Isabel.Byon@oasas.ny.gov

Description: OpAD Media partnered with OASAS to develop and execute a comprehensive, data-driven public education campaign centered around overdose prevention and harm reduction.

Section IV.

Plan Implementation

Our approach to implementation is guided by a clear understanding of Albany County's objectives as outlined in Section 1 of the RFP. This campaign will be designed to increase public awareness of opioid use disorder (OUD), reduce stigma surrounding OUD, and promote widespread access to resources for prevention, intervention, and treatment. Every facet of our implementation strategy will be tailored to achieve these core aims, ensuring that efforts consistently address the specific objectives of increasing awareness, fostering understanding, and connecting individuals to supportive community resources.

Below, please find our proposed implementation of the Opioid Public Education Campaign. The information is outlined for the first year; however, any subsequent years would mirror similar activities and a similar timeline.

Strategic Development (Months 1-2)

The team will begin with a formal kickoff call with Albany County to align on objectives, expectations, and major milestones as well as communication preferences, any branding requirements for the campaign, and will establish a cadence for subsequent check-in meetings and reporting. Following this, we will lead stakeholder consultations to gather key insights and ensure our strategies support the needs of Albany's diverse communities. This will include robust community research through listening sessions and focus groups, enabling us to identify cultural, language, and informational priorities unique to Albany. Based on information from these focus groups as well as feedback from the County, we will identify key community influencers to feature in the campaign. Based on our success in previous campaigns, community influencers will not only be a part of the campaign, but also be key in giving feedback and helping ensure the campaign is reaching our target audiences. Based on our formative research, we will develop a detailed campaign strategy/workplan and creative briefs to guide development of each creative media asset, outlining the audience, communications objective, tone, branding and other creative and media considerations.

Content Creation and Messaging (Months 3-4)

A central priority in this phase is the development of a comprehensive creative direction for the campaign. Developing bold, ambitious, informative, and effective brands and concepts requires that they be:

- + *Highly visual* to stand out in an oversaturated media landscape
- + *Memorable* to increase awareness, support behavior change, and affect public opinion
- + *Plain Language* so that information is easily understood the first time it's presented
- + *Culturally relevant and inclusive* to reflect New York's diverse population and industry
- + *Multilingual* to speak authentically to audiences in their preferred language
- + *Targeted* to the specific needs and interests of priority populations and where/how they prefer to receive information, and
- + *Compelling* to drive tangible results, reduce misinformation, and create positive change.

This creative direction will be carefully shaped in collaboration with the Albany County Department of Health and local influencers to ensure authenticity, accuracy, and resonance. This includes the campaign slogan as well as the brand/logo design and color scheme in a creative stylescape. We will provide Albany County with 2 stylistic campaign directions and will hold a virtual meeting with county officials and partners to walk them through the designs to provide feedback and select a direction. Working in tandem, our communications

team will develop campaign messaging for each audience and will provide the drafts to Albany County for review and feedback. Upon approval of both, our team will produce the creative assets—including scheduling and conducting a photo and video shoot that features local influencer voices and stories from Albany. Our firm brings extensive experience developing videos across all videography mediums from animation, documentary style, live action, multimedia, and more including more than 20 years of providing videography services for HRSA's HIV/AIDS Bureau. Our video team has won numerous video-related awards including a 2025 Telly Award, a 2023 Viddy Award for Best Animated Short Film and a 2022 Emmy Award (and 2024 Emmy Award Nomination).

These videos and other promotional assets, such as social media graphics, posters, radio, and out-of-home materials (OOH) will be designed to exemplify the community's identity and engage audiences meaningfully. Digital and print products will include a dedicated campaign QR code for easy scanning by residents to direct them to additional campaign and opioid-related information. Further, the team will finalize campaign messaging, complete project management plans, and ensure all necessary approvals are secured before moving to the rollout phase. Importantly and in alignment with the Q&A, all materials produced will be translated into Spanish.

Media and Community Engagement including Digital and Social Media Strategy (Months 5-11)

This phase is centered on identifying the optimal outlets, locations, and individuals to target so we can reach the *right people* at the *right time* and through the *right mediums* for maximum campaign reach and effectiveness. This phase is guided by the development of a media and outreach plan. Public awareness efforts will utilize digital, print, audio, web, out-of-home (OOH), and social platforms, with the content crafted in the prior phase—including imagery and video stories—featuring prominently. We will partner with community influencers and community agencies to amplify outreach and share authentic testimonials and further extend knowledge and awareness about the campaign and available resources. Educational workshops, community events, and direct outreach will further the conversation and provide actionable information. Materials will be widely distributed to community overdose hotspots, local businesses, local medical and behavioral health providers/hospitals, community organizations, and other locations identified during the earlier focus groups, ensuring consistent presence and reach. The campaign will leverage translated materials, reinforcing inclusion and accessibility. Continuous engagement with the community through follow-up focus groups will guide ongoing refinements.

Social Media Toolkit & Campaign Webpage/site

Expanding on the social media ad development mentioned earlier in this section, we will also develop a social media toolkit. This will include shareable assets that community organizations, the Albany County Health Department, media, and other interested parties can share about opioid overdose prevention and the campaign. These shareable assets will be available on a dedicated campaign webpage or website. We will work with Albany County to determine whether their preference is to house the campaign information and social media toolkit on a dedicated page within their County website or have a stand-alone campaign website. In both cases, our team will develop a website/webpage wireframe and web copy; upon approval, we will move these into design and either hand off/coordinate with the County's IT department or build the site on a development/staging site for County review and then coordinate its launch. This will also ensure that campaign materials have a place to direct residents and enables us to gather further data insights and install a pixel to re-target interested parties.

Media Buy Approach

In partnership with OpAD and Reid Media Group, our media buy approach is strategically crafted around the demographics and target audiences identified by Albany County. Our methodology is rooted in strategic collaboration, data-informed planning, and agile execution. Our media plans are driven by actionable insights and tailored to specific recruitment cycles, audience behaviors, and policy goals. We leverage tools such as MRI-Simmons, ComScore, and OpAD Analytics to inform targeting, optimization, and performance. A recent example includes our partnership with the New York State Office of Addiction Services and Supports (OASAS), where we launched a high-impact, statewide campaign to address opioid misuse—combining media innovation with real-time reporting to amplify harm-reduction messaging, which won the *2024 MediaPost Planning & Buying Award for Public Service*.

Each media component below is intentionally designed to align a strategic, multimedia effort with the objectives and needs identified by Albany County Department of Health. We will place milestones throughout the year by aligning campaign flighting with major awareness days, months, and seasonality and will coordinate the rotation of media informed by the prevalence and timing of drug-related overdoses in New York State per CDC data and any State and/or County-specific data. Media timing—especially for heavier flights—will be selected to coincide with periods of increased risk and overdose rates.

Media Platform	Proposed Approach	Rationale
TV & Cable	Partner with local broadcast stations (WXXA/WTEN, WNYT) and Spectrum Cable for campaign spot placement. Leverage overnight programming to reach shift workers and audiences outside typical news segments.	TV and cable allow for broad reach and effective community targeting. Overnight and non-news slots help capture underrepresented viewers. Spectrum Cable will amplify ad frequency and provide streaming services, supporting precise demographic geo-targeting.
Streaming Video (OTT)	Utilize streaming services to deliver geo-targeted ads across connected devices and popular streaming programs.	Expands reach to cord-cutters and digitally engaged audiences, ensuring message delivery where traditional TV may miss. Geo-targeting enables precise demographic focus.
Broadcast Radio & Streaming Radio	Partner with radio stations in the Albany DMA (covering Albany, Montgomery, Rensselaer, Schenectady, etc.). Radio flights will be scheduled during periods correlated to higher overdose occurrences, such as winter/holidays, and during weeks with higher driving rates like the Fourth of July, to maximize exposure when risks peak.	Radio remains a trusted medium for real-time messaging, capturing commuters, shift workers, and community members on the go.

Social Media	Secure in-feed and vertical placements on Facebook, Snapchat, and Instagram, targeting Albany County at large with an added emphasis on older adults (40+) and multicultural communities, guided by overdose rates by demographic. We will conduct hyper-local geo-targeting in ZIP codes that over-index for opioid-related overdoses and deaths. This targeted ZIP list can be refreshed throughout the year as needs shift. We recommend maintaining an always-on approach to search, delivering messaging for treatment services and support, and capturing relevant queries amplified by awareness media.	Social platforms offer high engagement, granular audience targeting, and real-time analytics for continual optimization. We recommend leveraging social media including Snapchat to reach youth, given the rise of social media to sell and acquire fentanyl laced pills and products.
Location-Based Display	Place digital ads using geo-fencing near healthcare facilities, pharmacies, and community resources, and in zip codes with the highest rates of overdoses.	Ensures messaging reaches individuals at critical points of care or where opioid risks may be present.
Audience-Based Display	Run programmatic digital ads using behavioral and demographic targeting to reach high-propensity audiences across devices.	Ensures messaging reaches behavioral and demographic targets.
Search	Keyword-based targeted ads on search engines like Google and Bing will focus on keyword terms, driving users to Albany County Health Department's website and campaign pages.	Captures prospective community members in need and looking for resources at the moment of active research, increasing inquiries and website traffic.
Out-of-Home (OOH)	Deploy transit ads, and posters in high-traffic areas such as bus stops, community centers, and shopping districts. We recommend timed periods with Space Available Bonus (SAB) for bus interiors, bus shelters, convenience stores, liquor stores, barber shops, and laundromats located in high-risk ZIP codes. Additionally, we propose securing 1-2 bulletins on I-787 and I-90 to reach daily drivers through these corridors.	OOH placements provide sustained message visibility to key populations as they move through daily routines.

Print Media	Create educational brochures, flyers, and posters to be distributed in schools, healthcare centers, and community hubs. Include ads in local newspapers and community newsletters.	Print materials are tangible and can be easily accessed in community spaces. Local newspapers and newsletters foster trust and engagement among specific populations, especially older demographics.
Campaign Website/Page	Develop a dedicated campaign website and social media pages to centralize information, share updates, and engage the community through polls and Q&A sessions. Create a campaign landing page equipped with a unique tracking pixel to monitor activity; this page can be integrated with the Department of Health if desired and will provide direct links to campaign materials, local support resources, and options for ordering naloxone and testing strips.	A centralized online hub ensures easy access to credible information, boosts transparency, and encourages community interaction, making the campaign more inclusive and participatory.

This strategy ensures comprehensive coverage of all audience segments through diverse channels, maximizing the campaign's reach and impact. Each approach is tailored to the unique media consumption habits of Albany's demographic groups.

Community Engagement Approach and Strategies

Engaging communities effectively is essential to ensuring that public health campaigns address the unique needs and concerns of their target audiences. Our approach integrates innovative methods and meaningful collaborations to create impactful campaigns. Drawing from our success in Erie County, NY this section outlines the strategies that can be applied to Albany County for effective community outreach and engagement.

✦ Leveraging Community Ambassadors and Individuals with Lived Experience. One key to our success in Erie County was the strategic utilization of community ambassadors—trusted individuals with strong local ties and often lived experience of substance use. These ambassadors not only acted as messengers for campaign objectives but also functioned as gatekeepers, helping us identify key stakeholders, venues, and communication channels that might otherwise go unnoticed. We organized comprehensive training sessions for these ambassadors, designed to deepen their understanding of campaign goals, equip them with key talking points, and provide them with tailored communication materials, such as social media assets, posters, and brochures. This strategic empowerment enabled ambassadors to disseminate campaign messages in highly relevant and relatable ways, ensuring resonance among the target audience.

