

Content Development

CAPABILITIES STATEMENT

As a Woman-Owned and Service-Disabled Veteran-Owned Small Business with over a decade of experience, PGT drives mission-critical success with strategic advisory and IT modernization services. Our business ethos combines fearless innovation, straight-shooting honesty, and careful project tailoring, making us the partner of choice for government agencies and healthcare organizations. Driven by a deep understanding of the 'Why' behind each mission, PGT excels in business and enterprise architecture, IT solutions, program management, and business process improvement. We trade 'business as usual' for 'business as it should be' to deliver exceptional value and support to our clients, aligning closely with their strategic goals and operational needs.



Business Strategy & Transformation



IT Architecture & Modernization



IT Innovation & Advanced Data Management Solutions



Training Solutions & Administrative Management

OUR NAICS CODES

541511	Custom Computer Programming Services
541519	Other Computer-Related Services
541330	Engineering Services
541512	Computer Systems Design Services
541611	Administrative Management and General Management Consulting Services
541612	Human Resource Consulting Services
541618	Other Management Consulting Services
541990	All Other Professional, Scientific, and Technical Services
561920	Convention and Trade Show Organizers
611430	Professional and Management Development Training
611699	All Other Miscellaneous Schools and Instruction
611710	Education Support Services

Who We Are



Veteran-owned and people-focused, taking care of our employees so they can focus on results



Obsessed with mission success, delivered via honest, tailored solutions that stick



A team of problem solvers comprising the best minds who understand the "why" behind each mission, not just the "how"



Complexity tamers, connecting the dots between technology and operations to maximize results and minimize headaches

Socioeconomic Certifications



How We Do It

We Deploy Deep Expertise

Our team of IT, business architecture, and healthcare experts are cross-trained to tackle the toughest challenges from multiple angles.

We Build Long-Term Strategies

We're experts in managing the gray area of complex operations to develop sustainable strategies that evolve with project goals.

We Drive Process-Based Modernization

We focus on understanding and improving current processes before building towards an optimized future state.

We Master Risk Assessment & Management

We identify and mitigate risks at every level, from enterprise-wide initiatives to individual projects.



PGT: Capabilities

Business Strategy and Transformation

- Business Process Reengineering
- Change Management
- Organizational Development
- Program and Project Management
- Strategic Planning and Execution
- Strategic Communications

IT Architecture and Modernization

- Enterprise Architecture
- Business Architecture
- Requirements Analysis and Development
- Solution Architecture, Modeling, and Tooling Development
- Systems Integration
- IT Strategy and Planning
- IT Governance

IT Innovation and Advanced Data Management Solutions

- Clinical Decision Support
- Data Architecture
- Data Governance and Data Quality Assurance
- Process Automation
- Human-Centered Design and User Experience

Training Solutions and Administrative Management

- Administrative Services
- Records Management
- Training Development and Delivery
- Training Support
- User Adoption Training

Contract Vehicles



Client: PGT Solutions

As the government contractor developed a new brand look,, I worked with them to create updated, brand-consistent materials for the federal sales team. Capabilities documents that list government contract vehicles, NAICS codes and relevant certifications are essential for this sector.

PGTSolutions.com
info@pgtsolutions.com

UEI: ED6BJKJC9TK1
CAGE Code: 7BKYO

Content Development

A Wider Lens on Workplace Law

Affirmative Action/
OFCCP Compliance

Appellate

Background Check &
FCRA Litigation

California Class Actions

Class/Collective Actions

Cybersecurity &
Data Privacy

Diversity, Equity &
Inclusion

Employee Benefits

Employment Litigation
Prevention & Defense

ERISA Litigation

Immigration

Labor Relations

Trade Secrets &
Unfair Competition

Transactional Solutions

Wage and Hour
Compliance & Litigation

Whistleblower &
Retaliation

Workers' Compensation
Defense

Workplace Safety

At Constangy, Brooks, Smith & Prophete, workplace law is all we do – but we're not your typical national law firm. Our clients tell us there is "a soul to Constangy that is unique and refreshing, that's not found with other firms." For more than 75 years, our clients have appreciated our common-sense approach and our commitment to helping employers navigate the prickly legal and regulatory environments of the changing workplace.

From our roots in labor relations and manufacturing, to our recent work in helping employers understand the convergence of digital technology in the modern workplace – our capabilities cover all aspects of the employer-employee relationship.

Today we have more than 180 attorneys across 17 states. We represent companies in single-plaintiff and complex class action matters involving wage and hour law, harassment, discrimination, retaliation, disability accommodation and other employment law concerns. We also work with our clients to create and implement policies to ensure compliance with relevant laws and avoid the problems that lead to litigation. In addition to litigation prevention and defense, we have thriving practice groups providing counsel across all aspects of the modern workplace, including workplace safety, affirmative action, data security, workers' compensation, ERISA and employee benefits, immigration, and labor relations.

Constangy represents Fortune 500 corporations and small companies across the country. Our attorneys are consistently rated among the best by sources including Chambers USA, Martindale-Hubbell, and Best Lawyers in America, and we are ranked as a national Tier 1 firm by the U.S. News & World Report/Best Law Firms survey.

National Presence

With more than 180 attorneys and a full complement of paralegal and support staff, Constangy can work wherever you need and whenever you need.

In addition to bar admissions in more than half of the United States, our attorneys regularly appear with permission of the court in jurisdictions nationwide.

We also have strong relationships with local counsel in many states, ensuring we can work with clients in locations across the country.



