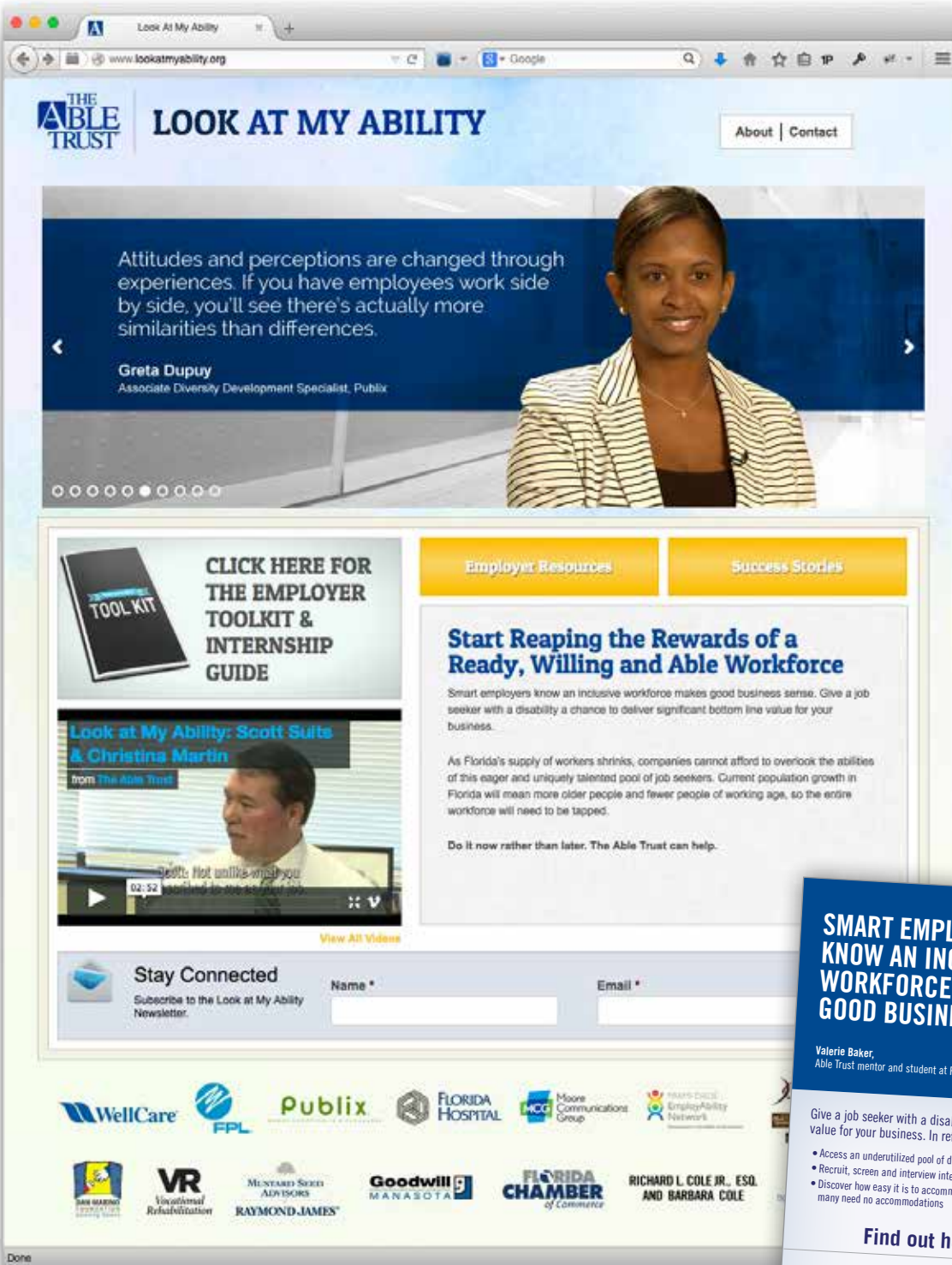


EXAMPLES OF WORK PRODUCTS

CREATIVE SAMPLES & CASE STUDIES

Examples of Work Product – Respondents will provide examples of work product, completed within the last three years, that they believe best illustrates the capabilities and talents of the organization and its individual members to meet the requirements of this solicitation. Each product a respondent chooses to submit should reflect if any or all of the staff who developed the product is still with the organization. Respondents should exercise some discretion when it comes to providing work product.