Additionally, we actively engaged individuals with lived experience by including them in advisory roles. Their input was critical in shaping culturally competent messages and ensuring that campaign materials felt authentic and relevant to the communities they aimed to serve. In the Erie County campaign, these

efforts helped drive exceptional results: In the first year of the campaign, we achieved over 9.4 million impressions through social media outreach and more than 5.5 million audio streams via streaming platforms and radio. Impactful community photo shoots featured 10 local individuals with lived or direct experience, underscoring the authenticity and local resonance of campaign materials. In addition, we created talking points and trainings for these individuals as well as for Black faith-based leaders in the community who were identified as important messengers to further extend our campaign reach.

- ✚ Partnerships with Local Organizations. Collaborations with community-based organizations (CBOs) and other local entities played a significant role in extending the reach of campaign efforts. In Erie County, we worked closely with behavioral health clinics, task forces, faith-based organizations, and advocacy groups to amplify campaign visibility. These partnerships allowed us to place materials in high-traffic and hot spot areas for our target audiences, such as parole offices, barbershops, salons, faith-based institutions, union break rooms, gas stations, convenience stores and supermarkets frequented by community members. Partner organizations were equipped with toolkits comprising social media graphics, pre-written posts, and physical collateral to enhance dissemination efforts. Additionally, their familiarity with the community enabled us to fine-tune outreach efforts for greater impact. We have successfully implemented similar strategies for various campaigns, such as PrEP Aware Week, with the New York State Department of Health.

Creative and Data-Driven Outreach

Our initiatives in Erie County also featured unique strategies tailored to engage hard-to-reach populations. For example, we identified unconventional yet high-visibility locations, such as drug court lobbies, temp agencies, and union workplaces as key points for distributing campaign materials. This creative placement ensured that our messages reached diverse and often underserved audiences.

Importantly, all outreach efforts were informed by epidemiological data and key stakeholder, community ambassador knowledge. By analyzing overdose trends and other public health data in Erie County, we were able to prioritize high-impact geographic areas for message dissemination. This data-driven approach ensured that resources were deployed effectively and avoided duplication of efforts with existing initiatives.

The strategies implemented in Erie County showcase a replicable model for community engagement that emphasizes empowerment, collaboration, creativity, and cultural competence. By leveraging trusted community ambassadors, fostering partnerships with local organizations, and integrating epidemiological data into campaign planning, our approach ensures relevance and maximizes impact. Applying these strategies in Albany County will enable us to effectively engage at-risk populations while supporting sustainable, community-specific solutions.

Collaboration and Cultural Competence

Cultural competence and inclusiveness are central to every aspect of our strategy. By fostering relationships with stakeholders, we can ensure that campaign materials are not only relevant to the community but also align with ongoing local efforts. Regular check-ins with task forces and advisory groups will allow us to identify gaps, avoid redundancy, and continuously refine approaches.

We also adhere to participatory principles, giving underrepresented voices a seat at the table throughout the campaign's lifecycle. This collaborative approach will build trust and ensure the campaign is both equitable and impactful in addressing the specific needs of the community.

Across all of our campaigns, our strategic approach and rigor in planning—outlined in our multi-phase

campaign process—ensure that both message and placement are continually optimized for cultural relevance, user experience, and measurable impact, as evidenced by award-winning projects like the HHS-funded Dissemination of Evidence-Informed Interventions work where our national media reach surpassed 119.5 million people, was featured in 129 national outlets, and secured nearly 96,000 headline impressions.

Communications and Design Best Practices for Cultural Inclusion

- + **Use Inclusive, Person-First Language**
- + **Focus on Strengths and Abilities**
- + **Use a Tailored Messaging and Conversational Tone:** Avoid nonjudgmental language, jargon, and technical terms.
- + **Show Empathy and Validation** for target audience's experiences.
- + **Be Positive and Empowering:** Offer support and solutions.
- + **Use Clear and Simple Language:** to avoid confusing, intimidating, or leading to misunderstandings/misinterpretations.
- + **Choose Inclusive Imagery:** Represent diversity and avoid stereotypes.
- + **Use Simple and Clean Layouts:** Avoid clutter and distractions to help audiences interpret and understand messaging.
- + **Use Clear, Legible Fonts of Appropriate Size**
- + **Ensure Appropriate Color Contrast**
- + **Develop ADA Accessible Products:** Help all audiences find and access materials.
- + **Consider Cultural and Linguistic Needs:** Be mindful of cultural and linguistic differences; avoid cultural appropriation.
- + **Consider Colors:** Colors may have particular meanings within cultural groups and client branding schemes.
- + **Align Materials and Messaging with Literacy Levels:** Materials must be developed to align with audiences' health literacy, reading literacy, and computer literacy skills.
- + **Develop Products in Preferred Languages and Dialects**
- + **Involve the Target Audience:** Consult stakeholders to ensure messages' authenticity and relevance.
- + **Test Your Messages and Designs**
- + **Monitor and Adapt:** Continuously evaluate messages and designs to ensure they remain effective and appropriate.

Implementation and Project Management

To ensure a seamless campaign rollout, dedicated implementation and project management processes will guide every phase of execution. Our project management approach includes detailed timeline mapping, proactive resource allocation, and systematic coordination with stakeholders.

The campaign team will utilize established project management tools and methodologies to track progress, address issues promptly, and ensure all deliverables remain on schedule. We leverage secure file sharing platforms as well as robust project management and time tracking software so that our projects stay on schedule and on budget. Regular coordination with internal teams and external partners—including the Albany County Department of Health and community influencers—will promote transparency, maintain accountability, and support adaptive decision-making throughout the project lifecycle.

Impact's excellence in implementation, project management, and product development can also be found in our federal Contractor Performance Assessment Reports (CPAR) by the federal government.



"The Contractor provides excellent customer service and will go out of their way to inform government staff of things happening within the community and providing assistance and expertise as needed."

"The Contractor's Project Director is exceptional at managing timelines, personnel, and making sure projects are completed on time, managing the subcontractor's work, and juggling multiple projects at once. Impact Marketing + Communications is a high performing contractor."

"The Contractor excels at attracting and retaining highly skilled employees and subcontractors with unique and specialized skillsets. The staff are all customer service oriented and highly professional. In addition, the contractor and those they employ are genuinely interested in our mission, which is an added benefit in terms of marketing, communications, and general business relations."



SEAMLESS PROJECT MANAGEMENT

Our team is trained in best-in-class project management and process improvement methodologies, including Six Sigma. We are experts at accounting for even the most nuanced details, and ensuring that all pieces of a project come together seamlessly and on time.



RESEARCH-BASED

Our research-based approach to understanding clients' environments, priorities, and audiences ensures that an informed and pragmatic strategy reinforces all our work.



PEACE OF MIND

We understand that clients want a great overall experience. That means a hassle-free experience that frees our clients to focus on bigger-picture priorities and to tackle their own to-do lists.



PERSONAL TOUCH

We believe that human connection is vital to our work as marketers and communicators, and that philosophy is core to how we treat our clients. We have developed relationships with our clients that have spanned decades, and their personal well-being is as important to us as their organization's bottom line.



IMPACT

MARKETING + COMMUNICATIONS

Evaluation and Reporting (Month 12)

In this phase, the emphasis is on evaluation and responsive adaptation. The team will comprehensively track data on engagement and reach using analytics and direct feedback. By leveraging advanced tools, including Catalyst by MRI-Simmons, Nielsen, ComScore, eMarketer, and Social Explorer, we uncover deep insights into audience behavior, media consumption, and market trends. These insights power precise targeting across Google, Meta, LinkedIn, Snapchat, TikTok, connected TV, and The Trade Desk using geotargeting, behavioral segmentation, and demographic filters.

To ensure transparency, accountability, and continuous optimization, OpAD will provide the County of Albany with 24/7 access to a real-time performance dashboard that integrates live data cross platforms, including:

- + Google Analytics
- + Meta (Facebook/Instagram)
- + Snapchat
- + TikTok
- + Google Ads
- + The Trade Desk
- + Search and display platforms

The dashboard offers a comprehensive, interactive view of campaign performance with:

- + Filterable data by platform, audience segment, tactic, geography, and more
- + PDF export options for easy sharing and archiving
- + Customizable KPIs aligned to Albany's goals (CTR, reach, conversions, etc.)
- + Flexible reporting frequency—weekly, monthly, or ad hoc updates
- + Real-time insights and optimization recommendations to adjust strategy in-flight

We will use this information, along with community influencers to gauge community impressions of the campaign messages, particularly focusing on accessibility, relevance, and clarity for all linguistic groups. It's important that audiences do not get viewer fatigue from seeing the same thing repeatedly. Lessons learned from this feedback will be quickly integrated through minor adjustments to messaging, translation updates, or new influencer partnerships, ensuring the campaign stays responsive and effective. We will also leverage data to discern how often new creative should be cycled in to ensure continued interest and enthusiasm for the campaign. In addition, we can leverage our Meltwater System. Meltwater is the largest social media, PR, and social listening software services in the world and enables sophisticated social listening where we can identify and assess what information is trending among local residents in order to tap into these trends as well as what information they are sharing about opioid overdoses, the campaign, and other synergistic and useful topics.

We will provide regular performance updates and a year-end comprehensive post-campaign report, including tactic-by-tactic analysis against industry benchmarks, ROI tracking and attribution via Urchin Tracking Module (UTM) parameters and pixel data, key learnings and actionable next steps, and strategic recommendations for repurposing high-performing assets. This information will be

used to adjust and revise campaign materials for the following year's campaign, if option years are exercised by Albany County.

To measure the campaign's effectiveness and align with strategic goals, we will utilize the following metrics:

1. Reach and Engagement

- + Social media impressions, website traffic, and attendance at community events.
- + Distribution volumes of educational and translated materials to target groups.

2. Behavioral Impact

- + Changes in public awareness and attitudes toward opioids, measured by recurring surveys and focus groups.
- + Participation rates in addiction prevention and treatment programs.

3. Program Efficiency

- + Timeliness of milestone completion and adherence to the project budget.
- + Stakeholder satisfaction levels via end-of-project evaluations.

4. Overall Impact

- + Reduction in opioid misuse cases within targeted demographics as tracked over the campaign's duration.
- + Increased collaboration and resource-sharing across partnering organizations.

With a structured approach that centers on research, accessibility, and authentic community engagement, every effort will contribute to a sustainable, long-term reduction in opioid misuse.

Section V.

Cost Proposal

The cost proposal for the Opioid Public Education Campaign is structured to directly align with Section 4: Scope of Services in the RFP and ensure every core activity is fully resourced to achieve the outlined deliverables with both transparency and efficiency. We have more than 30 years of experience serving as good stewards of public funds, and work tirelessly to maximize and leverage available resources.