Client: Constangy

In keeping with the firm's bright, bold visual identity, I wrote and designed several dozen marketing handouts for use at client pitches, speaking engagements, and conference booths.

visit us online at constangy.com

Content Development

Constangy is known for its **commitment to diversity**. Clients let us know that diverse teams are important to them – they want to work with lawyers from diverse backgrounds, because they believe such teams reflect their own evolving workforces – and because lawyers looking through “a wider lens” bring more innovative ideas to the table.

Our lawyers are not clones. We come from various backgrounds in terms of geography, economic background, and ethnicity. Some of us are parents and sports fans, and former government agency professionals and prior HR managers. We are real people just like you and your employees.

Women and people of color make up 57% of the firm's current attorney roster, and 47% of our partners. For the past six years, we have been ranked among the nation's top firms for diversity for women and minorities. *The American Lawyer* named us as one of the top 50 firms for minorities and a top three firm for African-American attorneys. The *National Law Journal* named Constangy as one of the top ten firms for women attorneys, and we have also been named by *Working Mother* magazine as a top firm for women for the past five years.

What Sets Us Apart

Our lawyers know each other. We like each other. Clients benefit from our agility and a financial structure that allows for cross-office teams with the best mix of lawyers to serve clients. The result is optimal responsiveness and consistent service across all locations.

Are we the biggest firm? No – and that's by design. We have the depth and experience of our “Big Law” colleagues combined with the personal service and deep relationships of a smaller firm. In fact, while we have grown exponentially over the past decade, we have more than 800 clients who have been with us for even longer than that. We are a growing and vibrant firm, yet we respect the heritage and culture that has built us into a unified team providing common-sense, practical, and creative solutions that mitigate risk and help you achieve your business objectives.

Accolades & Awards

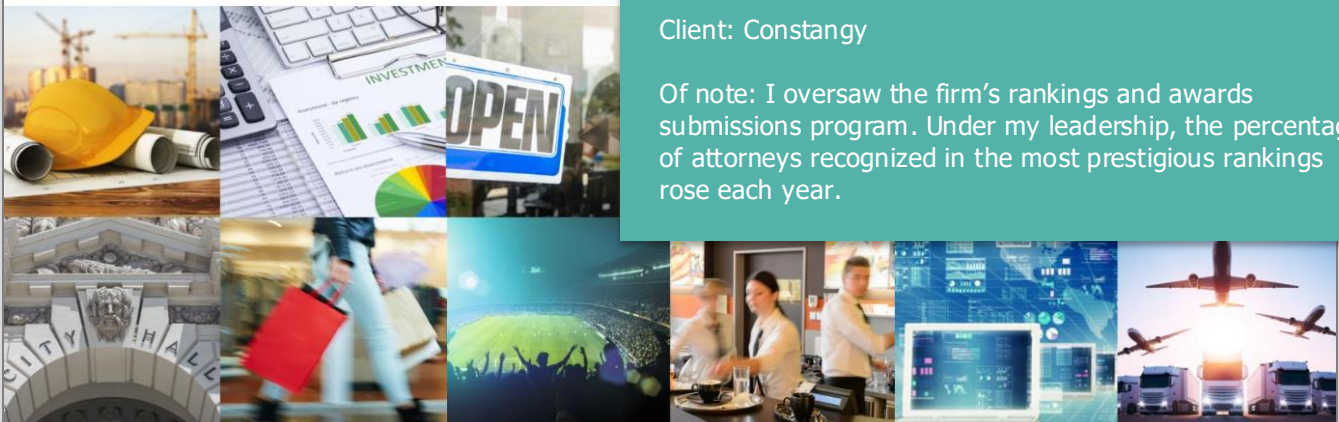
Constangy has an outstanding team of attorneys that distinguishes us. We focus on bringing in the best and the brightest and have recruited many leading minds in employment and labor law.

- U.S. News/Best Law Firms has consistently ranked us as a national Tier 1 firm in employment law (management), labor law (management) and litigation (labor and employment). For 2023, we have received 31 metropolitan Tier 1 rankings across our offices in various areas relating to employment law.
- 43 Constangy attorneys currently hold Martindale-Hubbell's prestigious AV Preeminent® Peer Review designation.
- 52% of our partners were named in the 2022 edition of Best Lawyers in America®. We'd stack that percentage up against any competitor.
- 19 Constangy attorneys were recognized in the 2022 edition of Chambers USA: America's Leading Lawyers for Business®.



Client: Constangy

Of note: I oversaw the firm's rankings and awards submissions program. Under my leadership, the percentage of attorneys recognized in the most prestigious rankings rose each year.



Content Development

Diversity, Equity & Inclusion Audit Services

Are your organization's DEI efforts effective?

Our firm's DEI Audit Services assist employers with assessing whether their efforts are constructed to cultivate true DEI within their organizations. These tools are exceptionally comprehensive from start to finish. Important audit segments cover the breadth of the employer-employee relationship – from pre-employment postings and policies to post-hire practices and employee engagement. Whether it is employee performance reviews or workplace culture,

Constangy's DEI Audit tools will help you dissect your internal DEI efforts and practices... and Constangy lawyers can work hand-in-hand with your organization to plan and implement any needed changes.

Is your organization in compliance?

The DEI Audit tools are designed to measure an organization's compliance with various laws and regulations that impact DEI, as well as the voluntary actions that employers can adopt to help "move the needle" when it comes to achieving a diverse, equitable, and inclusive workplace.