saltermitchell
 COMMUNICATION + BEHAVIOR CHANGE

CLIENT: The Able Trust

PROJECT: Website and Collateral Materials Promoting "Look at My Ability" Disability Employment Awareness Campaign

ADVERTISEMENT ADVERTISEMENT ADVERTISEMENT

YOUR COUNTY ▶ YOUR FUTURE ▶ ENVISION THE PLAN

INTRODUCING

Envision Alachua

With the potential for 30,000 jobs, more than 52,000 acres of permanently conserved land and major investments in local schools and the community, Envision Alachua aims to elevate East Alachua County by offering a host of new opportunities that benefit the entire region. This 50-year, 60,000-acre plan for land owned by Plum Creek in East Alachua County is an award-winning model for community engagement in Florida. It's something every resident should know about.

UNPRECEDENTED CONSERVATION
Envision Alachua represents a rare chance to plan for the sustainability of an entire region — linking landscapes and ecosystems, protecting natural resources and water, and reducing our urban footprint through compact development approaches.

ENVISION ALACHUA WILL PROVIDE:

- More than 23,000 acres of additional land — an area greater than the size of Paynes Prairie — set aside for conservation at no taxpayer expense
- 52,000 acres of lands permanently protected from development
- Up to 7,605 acres to be developed over 50 years

PRIORITIZING JOB CREATION
When compared to the west side, East Alachua County residents have fewer employment opportunities and higher poverty rates. Envision Alachua aims to change that with economic development options that provide job opportunities for residents from the G.E.D. to the Ph.D. level and ensure long-term economic vigor and sustainability.


ENVISION ALACHUA WILL PROVIDE:

- Land for Alachua County, the University of Florida, Santa Fe College and the region to compete in the state, national and global economies
- Opportunities to attract advanced manufacturing and agricultural-related jobs for residents
- 30,000 jobs projected over the next 50 years

IMPROVED EDUCATION, COMMUNITY AND QUALITY OF LIFE
Envision Alachua has welcomed more than 2,000 citizens into the planning process over the last three years. It is a model for future state planning efforts and includes policies to ensure a high quality of life for all current and future residents living on and around Plum Creek lands in Alachua County.

ENVISION ALACHUA WILL PROVIDE:

- Increased enrollment and investment in existing schools
- Jobs located close to housing in a walkable community
- Ongoing community involvement in achieving the vision

 Together we can work toward a more prosperous future for everyone in Alachua County. Learn more at www.EnvisionAlachua.com.

 ENVISION ALACHUA

See the Plan...

MAKE IT BETTER, MAKE IT HAPPEN

You are invited to the final community workshops of Envision Alachua Phase II in East Gainesville and Hawthorne:

- See the 50-year long-term master plan for Plum Creek's 65,000 acres of land in East Alachua County.
- Hear how the vision and goals for the economy, the environment and our community will be implemented.
- Participate in an interactive community conversation.
- Share your ideas for a better future.
- Help make it happen.



COME TO THE COMMUNITY WORKSHOP IN EAST GAINESVILLE
ENVISION ALACHUA PHASE II

WHEN: Monday, December 2, 2013

WHERE: MLK Community Center - 1028 NE 14TH St., Gainesville, FL 32601

TIME: 5:30^{PM}, Registration and refreshments
6:30^{PM}-9:00^{PM}, Community Workshop
Refreshments and childcare provided.

COME TO THE COMMUNITY WORKSHOP IN HAWTHORNE
ENVISION ALACHUA PHASE II

WHEN: Saturday, December 7, 2013

WHERE: Chester Shell Elementary School - 21633 SE 65TH Ave, Hawthorne, FL 32640

TIME: 10:00^{AM}, Registration & refreshments
11:00^{AM}-1:30^{PM}, Community Workshop
Refreshments and childcare provided.