Cost Assumptions

Cost Breakdown Summary: Year 1	
Task 1: Strategic Development	\$4,450.91
Task 2: Content Creation and Messaging	\$34,031.16
Task 3: Media and Community Engagement	\$40,824.04
Task 4: Digital and Social Media Strategy	\$54,588.02
Task 5: Implementation and Project Management	\$11,267.24
Task 6: Evaluation and Reporting	\$4,663.29
Total	\$149,824.67

Staff Hourly Rates

Staff	Hourly Rate
Sarah Cook-Raymond, President & CEO	\$186.45
Tara Kovach, Vice President Communications	\$168.42
Christopher Raymond, Chief Operating Officer	\$150.66
Kelsey Hicks, Communications Specialist	\$66.15
Darrell Walker, Art Director	\$98.15
Terry Plater, Assistant Art Director	\$81.73
Anthony Mendolia, Senior Graphic Designer	\$74.84

Consultants	Hourly Rate
Talkeye Jackson, Video Editor	\$150.21
aLanguage Bank, Spanish Translation	\$.39/word

The budget includes the following:

- + Assumes the campaign overarching branding and concept from Year 1 will continue in subsequent years to maximize brand equity but will require some updates to creative content to ensure new campaign materials feel fresh and exciting
- + Assumes the campaign period of performance is for 1 year (if option years are exercised, monitoring and evaluation at the end of each year will guide adjustment and development of the subsequent year's campaign)
- + A project kick-off meeting at the start of this project
- + Ongoing project check-in meetings and project management
- + Coordination with Albany County staff and partners as necessary
- + Formative research (which may include assessing current and past marketing messages and materials; reviewing available analytics on media and marketing activities, media consumption trends and outcomes; and conducting key informant interviews)
- + A campaign strategy and workplan
- + Creative brief and stylescape for campaign visual direction
- + Development of a campaign theme and associated marketing collateral messaging
- + A 1-day photo and video shoot in Albany County
- + Development of various creative treatments tailored for specific formats noted under proposed approach
- + Video for streaming platforms
- + Two drafts and one final version of products for Year 1 and assumes each round of review will become increasingly less involved, particularly after layout phases
- + Ongoing analytics and assessments of campaign metrics and outcomes
- + Data and benchmarks regarding type of media and reach
- + Includes media buying, media negotiating, and placements
- + Assumes any printing and shipping costs for out-of-home ads will be negotiated with Albany County concerning quantities and be managed by OpAd

COUNTY OF ALBANY

COST PROPOSAL FORM

PROPOSAL IDENTIFICATION:

Title: OPIOID PUBLIC EDUCATION CAMPAIGN
RFP Number: 2025-120

Submit a cost proposal as described for Section 4 Scope of Services

COMPANY: Impact Marketing + Communications, Inc.

ADDRESS: 1019 Shannon Blvd

CITY, STATE, ZIP: Niskayuna, NY 12309

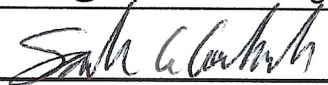
TEL. NO.: 202-588-0300

FAX NO.: N/A

FEDERAL TAX ID NO.: 16-1694206

REPRESENTATIVE: Sarah Cook-Raymond

E-MAIL: scook@impactmarketing.com

SIGNATURE AND TITLE  President & CEO

DATE 7/29/2025

Section VI.

COUNTY OF ALBANY

PROPOSAL FORM

PROPOSAL IDENTIFICATION:

Title: OPIOID PUBLIC EDUCATION CAMPAIGN

RFP Number: 2025-120

THIS PROPOSAL IS SUBMITTED TO:

Pamela O Neill, Purchasing Agent
Albany County Department of General Services
Purchasing Division
112 State Street, Room 1000
Albany, NY 12207

1. The undersigned Proposer proposes and agrees, if this Proposal is accepted, to enter into a Contract with the owner in the form included in the Contract Documents to complete all Work as specified or indicated in the Contract Documents for the Contract Price and within the Contract Time indicated in this Proposal and in accordance with the Contract Documents.
2. Proposer accepts all of the terms and conditions of the Instructions to Proposers, including without limitation those dealing with the Disposition of Proposal Security. This Proposal may remain open for ninety (90) days after the day of Proposal opening. Proposer will sign the Contract and submit the Contract Security and other documents required by the Contract Documents within fifteen days after the date of County's Notice of Award.
3. In submitting this Proposal, Proposer represents, as more fully set forth in this Contract, that:

- (a) Proposer has examined copies of all the Contract Documents and of the following addenda: (If none, so state)

Date	Number
07/21/2025	Addendum 1
07/29/2025	Addendum 2
07/31/2025	Addendum 3
08/04/2025	Addendum 4
08/06/2025	Addendum 5

(receipt of all of which is hereby acknowledges) and also copies of the Notice to Proposers and the Instructions to Proposers;

- (b) Proposer has examined the site and locality where the Work is to be performed, the legal requirements (federal, state and local laws, ordinances, rules and regulations) and the conditions affecting cost, progress or performance of the Work and has made such independent investigations as Proposer deems necessary;

- (c) This Proposal is genuine and not made in the interest of or on behalf of any undisclosed person, firm or corporation and is not submitted in conformity with any agreement or rules of any group, association, organization or corporation; Proposer has not directly or indirectly induced or solicited any other Proposer to submit a false or sham Proposal; PROPOSER has not solicited or induced any person, firm or a corporation to refrain from Proposing; and Proposer has not sought by collusion to obtain for himself any advantage over any other Proposer or over the owner.

4. Proposer will complete the Work for the following prices(s): (Attach Proposal)
5. Proposer agrees to commence the Work within the number of calendar days or by the specific date indicated in the Contract. Proposer agrees that the Work will be completed within the number of Calendar days or by the specific date indicated in the contract.
6. The following documents are attached to and made a condition of this Proposal:
- (a) Non-Collusive Bidding Certificate (Attachment "A")
 - (b) Acknowledgment by Bidder (Attachment "B")
 - (c) Vendor Responsibility Questionnaire (Attachment "C")
 - (d) Iranian Energy Divestment Certification (Attachment "D")
7. Communication concerning this Proposal shall be addressed to:
- Sarah Cook-Raymond
-
- 1019 Shannon Blvd, Niskayuna, NY 12309
-
- scook@impactmarketing.com
-
- Phone: 202-588-0300
-
8. Terms used in this Proposal have the meanings assigned to them in the Contract and General Provisions.

ATTACHMENT "A"
NON-COLLUSIVE BIDDING CERTIFICATE PURSUANT TO
SECTION 103-D OF THE NEW YORK STATE GENERAL MUNICIPAL LAW

A. By submission of this bid, each bidder and each person signing on behalf of any bidder certifies, and in the case of a joint bid, each party thereto certifies as to its own organizations, under penalty of perjury, that to the best of knowledge and belief:

(1) The prices in this bid have been arrived at independently without collusion, consultation, communication, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other bidder or with any competitor.

(2) Unless otherwise required by law, the prices which have been quoted in this bid have not knowingly been disclosed by the bidder and will not knowingly be disclosed by the bidder, directly or indirectly, prior to opening, to any bidder or to any competitor.

(3) No attempt has been made or will be made by the bidder to induce any other person, partnership or corporation to submit or not to submit a bid for the purpose of restricting competition.

A bid shall not be considered for award nor shall any award be made where (1), (2), and (3) above have not been complied with; provided, however, that in any case the bidder cannot make the foregoing certification, the bidder shall so state and shall furnish with the bid a signed statement which sets forth in detail the reasons thereof. Where (1), (2), and (3) above have not been complied with, the bid shall not be considered for any award nor shall any award be made unless the head of the Purchasing Unit to the political subdivision, public department, agency or official thereof to which the bid is made, or his designee, determines that such disclosure was not made for the purpose of restricting competition.

The fact that a bidder (a) has published price lists, rates, or tariffs covering items being procured, (b) has informed prospective customer of proposed or pending publication of new or revised price lists for such items, or (c) has sold the same items to other customers at the same prices being bid, does not constitute, without more, a disclosure within the meaning of paragraph "A" above.

B. Any bid hereafter made to any political subdivision of the state or any public department, agency or official thereof by a corporate bidder for work or services performed or to be performed or goods sold or to be sold, where competitive bidding is required by statute, rule, regulation, local law, and where such bid contains the certification referred to in paragraph "A" of this section, shall be deemed to have been authorized by the Board of Directors of the bidder, and such authorization shall be deemed to include the submission of the bid and the inclusion therein of the certificate as to non-collusion as the act and deed of the corporation



Signature

President & CEO
Title

Impact Marketing + Communications, Inc.
Company Name

7/29/2025

Date

ATTACHMENT "B"
ACKNOWLEDGMENT BY PROPOSER

If Individual or Individuals:

STATE OF _____)
COUNTY OF _____) SS.:

On this _____ day of _____, 20____, before me personally appeared _____ to me known and known to me to be the same person(s) described in and who executed the within instrument, and he (or they severally) acknowledged to me that he (or they) executed the same.

Notary Public, State of _____

Qualified in _____

Commission Expires _____

If Corporation:

STATE OF New York)
COUNTY OF Schenectady) SS.:

On this 25th day of July, 2025, before me personally appeared Sarah Cook-Raymond to me known, who, being by me sworn, did say that he resides at (give address) 1019 Shannan Blvd, Niskayuna, NY 12309 that he is the (give title) President + CEO of the (name of corporation) Impact Marketing + Communications, the corporation described in and which executed the above instrument; that he knows the seal of the corporation, and that the seal affixed to the instrument is such corporate seal; that it was so affixed by order of the board of directors of the corporation, and that he signed his name thereto by like order.

ANDREW G DOHERTY
Notary Public - State of New York
No. 01DO0017590
Qualified in Saratoga County
My Commission Expires Dec. 03, 2027

Andrew G Doherty
Notary Public, State of New York

Qualified in Saratoga/Schenectady

Commission Expires 12/03/2027

If Partnership:

STATE OF _____)
COUNTY OF _____) SS.:

On the _____ day of _____, 20____, before me personally came _____ to me known to be the individual who executed the foregoing, and who, being duly sworn, did depose and say that he / she is a partner of the firm of _____ and that he / she has the authority to sign the same, and acknowledged that he / she executed the same as the act and deed of said partnership.