At Constangy, we understand how important implementation and achievement of your DEI program is. Diversity and inclusion have been areas of focus for many employers for years now. However, with the momentum of the social justice movement, we see organizations placing an increased emphasis on efforts to further their goal of ensuring a diverse, inclusive, and equitable workplace. Having a DEI policy is a basic starting point, but organizations that truly want to advance these concepts must dig deeper. Employers should consider adopting DEI best practices, analyzing their workforce and practices, and developing lawful mechanisms that will foster true change.

Constangy's DEI Audit tools can assist an employer with assessing whether its efforts are designed to cultivate true DEI within its organization. Our DEI Audit tools are exceptionally comprehensive from start to finish. Important audit segments cover the breadth of the employer-employee relationship—from pre-employment postings and policies to post-hire practices and employee engagement. Whether it is employee performance reviews or workplace culture, Constangy's DEI Audit tools will help you dissect your internal DEI efforts and practices – and Constangy lawyers can work hand-in-hand with your organization to plan and implement any needed changes. The DEI Audit tools described in more detail below are designed to measure an organization's compliance with various laws and regulations that impact DEI, as well as the voluntary actions that employers can adopt to help "move the needle" when it comes to achieving a diverse, equitable, and inclusive workplace.

Constangy's DEI Audit Services are different from what you might find elsewhere. These tools were prepared by employment lawyers with an eye for what matters from a variety of perspectives – technical compliance, EEO and harassment issues, litigation and EEOC trends, DEI best practices, and organizational barriers. We understand that DEI involves more than just responding to the latest fad or newsworthy event, and our Audit tools reflect the comprehensive approach necessary to conduct an accurate and honest assessment of your organization's commitment to and progress with DEI.

To facilitate these important DEI efforts, we have developed a three-tiered service approach:

- DEI Implement
- DEI Self-Assessment Indicator
- DEI Evaluation & Strategic Action Plan

Because DEI efforts encompass numerous components of an organization, use of these DEI Audit tools may require input from various sectors or departments, such as human resources, DEI, organizational development, talent acquisition, compensation, benefits, employee relations, and similar groups. Participation by this cross-section of viewpoints is necessary to obtain a robust and accurate view of overall DEI efforts and strategies.



CONSTANGY
BROOKS, SMITH &
PROPETE LLP

at <https://www.constangy.com/practices-diversity-equity-inclusion>.

at ccroty@constangy.com or the Constangy attorney of your choice.

Sample of DEI Implement tool

Job Descriptions	
Essential functions included in job descriptions	
Physical and mental requirements reviewed on regular basis	
Essential functions validated and do not disproportionately screen out protected groups	
Hiring Process	
Selection process is in writing and consistently followed	
Applicants considered only for the job for which they apply	
Screening/Interviews	
Applicant names replaced with numbers before screening by recipients	
Applicant names replaced with numbers before screening by hiring managers	
Diversity among interview panel ensured, where possible	
Standardized interview questions utilized	
Recruiters and managers trained in unconscious bias/EEO policies	
Recruiters and managers trained regarding impermissible questions	
EEO/DEI policies discussed with applicants	
Recordkeeping	
All interview notes retained	
Reasons for selection & non-selection accurately and consistently recorded and maintained	
Analyses	
Any pre-employment tests are validated and analyzed for adverse impact on the basis of race and gender	
Selection process routinely analyzed for adverse impact on the basis of race and gender	

and programs that can process and employee s on pre-employment terms and conditions of ture, and a separate numerous suggested DEI k off the areas already or further review and t-page DEI Implement, one of our experienced practices.

corporates the same vides an extensive and organization. Responses and evaluate their own g the questionnaire to res. Given the breadth t most organizations will

Sample of DEI Indicator tool

Indicator		Compliance	Score	Notes
1. Job descriptions include essential functions				
2. Physical and mental requirements reviewed on regular basis				
3. Essential functions validated and do not disproportionately screen out protected groups				
4. Selection process is in writing and consistently followed				
5. Applicants considered only for the job for which they apply				
6. Applicant names replaced with numbers before screening by recipients				
7. Applicant names replaced with numbers before screening by hiring managers				
8. Diversity among interview panel ensured, where possible				
9. Standardized interview questions utilized				
10. Recruiters and managers trained in unconscious bias/EEO policies				
11. Recruiters and managers trained regarding impermissible questions				
12. EEO/DEI policies discussed with applicants				
13. All interview notes retained				
14. Reasons for selection & non-selection accurately and consistently recorded and maintained				
15. Any pre-employment tests are validated and analyzed for adverse impact on the basis of race and gender				
16. Selection process routinely analyzed for adverse impact on the basis of race and gender				

Tier Three

es is DEI Evaluation & questionnaire described , a Constangy attorney ate your organization's

responses and information and provide detailed feedback and recommendations. The Evaluation will include an assessment of each area of inquiry, noting any fields where efforts are not likely to result in meaningful change and if potential issues of legal non-compliance are identified. Constangy will also provide assistance with policy preparation, where necessary, and development of a Strategic Action Plan to help achieve DEI opportunities identified in the Evaluation. To the fullest extent possible, responses that are gathered in the process and the Evaluation have the protection of the attorney-client privilege.



Content Development

Business Immigration Practice

H-1B petitions

L-1 petitions

E-2 investor applications

I-140 immigrant visa petitions

Schedule A healthcare professionals

TN applications under NAFTA

E-1 trader applications

O-1 petitions

H-3 petitions

J-1 petitions

B-1 business visitor visas

B-1 domestic worker visas

I-485 permanent residency applications with advance parole and employment authorization

Most businesses today face unprecedented competition. The need for flexible global operations and the demand for technical skills has created new challenges in creating and maintaining a workforce that will help your company stay competitive. With increased security challenges, tightened quotas and a maze of fast-changing laws, getting and keeping the foreign workers you need is increasingly difficult.