Notary Public, State of _____

Qualified in _____

Commission Expires _____

ATTACHMENT "C"
ALBANY COUNTY
VENDOR RESPONSIBILITY QUESTIONNAIRE

1. VENDOR IS: ☒ PRIME CONTRACTOR			
2. VENDOR'S LEGAL BUSINESS NAME Impact Marketing + Communications, Inc.		3. IDENTIFICATION NUMBERS a) FEIN # 161694206 b) DUNS # 162006316	
4. D/B/A – Doing Business As (if applicable) & COUNTY FIELD: Impact Marketing + Communications		5. WEBSITE ADDRESS (if applicable) https://www.impactmarketing.com	
6. ADDRESS OF PRIMARY PLACE OF BUSINESS/EXECUTIVE OFFICE 1019 Shannon Blvd, Niskayuna, NY 12309		7. TELEPHONE NUMBER 202-588-0300	8. FAX NUMBER N/A
9. ADDRESS OF PRIMARY PLACE OF BUSINESS/EXECUTIVE OFFICE <i>IN NEW YORK STATE, if different from above</i>		10. TELEPHONE NUMBER	11. FAX NUMBER
12. AUTHORIZED CONTACT FOR THIS QUESTIONNAIRE Name Sarah Cook-Raymond Title President & CEO Telephone Number 202-588-0300 Fax Number N/A e-mail scook@impactmarketing.com			
13. LIST ALL OF THE VENDOR'S PRINCIPAL OWNERS.			
a) NAME	TITLE	b) NAME	TITLE
c) NAME	TITLE	d) NAME	TITLE
A DETAILED EXPLANATION IS REQUIRED FOR EACH QUESTION ANSWERED WITH A "YES," AND MUST BE PROVIDED AS AN ATTACHMENT TO THE COMPLETED QUESTIONNAIRE. YOU MUST PROVIDE ADEQUATE DETAILS OR DOCUMENTS TO AID THE COUNTY IN MAKING A DETERMINATION OF VENDOR RESPONSIBILITY. PLEASE NUMBER EACH RESPONSE TO MATCH THE QUESTION NUMBER.			
14. DOES THE VENDOR USE, OR HAS IT USED IN THE PAST FIVE (5) YEARS, ANY OTHER BUSINESS NAME, FEIN, or D/B/A OTHER THAN THOSE LISTED IN ITEMS 2-4 ABOVE? List all other business name(s), Federal Employer Identification Number(s) or any D/B/A names and the dates that these names or numbers were/are in use. Explain the relationship to the vendor.		☐ Yes ☒ No	
15. ARE THERE ANY INDIVIDUALS NOW SERVING IN A MANAGERIAL OR CONSULTING CAPACITY TO THE VENDOR, INCLUDING PRINCIPAL OWNERS AND OFFICERS, WHO NOW SERVE OR IN THE PAST ONE (1) YEARS HAVE SERVED AS:		☐ Yes ☒ No	
a) An elected or appointed public official or officer? <i>List each individual's name, business title, the name of the organization and position elected or appointed to, and dates of service</i>		☐ Yes ☒ No	
b) An officer of any political party organization in Albany County, whether paid or unpaid? <i>List each individuals name, business title or consulting capacity and the official political position held with applicable service dates.</i>		☐ Yes ☒ No	

16.	WITHIN THE PAST (5) YEARS, HAS THE VENDOR, ANY INDIVIDUALS SERVING IN MANAGERIAL OR CONSULTING CAPACITY, PRINCIPAL OWNERS, OFFICERS, MAJOR STOCKHOLDER(S) (10% OR MORE OF THE VOTING SHARES FOR PUBLICLY TRADED COMPANIES, 25% OR MORE OF THE SHARES FOR ALL OTHER COMPANIES), AFFILIATE OR ANY PERSON INVOLVED IN THE BIDDING OR CONTRACTING PROCESS:	
a)	1. been suspended, debarred or terminated by a local, state or federal authority in connection with a contract or contracting process; 2. been disqualified for cause as a bidder on any permit, license, concession franchise or lease; 3. entered into an agreement to a voluntary exclusion from bidding/contracting; 4. had a bid rejected on an Albany County contract for failure to comply with the MacBride Fair Employment Principles; 5. had a low bid rejected on a local, state or federal contract for failure to meet statutory affirmative action or M/WBE requirements on a previously held contract; 6. had status as a Women's Business Enterprise, Minority Business Enterprise or Disadvantaged Business Enterprise, de-certified, revoked or forfeited; 7. been subject to an administrative proceeding or civil action seeking specific performance or restitution in connection with any local, state or federal government contract; 8. been denied an award of a local, state or federal government contract, had a contract suspended or had a contract terminated for non-responsibility; or 9. had a local, state or federal government contract suspended or terminated for cause prior to the completion of the term of the contract.	☐ Yes ☒ No
b)	been indicted, convicted, received a judgment against them or a grant of immunity for any business-related conduct constituting a crime under local, state or federal law including but not limited to, fraud extortion, bribery, racketeering, price-fixing, bid collusion or any crime related to truthfulness and/or business conduct?	☐ Yes ☒ No
c)	been issued a citation, notice, violation order, or are pending an administrative hearing or proceeding or determination of violations of: 1. federal, state or local health laws, rules or regulations.	☐ Yes ☒ No
17.	IN THE PAST THREE (3) YEARS, HAS THE VENDOR OR ITS AFFILIATES HAD ANY CLAIMS, JUDGMENTS, INJUNCTIONS, LIENS, FINES OR PENALTIES SECURED BY ANY GOVERNMENTAL AGENCY? Indicate if this is applicable to the submitting vendor or affiliate. State whether the situation(s) was a claim, judgment, injunction, lien or other with an explanation. Provide the name(s) and address(es) of the agency, the amount of the original obligation and outstanding balance. If any of these items are open, unsatisfied, indicate the status of each item as "open" or "unsatisfied."	☐ Yes ☒ No
18.	DURING THE PAST THREE (3) YEARS, HAS THE VENDOR FAILED TO: a) file returns or pay any applicable federal, state or city taxes? <i>Identify the taxing jurisdiction, type of tax, liability year(s), and tax liability amount the vendor failed to file/pay and the current status of the liability.</i> b) file returns or pay New York State unemployment insurance? <i>Indicate the years the vendor failed to file/pay the insurance and the current status of the liability.</i> c) Property Tax <i>Indicate the years the vendor failed to file.</i>	☐ Yes ☒ No ☐ Yes ☒ No ☐ Yes ☒ No
19.	HAVE ANY BANKRUPTCY PROCEEDINGS BEEN INITIATED BY OR AGAINST THE VENDOR OR ITS AFFILIATES I WITHIN THE PAST SEVEN (7) YEARS (WHETHER OR NOT CLOSED) OR IS ANY BANKRUPTCY PROCEEDING PENDING BY OR AGAINST THE VENDOR OR ITS AFFILIATES REGARDLESS OF THE DATE OF FILING? Indicate if this is applicable to the submitting vendor or affiliate. If it is an affiliate, include the affiliate's name and FEIN. Provide the court name, address and docket number. Indicate if the proceedings have been initiated, remain pending or have been closed. If closed, provide the date closed.	☐ Yes ☒ No
20.	IS THE VENDOR CURRENTLY INSOLVENT, OR DOES VENDOR CURRENTLY HAVE REASON TO BELIEVE THAT AN INVOLUNTARY BANKRUPTCY PROCEEDING MAY BE BROUGHT AGAINST IT? Provide financial information to support the vendor's current position, for example, Current Ratio, Debt Ratio, Age of Accounts Payable, Cash Flow and any documents that will provide the agency with an understanding of the vendor's situation.	☐ Yes ☒ No

21. IN THE PAST FIVE (5) YEARS, HAS THE VENDOR OR ANY AFFILIATES¹: ☐ Yes ☒ No

a) defaulted or been terminated on, or had its surety called upon to complete, any contract (public or private) awarded;

Indicate if this is applicable to the submitting vendor or affiliate. Detail the situation(s) that gave rise to the negative action, any corrective action taken by the vendor and the name of the contracting agency.

¹ "Affiliate" meaning: (a) any entity in which the vendor owns more than 50% of the voting stock; (b) any individual, entity or group of principal owners or officers who own more than 50% of the voting stock of the vendor; or (c) any entity whose voting stock is more than 50% owned by the same individual, entity or group described in clause (b). In addition, if a vendor owns less than 50% of the voting stock of another entity, but directs or has the right to direct such entity's daily operations, that entity will be an "affiliate" for purposes of this questionnaire.

**ALBANY COUNTY
VENDOR RESPONSIBILITY QUESTIONNAIRE**

FEIN # 161694206

State of: New York)
County of: Schenectady) ss:

CERTIFICATION:

The undersigned: recognizes that this questionnaire is submitted for the express purpose of assisting the County of Albany in making a determination regarding an award of contract or approval of a subcontract; acknowledges that the County may in its discretion, by means which it may choose, verify the truth and accuracy of all statements made herein; acknowledges that intentional submission of false or misleading information may constitute a felony under Penal Law Section 210.40 or a misdemeanor under Penal Law Section 210.35 or Section 210.45, and may also be punishable by a fine and/or imprisonment of up to five years under 18 USC Section 1001 and may result in contract termination; and states that the information submitted in this questionnaire and any attached pages is true, accurate and complete.

The undersigned certifies that he/she:

- Has not altered the content of the questions in the questionnaire in any manner;
- Has read and understands all of the items contained in the questionnaire and any pages attached by the submitting vendor;
- Has supplied full and complete responses to each item therein to the best of his/her knowledge, information and belief;
- Is knowledgeable about the submitting vendor's business and operations;
- Understands that Albany County will rely on the information supplied in the questionnaire when entering into a contract with the vendor;
- Is under duty to notify the Albany County Purchasing Division of any material changes to the vendor's responses.

Name of Business Impact marketing +
communications
Address 1019 Shannan Blvd, Niskayuna,
NY 12309
City, State, Zip

Signature of Owner 
Printed Name of Signatory Sarah Cook-Raymond
Title President + CEO

Sworn before me this 25 day of July, 2025.
Andrew G. Doherty
Notary Public

ANDREW G DOHERTY
Notary Public - State of New York
No. 01DO0017590
Qualified in Saratoga County
My Commission Expires Dec. 03, 2027

Andrew G. Doherty
Printed Name

Signature
07/25/2025
Date

Attachment "D"
Certification Pursuant to Section 103-g
Of the New York State
General Municipal Law

- A. By submission of this bid/proposal, each bidder/proposer and each person signing on behalf of any bidder/proposer certifies, and in the case of a joint bid, each party thereto certifies as to its own organization, under penalty of perjury, that to the best of its knowledge and belief that each bidder is not on the list created pursuant to paragraph (b) of subdivision 3 of Section 165-a of the New York State Finance Law.
- B. A Bid/Proposal shall not be considered for award, nor shall any award be made where the condition set forth in Paragraph A above has not been complied with; provided, however, that in any case the bidder/proposer cannot make the foregoing certification set forth in Paragraph A above, the bidder/proposer shall so state and shall furnish with the bid a signed statement which sets forth in detail the reasons therefor. Where Paragraph A above cannot be complied with, the Purchasing Unit to the political subdivision, public department, agency or official thereof to which the bid/proposal is made, or his designee, may award a bid/proposal, on a case by case business under the following circumstances:
1. The investment activities in Iran were made before April 12, 2012, the investment activities in Iran have not been expanded or renewed after April 12, 2012, and the Bidder/Proposer has adopted, publicized and is implementing a formal plan to cease the investment activities in Iran and to refrain from engaging in any new investments in Iran; or
 2. The political subdivision makes a determination that the goods or services are necessary for the political subdivision to perform its functions and that, absent such an exemption, the political subdivision would be unable to obtain the goods or services for which the contract is offered. Such determination shall be made in writing and shall be a public document.



Signature

President & CEO

Title

Impact Marketing + Communications, Inc.
Company Name

7/29/2025
Date

Work Samples

ERIE COUNTY HARM REDUCTION MEDIA CAMPAIGN

Impact Marketing + Communications (Impact) worked with the Erie County, NY Department of Health to launch a harm reduction media campaign called Detect to Protect to reach individuals at risk for drug overdoses and death as well as their family members, friends, and community leaders to support harm reduction messaging, education, and activities. The campaign focuses on the rise of fentanyl-related overdoses involving cocaine, the disproportionate impact the area is seeing in communities of color, and that this is overwhelmingly occurring among older residents.

Formative Research. As a first step in development of the campaign, Impact conducted qualitative research with peer navigators and health department outreach staff; people with lived experience; healthcare and behavioral health providers, community-based organizations and faith leaders to guide the campaign concept development. The campaign was also heavily informed by overdose data and trends at the county level. Data showed that the largest increase in opioid-related overdose deaths is now happening in people ages 60+ followed by people 50-59 years old and people 40-49 years old, respectively and is disproportionately affecting communities of color. Many opioid overdoses involve contamination of the cocaine supply.

Many of the people affected do not see themselves as active users, and recreational cocaine users see themselves as very different from opioid users. Older people do not understand what fentanyl is or how different it is than cocaine. There is a widespread misperception that opioid overdoses, deaths, and fentanyl-related information is isolated to opioids (i.e., people don't realize fentanyl is pervasive across the drug supply).

During interviews and focus groups, participants expressed a desire to have the campaign reflect real people from Erie County. As a result, the campaign was informed, inspired, and featured people from the community. Impact held a photo shoot in Erie County at well-known locations with 10 community members who represented people with lived experience and people personally affected by the opioid crisis. These models served as ambassadors of the campaign and attended the campaign launch in July 2024. As Erie County encompasses Buffalo, NY, the idea of the City of Good Neighbors is what the campaign was based on – to inspire people to protect themselves, protect their neighbors, and spread the word to increase awareness and incentivize everyone to be part of addressing this health crisis.



Campaign Concepting and Execution. Impact developed a radio spot and video designed to bring attention to the rise in overdoses due to fentanyl being added to the cocaine supply – particularly among people in their 40s, 50s and 60s and in communities of color. The first flight of 10 second, 15 second, 30 second and 60 second radio ads began airing on streaming platforms and on the Total Traffic and Weather Network, WUFO-FM, WBLK-FM, WGR-AM, WKSE-FM, and WGRF-FM beginning in April 2024. Radio ads ran through the end of the year. In November, a tailored radio spot was launched in response to an anticipated increase in overdoses during the holiday season. In addition, Impact negotiated a radio message that was aired during a Buffalo Bills playoff pre-game show, during the game, and Monday - Friday on WGR (the official radio station of the Buffalo Bills).

Beginning in July 2024 through December 2024, the campaign also included coasters, posters, and brochures in bars, restaurants, barbershops, gas stations, corner stores and pharmacies targeting zip codes with a high rate of opioid overdoses in Erie County. In addition, the campaign included digital location-based and audience-based display ads and several rounds of social marketing (both static and video ads) on TikTok and Meta encouraging residents to order free fentanyl test strips from the Erie County Department of Health to test their cocaine and Narcan to stop a deadly overdose and to never use alone.

To facilitate cross promotions, Impact also developed printable posters and a social media toolkit with possible messages and graphics that community organizations and individuals can access here <https://www3.erie.gov/health/detect-protect-tool-kit> and use to spread the word through their organizational and individual social media channels.

Campaign Results. Overall, the campaign lift was 29.2% which is well above the industry average of 13.6%. Lift refers to the increased likelihood that people will order supplies after receiving an ad versus those that didn't receive it and is measured by the increase in traffic to the campaign webpage within 10 minutes of a radio ad being aired. Radio ads were placed during times of highest listenership by the priority audiences for the campaign. The greatest activity on the campaign



webpage was Monday -Wednesday, 6 am - 3 pm, which coincided with airing of the radio spots.

In 2024, the campaign produced:

- + More than 9.4 million impressions on social media
- + More than 5.5 million impressions via location-based and audience-based display ads
- + More than 2 million impressions via streaming audio
- + More than 1.8 million impressions on streaming video
- + More than 133,000 visits to the campaign website to order fentanyl test strips and Narcan

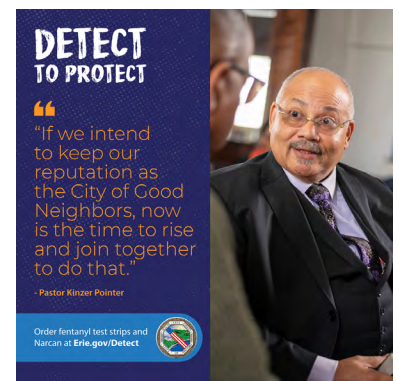
In addition, there were significant increases in harm reduction supply ordering and distribution, including:

- + 374% increase in ordering and distribution of fentanyl test strips
- + 1,796% increase in ordering and distribution of xylazine test strips
- + 236% increase in ordering and distribution of Narcan kits

Overall, opioid overdose deaths decreased in 2024 by 14% from a high of 436 in 2023. Monthly deaths decreased from 40 in June 2024 to 25 in July and 23 in August 2024 after the full campaign launched.

To date, the campaign has won a:

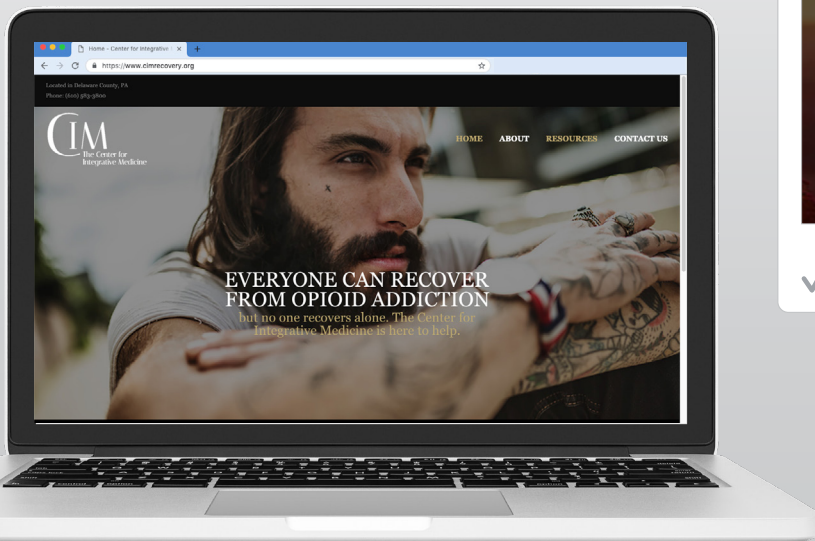
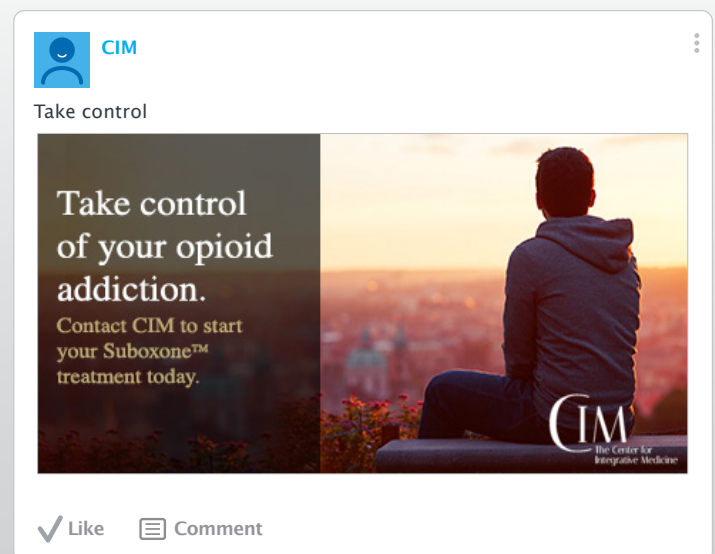
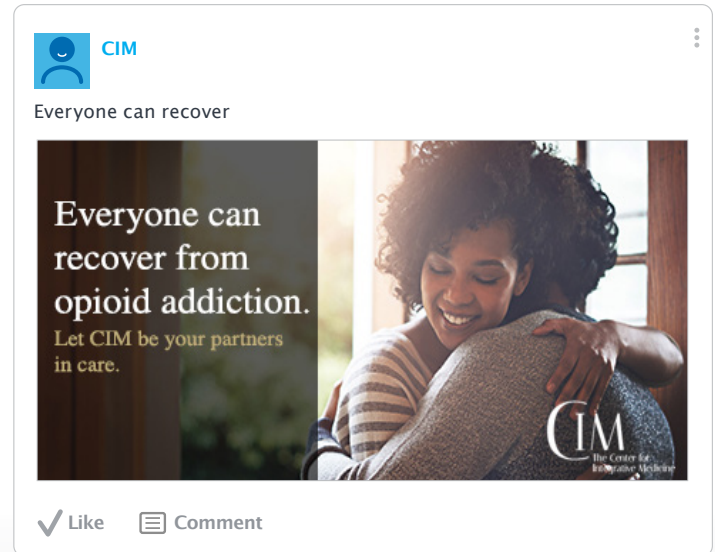
- + **2024 Gold MUSE Creative Award for Best Advertising Campaign**
- + **2024 Bronze Healthcare Digital Marketing Award for Best Digital Marketing Campaign**
- + **2024 Gold Viddy Award for Best Public Service Announcement**



CENTER FOR INTEGRATIVE MEDICINE

Impact designs social media messaging, templates, social media graphical and interactive ads, and runs social media marketing campaigns for the Center for Integrative Medicine (CIM). Our social media work has included advertisements and promotions as well as message development, graphics design, social listening, editorial calendars, and strategy.

For our Facebook ad campaign, we conducted A/B testing (otherwise known as split testing) to assess messaging and visuals in real time that most resonate with key target audiences. Using this information, we stratify the most impactful messaging to target audiences based on key demographics (e.g., gender, education, income, race, zip code). Through this work, we were able to not only target individuals within CIM's service area who were likely to be Medicaid covered and with potential interest in Suboxone opioid treatment but also see what time of day, what images, and what messages worked best to drive target audience segments to both online education resources as well as conversion rates resulting in outreach inquiries and engagements into the treatment program.



NEW YORK STATE OFFICE OF ADDICTION SERVICES AND SUPPORT (OASAS) - FENTANYL AND HARM REDUCTION AWARENESS

The Challenge:

New York State continues to face a devastating opioid crisis, with fentanyl-laced substances contributing to a significant rise in overdose deaths.

The New York State Office of Addiction Services and Support (OASAS) sought to launch a large-scale public awareness initiative to educate New York residents—particularly teens, parents, and caregivers, on the dangers of fentanyl and the importance of harm reduction tools like naloxone.



OpAD's Approach: OpAD Media partnered with OASAS to develop and execute a comprehensive, data-driven public education campaign centered around overdose prevention and harm reduction. Leveraging behavioral, geographic, and demographic insights, we strategically targeted high-risk areas across the state with tailored messaging that connected with communities most in need.

Our omnichannel strategy included a robust mix of media tactics to ensure statewide visibility and deep community engagement. Campaign goals included:

- + Educating the public on fentanyl risks and signs of overdose
- + Promoting the use and availability of naloxone
- + Driving traffic to state-run prevention resources
- + Supporting stigma reduction and encouraging conversations around substance use

The Execution: We activated a cross-channel media mix and community engagement plan designed to maximize awareness and impact:

Multichannel Media Strategy:

- + **Digital** (269.5M impressions): Display, pre-roll, and programmatic ads drove qualified traffic to state prevention resources.
- + **Television** (433.3M impressions): High-impact TV spots on broadcast and streaming platforms broadened awareness and delivered educational messaging to diverse audiences.
- + **Radio** (177.8M impressions): Statewide radio buy reached commuters and rural audiences, reinforcing campaign themes with frequency.
- + **Out-of-Home** (395.7M impressions): Transit shelters, and posters saturated high-risk zip codes with consistent, visible messaging.