What Sets Us Apart

Constangy is nationally recognized for its proficiency in business immigration law. We have experienced and dedicated immigration lawyers who work with domestic and international corporations and businesses in developing strategies to facilitate the international transfer of key workers.

Constangy's immigration practice group understands that immigration issues are of the utmost importance to your foreign nationals and their family members, and we strive to interact with these persons both professionally and compassionately.

Our goal in serving our clients' immigration needs is to provide a straightforward and cost-effective approach to work visas and green cards.

- We provide summaries of information and documentation needed for visa preparation to our contact persons in the company and interface directly as requested with foreign nationals. We are committed to continuous innovation that drives efficiency and adds value.
- We make use of an electronic immigration case management system which not only permits us to generate the various immigration-related forms but also to receive and send information and forms electronically. The system allows us to track all case information and documents, and set up automatic reminders of important dates for visa and work authorization applicants.
- Our services are provided at a reasonable cost and on an expedited basis. Our "flat fee" billing system assists our clients in controlling costs. Although we use highly skilled paralegals for preparation of certain forms and related documentation, each case is overseen from start to finish by one of our experienced immigration attorneys.

What We Do

Help clients obtain business visas; permanent labor certifications and immigrant visas

- Assist clients with I-9 compliance guidance, internal audits, defense of ICE audits, IRCA compliance and Social Security "mismatch" letters
- Facilitate consular representation for foreign executives, managers and professionals

For more information,
please contact:

Piyumi Samaratunga

Co-Chair
Business Immigration Practice

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612.351.6800

Content Development



**CONSTANGY
BROOKS, SMITH
PROPHETE LLP**



Constangy
October 2025

Constangy Contact: [Jim Scroggins
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205.226.5472](mailto:Jim.Scroggins@constangy.com)

Firm Overview

At Constangy, Brooks, Smith & Prophete, LLP, workplace law is all we do – but we're not your typical national law firm. Our clients tell us there is "a soul to Constangy that is unique and refreshing, that is not found with other firms." For more than 75 years, our clients have appreciated our common-sense approach and our commitment to being a real partner in helping employers navigate the prickly legal and regulatory environments of the changing workplace.

Today we have more than 180 attorneys across 17 states, offering services including the defense of single and multi-plaintiff employment discrimination, harassment, and retaliation claims; complex wage and hour litigation; workplace safety; affirmative action compliance; workers' compensation; ERISA and employee benefits; immigration; labor relations; and data privacy/cybersecurity.

Constangy represents a wide range of Fortune 500 corporations, small companies, government agencies, and nonprofit organizations across the country. Our attorneys are consistently rated among the best by sources including Chambers USA, Martindale-Hubbell, and Best Lawyers in America, and we are ranked as a Tier 1 firm by the U.S. News & World Report Best Law Firm survey.

What Sets Us Apart

Our lawyers know each other. We like each other. Clients benefit from our agility and a financial structure that allows for cross-office teams with the best mix of lawyers to serve clients. The result is optimal responsiveness and consistent service across all locations.

Are we the biggest firm? No – and that's by design. We have the depth and experience of our "Big Law" colleagues combined with the personal service and deep relationships of a smaller firm. In fact, while we have grown exponentially over the past decade, we have more than 900 clients who have been with us for even longer than that. We are a growing and vibrant firm, yet we respect the heritage and culture that has built us into a unified team providing common-sense, practical, and creative solutions that mitigate risk and help you achieve your business objectives.

We are also known for our commitment to diversity. Clients have let us know that diverse teams are important to them – they want to work with people who reflect their own evolving world. "A wider lens" actually brings more innovative ideas to the table.

Practice Areas

Employment Litigation

The last decade has seen a significant rise in the number of single- or multi-plaintiff lawsuits filed against U.S. employers. Our employment and defense team has the depth and expertise to handle harassment, and retaliation to highly complex class actions. We defend our clients vigorously and, where appropriate, and work as a partner to help you find solutions to issues of court altogether.

Class Actions

Large, complex class actions can quickly become "boogymen" for attorneys that understand the potential legal and business risks. Whether a class action involves multiple states, a large number of parties, or the trial is in a hostile jurisdiction, we have the resources and expertise to handle them. Our team is experienced in representing employers in class actions involving alleged wage and hour violations including overtime and break time and inaccurate record-keeping.

Wage and Hour

As the modern workplace becomes more fluid and overtime, "part-time" and "contractor" are governed by a single set of rules. This provides a fertile field for class and collective action. Our team has the skill and knowledge in this specific area of law to help hundreds of companies maintain compliance and handle collective actions brought under federal and state law. We are the book on this subject, as Constangy's wage and hour team is the editor-in-chief of the American Bar Association's Act.

Manufacturing

It's a tough world out there for manufacturers. As automation and globalization become permanent fixtures in manufacturing, the business leaders must grow and adapt to remain competitive. A shaky global economy means you must be as efficient as possible. But what does that mean for your workforce?

In recent years, we have seen a changing role for labor unions and a flood of new regulations impacting American manufacturers. Complying with the various federal and state laws can be complicated, time-consuming and expensive. But the costs of noncompliance could be higher.

What Sets Us Apart

We have counseled and represented large and small manufacturers since our inception in 1946. Our team has the depth and skills to anticipate and quickly respond to any labor and employment issue facing our manufacturing clients – from traditional labor and union avoidance to juggling immigration matters to defending trade secrets. Our vast experience uniquely positions us to understand the specific issues facing manufacturers. It enables us to create effective strategies to reduce legal risk across multiple fronts, keep your workplace running smoothly, and advance your short and long-term business goals.