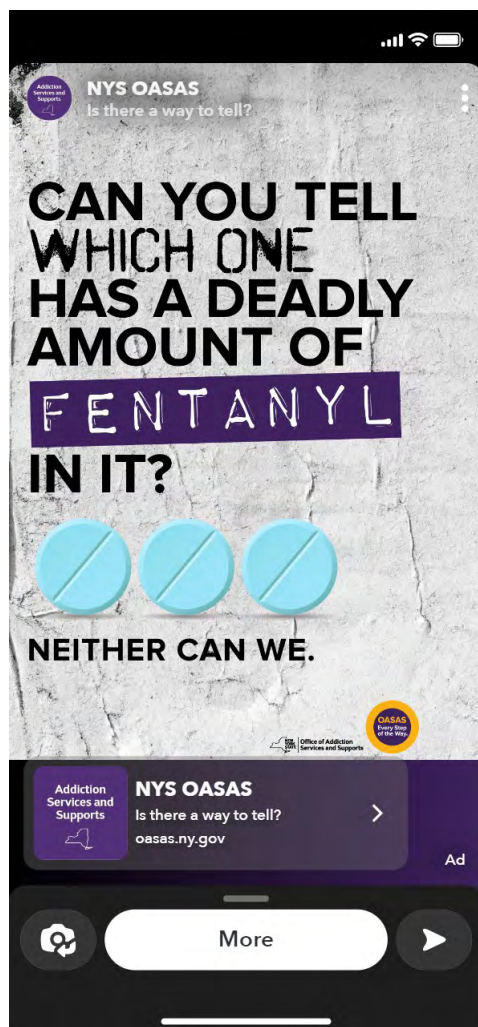
In total, the campaign delivered over **1.27 billion impressions**, building broad public awareness and ensuring repeated exposure to lifesaving information.

Community Activation: Hispanic Engagement in the Bronx: To deepen cultural resonance and community trust, OpAD coordinated a high-impact activation targeting Hispanic residents in the Bronx and surrounding neighborhoods.

- + In partnership with **Univision**, the event was promoted through Spanish-language TV, radio, and digital
- + On-site, an LED **truck** amplified the campaign message while the OASAS team distributed educational materials and naloxone kits.
- + The activation provided a direct, in-person touchpoint for conversations around prevention, support, and treatment resources.

The Impact: By combining a large-scale media presence with localized, culturally relevant community engagement, OpAD helped OASAS:

- + Increase visibility of fentanyl-risks and solutions
- + Strengthen harm reduction awareness among vulnerable populations
- + Drive qualified traffic to critical state resources
- + Support OASAS's mission to reduce overdose deaths and promote community well-being

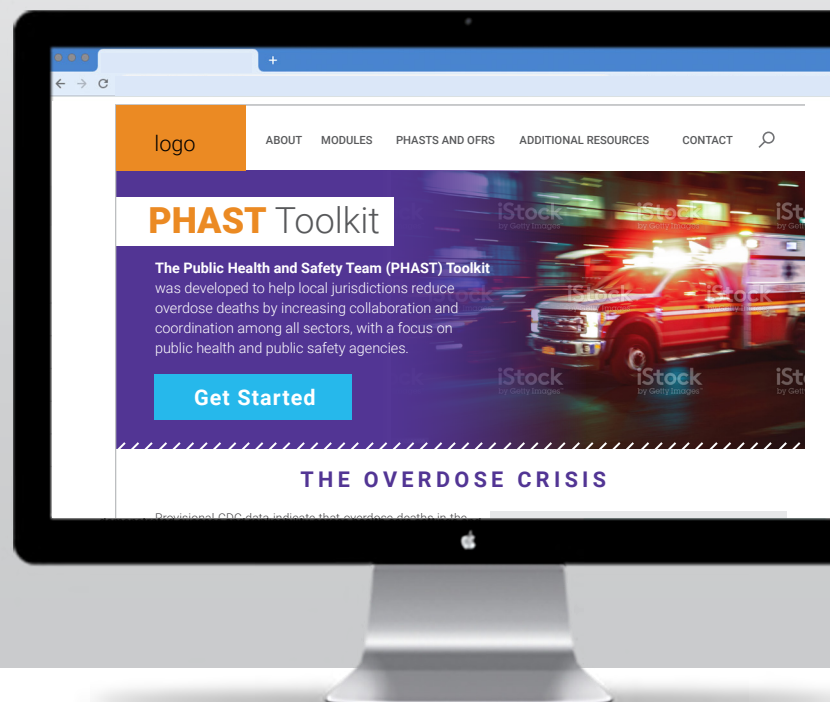


CDC'S DIVISION OF OVERDOSE PREVENTION AND CDC FOUNDATION

Impact is supporting a joint venture with CDC's Division of Overdose Prevention and the CDC Foundation on an initiative to bring together multisectoral partnerships in jurisdictions to end the opioid overdose crisis. Impact's work includes collaborating on a Public Health and Safety Team (PHAST) toolkit as well as creating a brand identity including a logo and branded presentation; design direction for the toolkit and dynamic web site with easy-to-use checklists and fact sheets; and a series of web-based videos and e-learning modules to support local jurisdictions by increasing coordination to reduce opioid overdose deaths. For example, Impact created an animated video to explain how PHASTs and Overdose Fatality Review (OFR) teams can be used together to analyze aggregate and case-level data in jurisdictions to identify opportunities to implement and improve overdose prevention which was presented to nationwide stakeholders by CDC staff. Impact is also supporting CDC in the dissemination of project materials including development of a social media toolkit with "plug and play" sample content and graphics for cross-promotion by partners and key stakeholders, and additional promotional assets such as infographics, videos and trailers. Impact is also supporting CDC with website hosting, web security and online web training.

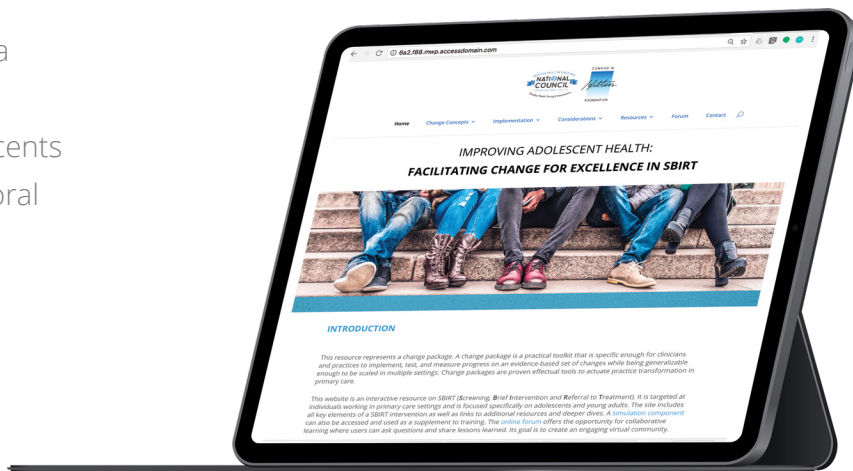
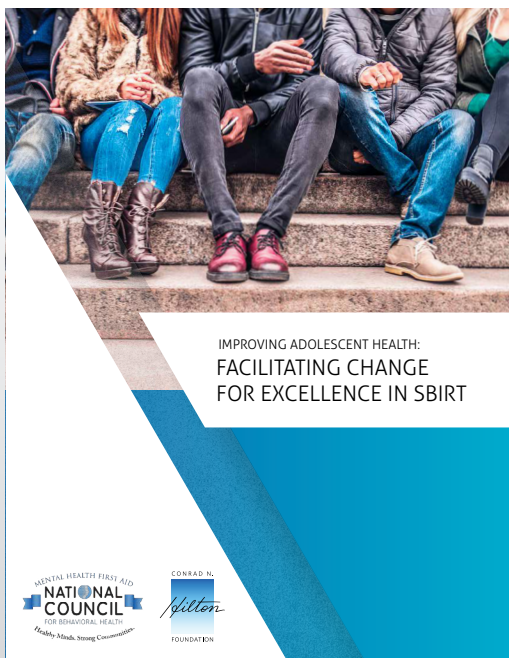


DESIGN



SBIRT CAMPAIGN

Impact led brand development and design, editorial services, photo research, training resource development, and website build for a "Screening, Brief Intervention, and Referral to Treatment (SBIRT)" project focused on adolescents and youth for the National Council for Behavioral Health and funded by the Hilton Foundation.



PrEP AWARE WEEK CAMPAIGN

Impact supports the New York State Department of Health, AIDS Institute (AI) for PrEP Aware Week, coordinating with AI and eight New York State-based agencies. Impact proposes campaign themes and design directions and also solicits input and ideas from agencies and ambassadors. This is used to inform campaign branding and messaging as well as a photo/video shoot with the ambassadors. The 2023 theme “PrEP is for Every Body” references two social movements: **sex positivity** acknowledging that all consensual sexual activities are fundamentally healthy; and **body positivity**, celebrating all bodies, regardless of size, shape, skin tone, gender, and physical abilities.

Impact designed a campaign website with downloadable campaign videos, social media toolkit, and other digital graphics. The campaign T-shirts worn by agency partners generate excitement, awareness, and knowledge of PrEP at their in-person community outreach events.

To accommodate Spanish monolingual ambassadors, Impact translates interview questions, model release forms, and collaborates with a translator during the photo and video shoot to ensure all participants feel welcomed, included, and heard. Impact works with the AI on the selection of the ambassadors, working carefully to ensure a diverse and inclusive group.

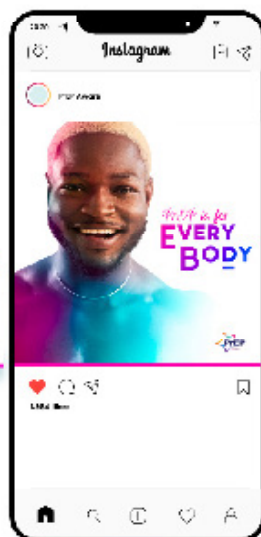
In Just One Week, the Campaign Resulted in

- + More than 4,160 individuals reached at community outreach events
- + More than 1,752 PrEP ambassador video views on the NYS YouTube channel
- + Multiple TikTok posts reaching 10,000+ views and one hitting over 83,000+ views
- + 54,000 impressions on Grindr
- + 150,000+ reach on Facebook with one video watched more than 41,000+ times
- + 4,000+ individuals reached via email

*Nominated by the National Minority AIDS Council (NMAC) for their “PrEPpy Awards,” honoring the best PrEP Campaigns in the country.

Campaign Website: <https://prepforsex.org>

PrEP is for
**EVERY
BODY**



HARM REDUCTION HEALTH PROGRAM REBRAND

Impact worked closely with Rutgers University School of Nursing and the New Jersey Department of Health to rebrand the ARCH Nursing Program. Initially focusing on reproductive care and HIV services, the ARCH Program was looking for a rebrand that better reflected their expanded scope of services. Over the years, they have evolved to offer the community a robust, holistic approach to whole-person wellness with an emphasis on harm reduction. Services now include wound care, access to safer use supplies and naloxone, opioid treatment, HIV, STI and hepatitis testing and treatment, and referrals to PrEP, prenatal care, and mental health support.