What We Do

Our partners work with manufacturing clients to retain workforce flexibility and ensure compliance with complex labor and employment laws and increased government regulation. We have a full range of experienced attorneys who can help you with everything from developing a workplace safety policy or securing foreign worker visas to protecting trade secrets and defending against wrongful discharge and discrimination claims.

Our litigators are trained to assist manufacturing clients in avoiding litigation but are prepared to defend their clients in administrative and court proceedings as necessary. We are equipped to support claims of discrimination, wrongful discharge, ERISA, state and federal wage and hour laws, and select state workers' compensation. In addition, our OSHA and Affirmative Action teams are prepared to help manufacturers comply with these complex laws.

Diversity

First and foremost, Constangy, Brooks, Smith & Prophete is a team of exceptional lawyers who know your business and who are committed to providing the highest levels of service. We're a smaller firm by design, and careful in our hiring practices to focus on attracting the best and brightest talent at all levels.

One thing we know is that clients want attorneys who understand their business – and our clients have let us know that having a diverse team is important. As a trusted business partner, we understand and reflect those needs.

A Diverse Past...

As a firm, Constangy has been at the forefront in advancing roles for women and minorities in the legal profession.

- In our earliest years, when women represented fewer than 3% of practicing attorneys, Mildred McClelland was one of the firm's first partners, arguing cases in courts and before federal agencies.
- Before joining the firm in the 1960s, partner Jim Smith served on the American Bar Association's inaugural committee advising the early efforts of the Equal Employment Opportunity Commission – helping lead the way in fostering diversity in the modern workplace.
- And in 2015, we made history when Don Prophete joined the firm and we became the first large law firm (NLJ350) in the United States to have an African American attorney as a "name on the door" partner.

A Diverse Present...

We are a participant in the Mansfield Rule project, and we embrace the goals of the American Bar Association's "Resolution 113" to advance diversity in the legal profession. We proudly participate in efforts to measure and increase our success in recruiting and retaining diverse professionals.

Team Bios



Bill McMahon

PARTNER – ERISA LITIGATION PRACTICE GROUP CO-CHAIR
Winston-Salem



Bill represents and defends plan sponsors and employee benefit plans in connection with claims for denial of benefits, breach of fiduciary duty, and other miscellaneous relief under the Employee Retirement Income Security Act of 1974 (ERISA). He is Co-Chair of Constangy's ERISA Litigation Practice Group and also teaches Employee Benefits & Pension Law (a course he created) at Wake Forest University School of Law, where he has served as an Adjunct Professor of Law since 2010.

Stemming from his unique accounting and philosophy undergraduate background, Bill takes an analytical approach to simplifying issues in cases that he handles, even drawing inspiration from some of his hobbies, including chess and Sherlock Holmes. In an era when very few cases actually go to trial, Bill nonetheless has significant trial experience, having represented clients in bench and jury trials in state and federal courts, including the United States Tax Court. This trial experience allows Bill to evaluate and handle a lawsuit working backwards from trial to focus at the very outset of a case on what witnesses and documents are important.

Honors & Recognitions

- Emerging Legal Leader Finalist, *North Carolina Lawyers Weekly*
- Legal Elite, *North Carolina*
- Legal Elite, *Business North Carolina* "Young Guns" category of best attorneys under age 40
- Rising Star, *North Carolina Super Lawyers*
- Best Lawyers in America® (2022-2023)

Professional & Civic Associations

- American Bar Association, Labor and Employment Law Section
- North Carolina Bar Association, Labor and Employment Law Section
- Kaleidum, Board Member
- Catalyst Church – Greensboro, NC

Client: Constangy

When I joined Constangy, the firm did not have a process for managing the increasing number of RFPs and proposal requests coming in. Building on PR agency experience, I created a proposal response process and established the firm's first library of proposal information that could be customized to respond to specific proposals. I provided strategic guidance on large/key client proposals for several years, during which I helped secure more than \$30 million in new business for the firm, with a win rate of 40% and above annually – far exceeding industry averages of 25-30%.

Content Development

The Right Community Relations Tools ... Right Now

The Nuclear Energy Institute (NEI) invites you to visit the new online Community Relations Strategic Resource Guide—a comprehensive toolkit to help you take your outreach efforts to new levels.

TO VIEW THE GUIDE, VISIT member.nei.org/communityrelations

The Web-based guide offers a virtual clearinghouse where you can access tools and tips for community outreach and case-by-case examples of the innovative ways that nuclear facilities are engaging with communities and strengthening public relationships.

For the most up-to-date resources and examples of community engagement, visit the online Community Relations Strategic Resource Guide.

Industry Principles for Community Relations

- Earn the trust of community members and officials through safe and reliable operation and the exercise of sound judgment.
- Support the right of community officials, citizens and employees to obtain information from, and communicate with, the plant owner/operator.
- Engage in frequent, candid and proactive communications during normal operations.
- Provide understandable, credible and timely information in the event of an incident of public interest or emergency.
- Accept constructive criticism and respond to stakeholder input in a manner that builds mutual respect.

POWER UP YOUR Community Relations

Open Communication Builds Public Trust and Confidence

The continued acceptance of nuclear energy—and the future growth of the industry—depend upon public trust and confidence.

Of course, continued safe plant operation is the most important factor in maintaining public trust, and nuclear facilities continually work to ensure safe and reliable plant operation.

Establishing and maintaining a positive corporate reputation is also vital to the relationships between nuclear companies and the communities we call home.

Across the country, NEI members are building strong relationships and reputations within their plant communities through civic engagement, educational outreach, volunteerism and philanthropic endeavors.

The Community Relations Strategic Resource Guide illuminates best practices from across the country and offers examples that you can easily adapt to enhance your own outreach efforts.

Best of all, it is easy to access on NEI's member Web site at: member.nei.org/communityrelations

Tap into this online treasury of community relations practices as you look for new and creative ways to serve your community.

COMMUNITY RELATIONS

This Community Relations Strategic Resource Guide shares ideas and examples for creating strong, positive relationships between nuclear facilities and their communities.

Audience-Focused Outreach

Reaching out to key groups that represent the opinion leaders within your community.

- Educational Outreach: Primary and Secondary
- Public Officials
- Business and Community Groups
- General Public

Employer Engagement

Involving your plant employees and their families as "ambassadors" to the community.

- Volunteering
- Ambassadors

Event Communications

Recommendations for communicating information about events that occur at the plant or within events that affect the plant and your surrounding community.

- Events of public interest
- Crisis communications
- Community emergencies

Tactics

To reach a wide audience you are working to reach, many of the tactics that make up a successful community relations strategy remain the same.

- Drafting credible articles
- Advertising
- Public opinion programs
- Visitor centers
- Speakers' bureaus
- Citizen advisory groups
- Open house/opening tours
- Periodic updates on regulatory activities
- Community relations management tools

Resources

The Resource section includes sample collateral material and supporting documentation of various programs across the industry as well as helpful links to other nuclear-related Web sites.

- Case studies
- Economic benefit studies
- Environmental communications
- External links
- Internal communications
- Media
- Publications
- Public opinion research

Callouts:

- Ideas for reaching out to specific audiences within the community, such as educators, policymakers and civic leaders.
- How proactive communications can make all the difference when something happens at your plant or in your community.
- Successful ideas like the "I'm a Nuclear" campaign.
- Sample plans, public opinion data and other resources to help you create successful programs.
- Involving employees and their families as ambassadors to your community.
- Examples of tactics that have proven successful in communities across the country, along with a wealth of helpful resources.

Client: Nuclear Energy Institute

I wrote and worked with a design team to create this brochure to promote NEI's members-only website to showcase best practices in community relations. I also led the development of the website content, including compiling information and examples of community relations efforts at nuclear power plants across the country. I developed 50+ pages of website content and managed the input and approval process with NEI staff and member committee members.

Content Development

Congress wants to tax more of your dividend. Don't let them.

You've made a smart choice to invest in America's energy utilities, which have a long history of paying regular dividends. You're also investing in America's future: reliable energy to power today's and tomorrow's energy needs, brought to you by your local energy utility.

Unless we take action today, you could soon see a significant tax increase on your dividends.

That's because the maximum tax rate on dividend income is capped at 15 percent, thanks to tax cuts enacted in 2003. Those provisions are set to expire on December 31, 2010.

If your elected representatives in Congress don't hear from you, the tax rate on your dividend earnings could jump to **39 percent or more**.

What you should know about dividend taxes:

- The dividend tax rate isn't a perk for wealthy or institutional investors — the majority of utility shareholders are individuals with household incomes of less than \$75,000 a year.
- Most utility shareholders are over age 55. Many are retired and depend on dividend income to help with daily living expenses.
- Dividends are taxed twice. The company you invest in has already paid taxes on the profit it shares with you.
- Congress needs to make the 15 percent dividend tax rate permanent. You can let Congress know how important this issue is by joining the Defend My Dividend campaign.

For more information on how you can take action and make your voice heard, visit us at www.DefendMyDividend.org.

JOIN THE MOVEMENT!

Please take a moment to sign the attached petition, which will be hand-delivered to your Members of Congress.

We will also continue to keep you updated as Congress considers this important issue.

Act today to defend your dividend!

A MESSAGE TO MEMBERS OF CONGRESS:

As an individual investor, I'm participating in America's economic future. The quarterly dividend checks I receive help my family afford the increased cost of living.

I am an individual who is:

☐ Working ☐ Retired

Please act today to maintain a reasonable tax rate on my dividend income. The 2003 tax provisions...

Please print your name

Address

City

State

Phone

DEFEND
my
DIVIDEND

It's your money. You earned it.
Don't let Congress take it.

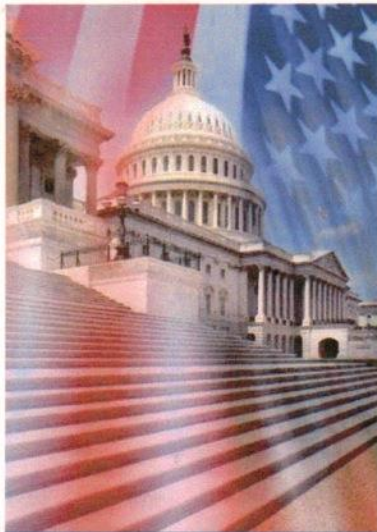
It's not if, it's when. Congress is getting ready to increase the taxes you already pay on your dividends. Look inside and learn how you can **DEFEND YOUR DIVIDEND**.

DEFEND
my
DIVIDEND

Client: American Gas Association

I drafted the text and worked with in-house designers at Dittus Communications to create this brochure/bill stuffer for an AGA-sponsored grassroots campaign to encourage natural gas utility shareholders to contact members of Congress about proposed changes to dividend tax rates.