The Impact team led with formative research that included focus groups and message testing to develop a new brand name that centered the interests of the ARCH, Rutgers, and NJDOH teams. Using the findings, Impact crafted a rebrand that was comprised of a logo, design assets, a renewed value proposition, taglines and marketing messaging. Impact then wrote, designed and programmed a UX tested and priority population tested website, and integrated an interactive site map before coordinating implementation with the Rutgers Office of Information Technology.

Other materials Impact created to accompany the new Harm Reduction Health Program included in-language marketing and outreach collateral in English, Spanish, and Haitian Creole, and promotional products including social media messages and templates.

To share the rebrand with the interdisciplinary Harm Reduction Health Program team, Impact conducted virtual and in-person presentations with stakeholders, nurses, and provider support staff, Rutgers School of Nursing, and the New Jersey Department of Health.



ADDRESSING STIs: ASK. TEST. TREAT. REPEAT.

Impact, in collaboration with the Rutgers School of Nursing and funded by the Health Resources and Services Administration HIV/AIDS Bureau and Bureau of Primary Health Care, led the creative development, strategy, and dissemination for the “Addressing STIs: Ask. Test. Treat. Repeat.” national campaign. The goal of the campaign is to encourage providers to improve routine STI screening and treatment among people with HIV and people who are vulnerable to HIV acquisition. We conceptualized the campaign landmark and overall look and feel and applied it to the physical STI Starter Tool Kit and digital toolkit. The contents include illustrated fact sheets, infographics, self-collection instructions, workflows, appointment cards, LGBTQ+ welcoming indicators, and more. In addition, Impact wrote and directed an animated instructional video explaining the importance and application of the four-part evidence-based interventions. We also developed and implemented a dissemination plan to promote materials among Ryan White HIV/AIDS Program recipients and coordinated manuscripts reporting the project’s research findings into a peer-reviewed journal supplement.

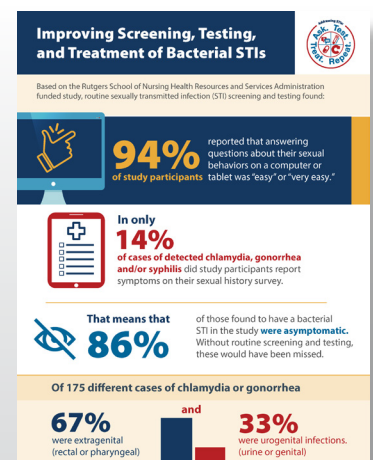
Because this campaign focused on reaching providers, focus groups and campaign testing involved HIV and health center provider staff.

Campaign Results:

- More than 10,000 kits have been distributed to all 50 states, the District of Columbia, Puerto Rico, and the Virgin Islands.
- STI Toolkit recipients reacted favorably to the satisfaction survey they completed, with nearly 90 percent responding that they “strongly agree” or “agree” with the statement: “The STI Starter Kit Components met or exceeded my expectations.”

Featured by HIV.gov, HRSA, and CDC promotions in honor of this year’s “STI Awareness Week.”

Website: <https://targethiv.org/STIs>



DISSEMINATION OF EVIDENCE-INFORMED INTERVENTIONS

The Dissemination of Evidence-Informed Interventions initiative is a HRSA-funded research and technical assistance (TA) project that applies an implementation science lens and seeks to test the replicability of four adapted linkage and retention interventions to improve health outcomes among marginalized populations. At conclusion of the initiative, four evidence-informed care and treatment interventions (CATIs) that are replicable, cost effective, and capable of producing optimal health outcomes, and are easily adaptable to the changing healthcare environment will be produced.

The interventions focus on opioid treatment, correctional healthcare and linkage services, patient navigation, and peers. Impact provides advisement, develops and designs TA packages and materials (including curricula, spotlights, training guides, web pages), and manages marketing and dissemination activities.



Buprenorphine SPOTLIGHT

WHEN DISASTER STRIKES:
The Role of Emergency Planning for Effective Opioid Treatment and HIV Care

Learn how a Puerto Rican health organization confronted natural and economic disasters to maintain high quality care for their clients with opioid addiction and HIV. Their dedication and common-sense strategies provided life-saving services following Hurricane Maria, and helped their clients remain virally suppressed during the worst crisis to affect the island in generations.

SUMMARY

This project spotlight profiles an intervention designed to integrate buprenorphine treatment for opioid use disorder at Centro Ararat, Inc., a community-based nonprofit health organization in Puerto Rico. Their program consolidates opioid and HIV treatment in a primary care setting for clients seeking both services. This replication project is part of the Dissemination of Evidence-Informed Interventions project funded by the U.S. Department of Health and Human Services (HHS), Health Resources and Services Administration (HRSA), HIV/AIDS Bureau (HAB).

Centro Ararat provides clinical healthcare in Ponce and Juana Diaz in southern, as well as in San Juan and Arecibo in northern Puerto Rico. While they offer general primary care for any client who needs it, they have a particular expertise in HIV services. They treat over 800 people with HIV, many of whom also have opioid use disorders. For example, the Juana Diaz clinic treats about 80 clients living with HIV and about 40% of this group also receives treatment for opioid use disorder.

DISSEMINATION OF EVIDENCE-INFORMED INTERVENTIONS

Integrating Buprenorphine Treatment for Opioid Use Disorder in HIV Primary Care
Centro Ararat, Inc.

WHY THIS SPOTLIGHT?

Integrating opioid treatment into HIV primary care settings is a particularly timely topic given the current opioid crisis. Calendar year 2018 also marked the first year that HRSA/HAB collected data on prescriber use of medication-assisted treatment (MAT), including buprenorphine. Moreover, in recent years, ranging from hurricanes in the Southern United States and its Territories to wild fires out West, it's become clear the role that emergency planning plays in ensuring continuity of care for people living with HIV, including those dually diagnosed with addiction disorders.

CONTRIBUTORS

Experts from Centro Ararat interviewed for this spotlight include:

- Carlos A. Carrero, Chief Finance & Development Officer
- Romano Baroni, Data Manager
- Dr. Maribel Acevedo, Principal Investigator

STRATEGY/ACTIVITIES

Adapt to Circumstances
Centro Ararat began this intervention with a goal of recruiting more clients, but soon faced the reality of the island's financial crisis. Community partners were no longer there to identify eligible candidates and make referrals. Responding to this gap in services, Centro Ararat's board and senior managers changed their focus and approved adding outreach and education to the intervention team's mandate. The health clinic would now handle community relations and recruitment in-house.

Just as their initiative launched, Hurricane Maria struck the island and the team transitioned once again—this time to a disaster response unit. Rather than finding new clients, they located existing ones, so no one would be lost to care. The team visited people in their homes to check on their welfare. They performed a medical needs assessment to determine the availability of medicine, the presence of injuries, and the need for mental health services. They also asked about access to food and potable water, housing and utility status, and their clients' economic sustainability. Centro Ararat staff now reflect that the creation of a well-connected team that included a Community Peer was fortuitous. Their knowledge of the community and ability to shift focus was paramount in helping the program focus its efforts following the hurricane.

Frontload Schedules in Advance of a Weather-related Event
While Hurricane Maria was an extreme event, Puerto Rico often experiences hurricanes and tropical storms. Centro Ararat plans for contingencies when weather interrupts their services. Their diligence is especially important for clients in opioid and HIV treatment, who must adhere to a consistent medication schedule. Even brief lapses pose the risk of relapse or loss of viral suppression.

When severe weather approaches, the clinic reschedules medical and laboratory visits to see clients before the storm. Clients also receive a two-week supply of medicine, so they do not run out during a time when the clinic or pharmacy is closed. Advanced prescribing keeps clients stable in their care should they be unable to return to the clinic in time. In the case of Hurricane Maria, advanced prescribing provided the outreach team enough time to reach people in their homes before they ran out of medicine. Once Centro Ararat reopened, staff continued to perform urine toxicology screenings at the clinic, which test for a number of different substances, including buprenorphine. Romano Baroni, the program's data manager, explains that "this process helps to identify if the patient is adhering to his buprenorphine treatment."

Address Basic Needs First
When the outreach team found clients, most were not concerned about their health. Immediate survival overshadowed everything. Centro Ararat staff respected how precarious the storm recovery was for their clients and did not push conversations about HIV, substance use, or health. Rather, they offered help. Every few days they visited clients, carrying food, water, and first aid supplies in their cars. They asked clients how they were coping mentally, and helped clients attend to vulnerable loved ones. Focusing on the big picture of hurricane recovery, rather than the specific scope of their buprenorphine project, demonstrated to clients that Centro Ararat respected their humanity. They did not reduce their experience to a specific diagnosis or circumstance.

"Everything was a test of will. And so very stressful for everybody. I would imagine even more so for people with dependency issues."

Keep Paper Records as Backup During a Crisis
Like their clients, Centro Ararat's facilities lost power, water, and all communications for weeks after the storm. With no phone or Internet service, staff could not access their patients' electronic records. Centro Ararat migrated to electronic records several years ago, but they have maintained paper files in case of a power outage. Paper records are stored according to Health Insurance Portability and Accountability Act (HIPAA) regulations in an interior room, which is protected from weather-related damage.

Paper records are less in-depth than their electronic counterparts, but they had what outreach workers need during a crisis: names, addresses, and basic health information. Centro Ararat staff report that they are better able to respond to disasters because they maintain supplemental data to their computer-based records.

Add Living Conditions to Client Records
Centro Ararat's paper and electronic files now include housing information to help staff plan for future disasters. Baroni explains that they now record if clients live in a known flood area or if their homes are made of wood or cement. He admits that this information may seem unusual for a medical file, but "it will actually help us prioritize when we go out and visit," and identify "who needs our services immediately."

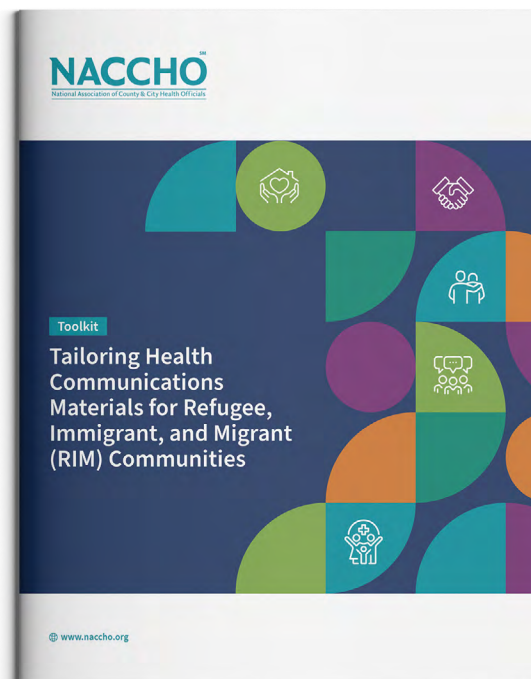
Housing information enables outreach staff to create a triage plan proactively, so they are ready to respond without delay. The goal is to keep all clients safe, while helping those in the greatest danger first. With added time, they can prioritize their outreach and make strategic use of their resources. Baroni believes that including housing conditions in patient files was "one of the lessons learned from this hurricane" and a small but important safeguard in future disaster planning.