Content Development



Politically Direct DMA•05 Advocacy Update

As our industry has grown, the policy issues that affect us have become more numerous and complex. On Capitol Hill and in state capitals across the country, policymakers are debating issues that could seriously impact how we are able to conduct the business of marketing.

Effective political representation on these critical issues remains at the heart of what we do at the DMA. As we move forward with implementing our new strategic plan, we will maintain our strong focus on advocacy and political outreach.

Hot Issues in 2006

In the coming months, we expect to see Congressional action on issues including:

Breach Notification

A number of bills have been introduced. The DMA is working to make sure that consumers are notified when a security breach presents a real risk for identity theft or fraud.

Postal Reform

After years of effort, we are as close as we've ever been to real, workable postal reforms that will ensure the vibrancy of a 21st-century postal service.

Over the past year, the DMA's Government Affairs team has worked diligently to represent the interests of the direct marketing community on a number of important issues.

- Lobbied to allow businesses to continue to send commercial faxes to customers with whom they have an existing business relationship. Our efforts helped ensure that the final law protects consumers and businesses from unwanted faxes, while keeping open this important line of communication for legitimate commerce.
- Supported bills to create a national standard that will protect consumers from unwanted and potentially damaging or illegal spyware.
- Worked with the postal service to successfully clarify a personalization rule that could have severely impacted the ability of nonprofit organizations to solicit non-cash contributions via mail.
- Called on Congress to provide cross-border fraud authority to FTC to strengthen our ability to go after spammers and scammers operating beyond U.S. borders.
- Provided industry comments and worked with the FTC as it began rulemaking and clarification efforts to enforce the CAN-SPAM Act.
- Helped clarify issues with FCC, FTC and the public related to wireless domains and the do-not-call registry.
- Encouraged the adoption of e-mail authentication programs that help protect verify legitimate e-mail messages - protecting both corporate brands and consumer confidence.
- Funded FBI's "SIAM Spam" project to help identify and prosecute cybercriminals.


DMA^D
Direct Marketing Association

Client: Direct Marketing Association

I created this handout for a special session I co-hosted with the chief lobbyist at DMA's annual conference to discuss legislative/policy issues and launch DMA's new grassroots advocacy effort.

Content Development


Hydrogen and Fuel Cell Technology



Hydrogen-Powered

A fuel cell is a device that converts hydrogen and oxygen into electricity and water. Fuel cells are more efficient than internal combustion engines, and they produce no pollutants. Fuel cells are being used in a variety of applications, including power generation, transportation, and portable power.

Hydrogen Fuel Cells



Questions & Answers

When will I see hydrogen fuel cells?

Experts are predicting that hydrogen fuel cells will be commercially available within a decade. Some are already being used in a variety of applications, including power generation, transportation, and portable power.

How would hydrogen fuel cells be used?

Fuel cells can be used in a variety of applications, including power generation, transportation, and portable power. They can be used to power homes, businesses, and vehicles. They can also be used to power portable devices, such as laptops and cell phones.

What is the promise of a hydrogen-powered world?

The use of hydrogen as an energy source provides an important solution to two major energy challenges America faces today: reducing dependence on depleting fossil fuels and imports, and reducing greenhouse gas emissions. Recognizing the need for the U.S. to adjust its energy policy, President Bush committed \$1.7 billion for the first five years of a long-term program to research and develop a hydrogen infrastructure and hydrogen technologies. The President's vision is that children born today will have the opportunity to purchase as their first car a hydrogen-powered, pollution-free vehicle.

Background Information

Because of its flexibility, efficiency and potential for low to zero environmental impact, hydrogen has emerged as the most promising alternative energy source and, furthermore, has the potential to be the foundation of a whole new non-polluting economy.

The key drivers for transitioning to a hydrogen energy future are:

Energy Independence and Security

Continued global reliance on the finite supply of fossil fuels threatens our ability to meet our ever-increasing energy needs. The use of hydrogen as a widespread energy source provides an important solution because it is renewable, and, because it can be produced anywhere from a variety of sources, it would reduce U.S. dependence on energy imports.

Environmental Stewardship

Hydrogen can be totally non-polluting. When hydrogen is burned with oxygen, it burns cleanly – the only byproducts are heat and water. Because hydrogen can be produced anywhere, it would not need to be transported long distances, diminishing the chances of a spill or leak. Even if hydrogen were spilled, it would evaporate immediately, posing little harm to the environment.

Economic Prosperity

A "hydrogen economy" would mean the availability of an affordable, safe, clean and domestically-produced energy source that could be used in all sectors of the economy and all regions of the country.

The promise of a hydrogen economy is real, and some have estimated that it will be able to purchase hydrogen-fueled cars. Challenges in transitioning to a hydrogen economy are the cost of changing our nation's infrastructure to produce hydrogen. Overcoming this challenge will require commitment from both the public and private sectors.

In addition to Bush's initiative, there are other efforts around the country, including Governor Schwarzenegger's "Hydrogen Highways" plan to build 200 hydrogen refueling stations by the end of the decade. In terms of private industry, major car manufacturers have announced their commitment to hydrogen vehicle research.