Attend to Staff Needs During Times of Crisis
While Centro Ararat staff stayed focused on clients' needs, they often overlooked their own. Several staff members suffered significant damage to their homes, and everyone confronted the same scarcity of basic services. The urgency of the situation kept the staff focused. "Everybody was on crisis response mode," says Carrero. "I think that we saw ourselves as providers and really did not tend to see ourselves as people who needed support. We felt that it was

NATIONAL ASSOCIATION OF COUNTY AND CITY HEALTH OFFICIALS (NACCHO)

Refugee, Immigrant, and Migrant (RIM) Programs

Our collaboration with the National Association of County and City Health Officials (NACCHO) on their Refugee, Immigrant, and Migrant (RIM) Program aimed to strengthen public health systems serving RIM communities. We developed four comprehensive toolkits, along with webpage graphics and social media content, addressing critical areas such as health communication, partnership building, trauma-informed care, and sustainability. These toolkits provide practical resources and guidance regarding a barrier to RIM health access and establish processes for addressing the challenge and replicating it in local jurisdictions.

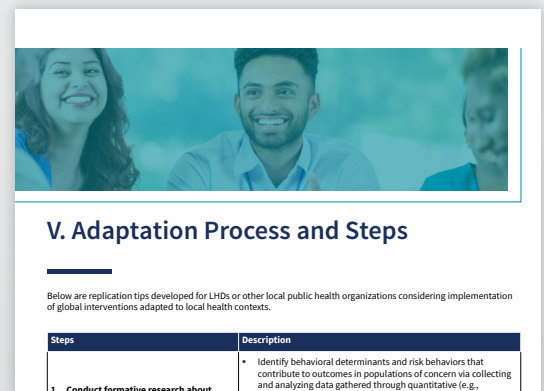
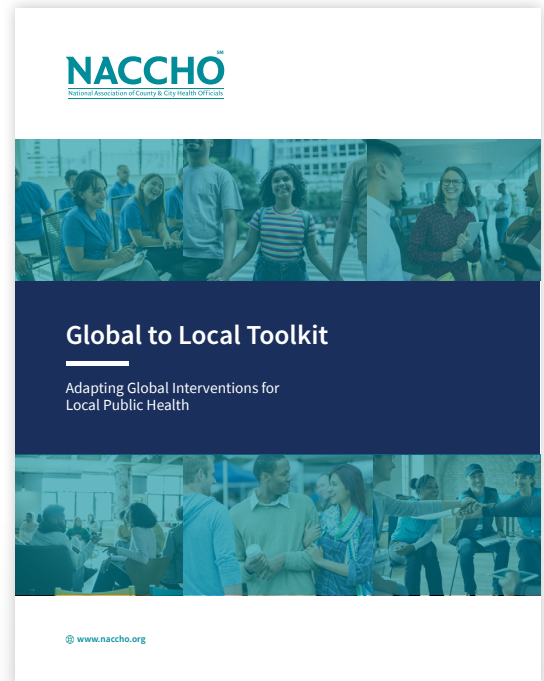
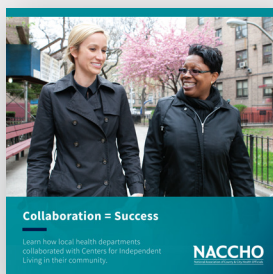


NATIONAL ASSOCIATION OF COUNTY AND CITY HEALTH OFFICIALS (NACCHO)

NACCHO provides resources to help local health department (LHD) leaders develop public health policies and programs to ensure that communities have access to the vital programs and services people need to keep them protected from disease and disaster.

Impact, in collaboration with NACCHO, developed marketing and communications materials to encourage local health agencies to partner with Centers for Independent Living (CILs) to improve health outcomes and increase access to information and services related to COVID-19 vaccinations among persons with disabilities. These included a blog, social media kit, PowerPoint deck, LHD success stories, Website content, and partner planning tools. Impact also developed a one-hour training geared to LHDs interested in partnering with CILs to improve the health outcomes and community engagement of persons with disabilities.

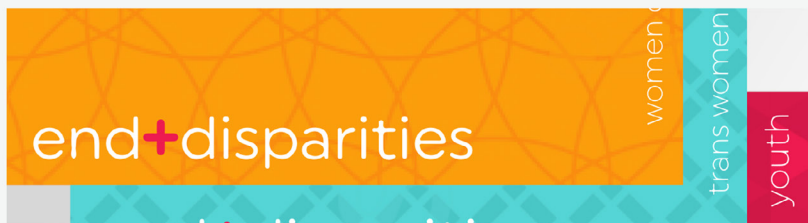
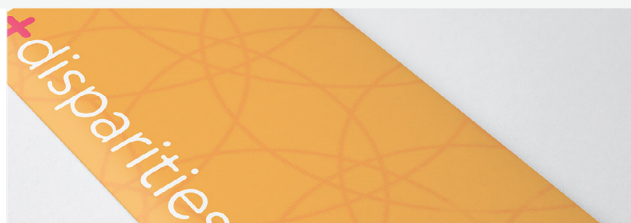
In addition, Impact worked with NACCHO to develop a series of toolkits and promotional materials including lessons on adapting global health interventions in a local context, addressing high-risk substance use through STI clinics, and pharyngeal gonorrhea test of cure best practices.



END+DISPARITIES LEARNING EXCHANGE

The end+disparities learning exchange was an HHS-funded effort that fostered a learning community among provider sites across the country from clinics, hospitals, health departments, teaching institutions, and social support organizations in order to share research, evidence-informed interventions, and best practices with the goal of reducing health disparities. An offshoot of the Exchange included a patient-focused group for members to come together and share stories and encourage healthcare engagement and retention.

Impact developed all branding and graphic design; marketing and communications planning and strategy; editorial calendars; recruitment materials; animated PSA video; needs assessment and literature review; website design and build, including Google translate; social media messaging and graphics; promotional placements; brochures; PDFs and printed packets (in English and Spanish); and management of the evidence-informed intervention digital library. The success of this project has spurred a new cycle of funding for the end+disparities ECHO Collaborative, which will build off of existing activities while leveraging telehealth to further engage and educate providers across the country through increased online collaboration.



Letters of Support



Department of Health

KATHY HOCHUL
Governor

JAMES V. McDONALD, MD, MPH
Commissioner

JOHANNE E. MORNE, MS
Executive Deputy Commissioner

July 31, 2025

Pamela O'Neill
Purchasing Agent
County of Albany
112 State Street, Room 1000
Albany, NY 12207

Reference: RFP-2025-120 "Albany County Department of Health Opioid Public Education Campaign"

Subject: Letter of Support

Dear Pamela O'Neill:

I am proud to offer my support for Impact Marketing + Communications whose work over the past five years has played a vital role in advancing public health through innovative and inclusive campaigns with the New York State Department of Health, AIDS Institute. They consistently bring creativity, insight, and a deep understanding of public health priorities. Their professionalism and ease of collaboration makes them a trusted partner in any campaign or public health initiative.

Impact Marketing + Communications brings more than 30 years of experience developing public awareness and public education campaigns as well as a depth of experience in community engagement, multimedia product development, media/social media materials, and in working around stigma reduction and equally sensitive matters. Impact Marketing + Communications has led successful and award-winning campaigns with our organization and is a trustworthy and proactive partner.

Given their extensive work in public health, awareness campaign development, as well as their experience in harm reduction, stigma reduction, and in opioid prevention, they would be well suited to support Albany County Department of Health in its upcoming county-wide campaign.

I am confident that Impact Marketing + Communications unique blend of experience, creativity, and cultural sensitivity will bring exceptional value to any campaign. Their proven track record and commitment to impactful, equity-focused communication make them an ideal partner for this task. I am very pleased to support Impact Marketing + Communication's proposal for this important project.

Sincerely,

A handwritten signature in black ink, appearing to read "Joe Kerwin", written over a light blue horizontal line.

Joseph Kerwin
Director
AIDS Institute



COUNTY OF ERIE

GALE R. BURSTEIN, MD, MPH
COMMISSIONER OF HEALTH

Dear Whom it May Concern:

The Erie County Health Department is pleased to recommend Impact Marketing + Communications for your consideration based on our highly successful partnership on the “Detect to Protect” opioid settlement-funded harm reduction media campaign. Launched to address the rise in fentanyl-related overdoses, particularly in cocaine supplies affecting communities of color and older residents (ages 40–60), this campaign reached at-risk individuals, their families, friends, and community leaders with impactful messaging and resources. Impact led formative research, creative development, stakeholder engagement, and community presentations, and coordinated media buying and analytics.

In just eight months, the campaign achieved remarkable results:

- Over 133,000 visits to our opioid resource website
- A 374% increase in fentanyl test strip orders
- A 236% increase in Narcan kit orders
- A 1,796% increase in xylazine test strip orders
- Over 18.9 million impressions across social media, streaming audio, and video.

The campaign, rooted in Erie County’s “City of Good Neighbors” ethos, featured local voices and was informed by focus groups and interviews with community members, healthcare providers, and individuals with lived experience. Impact’s deliverables included radio spots, videos, coasters, posters, brochures, and a social media toolkit (available at <https://www3.erie.gov/health/detect-protect-tool-kit>), earning a Healthcare Advertising Award, a Gold MUSE Creative Award, and a Gold Viddy Award.

Impact’s professionalism, data-driven approach, and commitment to culturally responsive engagement made them an exceptional partner. We confidently recommend them for your initiatives in Franklin County, ME as their expertise will undoubtedly drive meaningful outcomes.

Sincerely,

A handwritten signature in blue ink, appearing to read "Gale Burstein", is written over a horizontal line.

Gale Burstein, MD, MPH, FAAP
Erie County Commissioner of Health



July 30, 2025

Pamela O Neill
Purchasing Agent
County of Albany
112 State Street, Room 1000
Albany, NY 12207

Reference: RFP-2025-120 “Albany County Department of Health Opioid Public Education Campaign”

Subject: Letter of Support

Dear Ms. O Neill:

As the Director of Quality Initiatives (OQI) at the New York State Department of Health AIDS Institute, I had the professional pleasure and honor to work with Impact Marketing + Communications, and specifically Ms. Sarah Cook-Raymond, its President and CEO, over the last 20 years on multiple national initiatives, including the HRSA-funded Center for Quality Improvement & Innovation (CQII), a national capacity building center serving all Ryan White HIV/AIDS Program-funded recipients and more recently, the Special Projects of National Significance (SPNS) Aging with HIV Initiative.

Impact Marketing + Communications brings more than 30 years of experience developing public awareness and public education campaigns as well as a depth of experience in community engagement, multimedia product development, media/social media materials, and in working around stigma reduction and equally sensitive matters. Impact Marketing + Communications has led successful and award-winning campaigns with our organization and collaborated with us on various health initiatives for more than 15 years.

Given their extensive work in public health, awareness campaign development, as well as their experience in harm reduction, stigma reduction, and in opioid prevention, they would be well suited to support Albany County Department of Health in its upcoming county-wide campaign.

I am very pleased to support Impact Marketing + Communication’s proposal for this important project and available as a reference.

Sincerely,

A handwritten signature in black ink, appearing to read 'Clemens Steinbock', written in a cursive style.

Clemens Steinbock, MBA
Director, Office of Quality Initiatives
New York State Department of Health AIDS Institute

Thank you for considering us!



IMPACT

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