Fuel Cell Vehicles

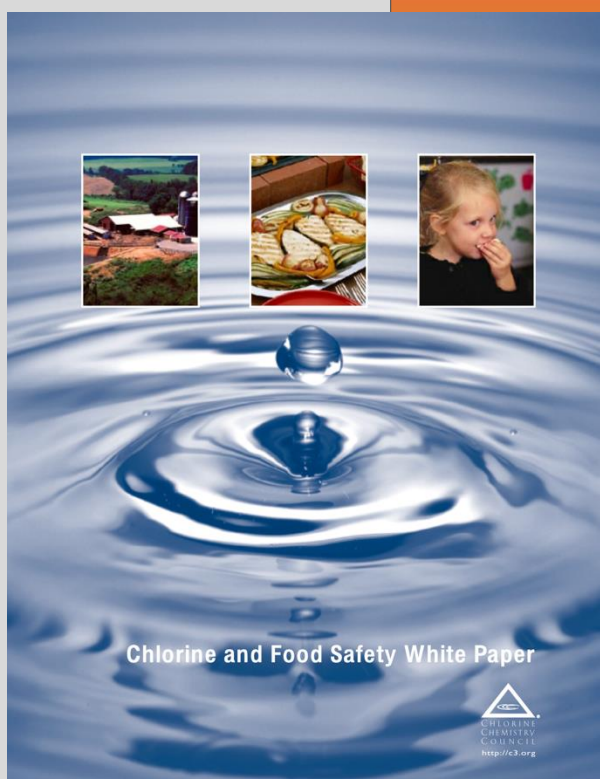
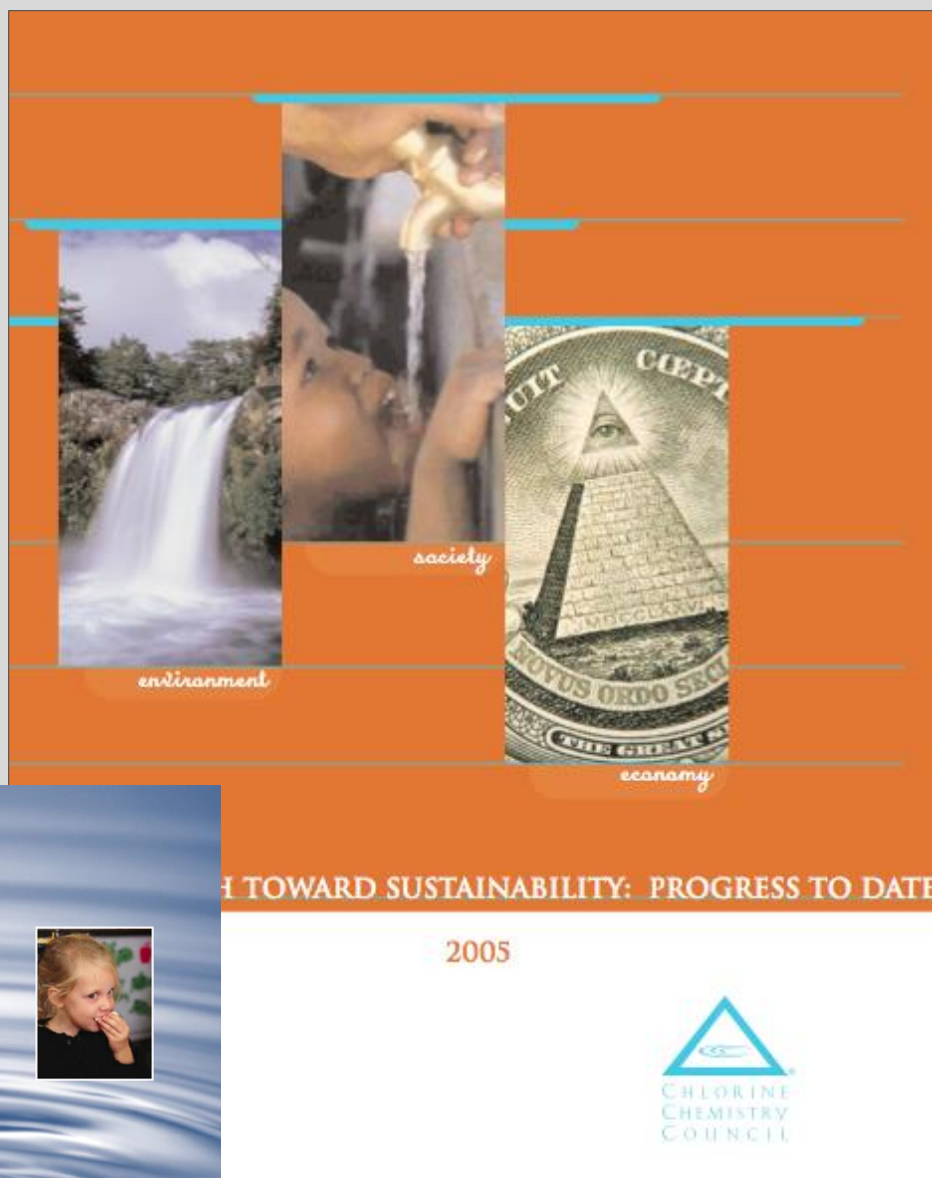
Fuel cell vehicles are powered by hydrogen and oxygen. They generate electricity to power a motor. They are clean, efficient, and quiet. They are being used in a variety of applications, including power generation, transportation, and portable power.

For more information, visit the National Hydrogen Association web site at www.ushydrogen.com

Client: National Hydrogen Association

With just a 48-hour turnaround, I wrote and designed these fact sheets for a brand-new client for use in a presentation at a regional energy conference.

Content Development



Client: Chlorine Chemistry Council

Over five years as the client lead, I played a major role in the development of hundreds of materials for CCC, addressing how chlorine chemistry is used and how environmental and safety concerns are addressed.

I authored the industry's first sustainability report and played a key role in the development of similar ESG reports for the American Forest & Paper Association and the World Chlorine Council.