LEARN MORE AT
www.EnvisionAlachua.com

Certified & Shovel-Ready For Your Company

Expand or relocate to the North Florida INTERMODAL PARK

The North Florida INTERMODAL PARK in Columbia County is a certified Mega Industrial Park offering 2,600 acres of land zoned for warehouse distribution and logistics, manufacturing, industrial and office park space.

The Park comes with a wide range of amenities, plus state and local economic development incentives for future tenants:

- 500-acres designated as a North Central Florida Rural Area of Opportunity, Rural Enterprise Zone, and future Foreign Trade Zone Magnet Site for JAXPORT
- Strategically situated on the south side of U.S. 90, east of the Lake City Gateway Airport
- Conveniently located near key railways, interstates and deep-water ports



Plum Creek
Your Economic Development and Conservation Partner

PlumCreek.com/Florida



North Florida INTERMODAL PARK Public and Private Stakeholders include:



For more information, visit www.plumcreek.com/florida.



CLIENT: Plum Creek
PROJECT: Advertising Creative for North Florida INTERMODAL PARK



Economic Development Partnership Case Study: Heart of Georgia Mega Site

Plum Creek looks for strategic properties that hold the keys to successful industrial development. The criteria for such success are:

- support of local partnerships,
- ample room for growth,
- a strategic location with efficient shoppings, and
- a shovel-ready site.

Plum Creek saw an opportunity in Dublin-Laurens County, GA to create the Heart of Georgia Mega Site, a 2,100 acre industrial park designed for development of large-scale facilities, such as warehouse, manufacturing and distribution centers. One of the largest private landowners in Georgia with forestland in 90 counties, Plum Creek is committed to partnering with local community leaders in the counties in which it develops. Plum Creek has established a public-private partnership

with the Dublin-Laurens County Development Authority Board and other key stakeholders to ensure the success of the site and the economic growth of the community.

The Heart of Georgia Mega Site is centrally located in MA halfway between Atlanta and Savannah on interstate distribution, shortline available on site from Central Railway, with 2 Class I railroads - CSX and Southern. Within one hour received at nearby Sea Level Brunswick port facilities far as Memphis, New York and Richmond by open Freight can also be shipped in the world in 24 hours International Airport (L. R. King Georgia Regional Airport).

The Heart of Georgia Mega Site is currently in process to receive a dual certification as the first Mega Site/ Super Park that McCallum Sweeney

"This is a very big day for Dublin and Laurens Counties. The possibilities we have not had in this county for a long time."
- Scott Beasley, Chairman, Dublin-Laurens County Development Authority



GATEWAY TO GROWTH

2,100 INDUSTRIAL ACRES

- Designed for development of large-scale facilities, such as warehouse, manufacturing and distribution centers.

PROXIMITY TO A STRATEGIC REGIONAL INTERMODAL TRANSPORTATION NETWORK

- Interstate frontage, shortline railway service to 2 Class I railroads, and proximity to the Ports of Savannah and Brunswick.

OPPORTUNITIES FOR END USERS

- Parcel size flexibility
- Shovel- and job-ready site being certified as a Mega Site/Super Park by McCallum Sweeney Consulting
- Ready workforce
- Incentives, including tier-one job tax credits

STRATEGIC PARTNERSHIPS

- Dublin-Laurens County Development Authority Board
- City of Dublin/City of East Dublin
- Laurens County
- Heart of Georgia Altamaha Regional Commission
- Dublin City Schools
- Laurens County Schools
- Middle Georgia State College
- Oconee Fall Line Technical College
- Georgia Department of Economic Development
- Georgia Central Railway
- CSX
- Norfolk-Southern Railroad
- Georgia Power
- Altamaha Electric Membership Corporation
- AT&T
- Georgia Department of Transportation

The Heart of Georgia Mega Site is ideally situated near highways, railways, ports and airports.



CLIENT: Plum Creek
PROJECT: Heart of Georgia Megasite Factsheet





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COMMUNICATION + BEHAVIOR CHANGE

CLIENT: Florida Retail Federation
PROJECT: Holiday Shopping Forecast Infographic



CASE STUDY 1

Plum Creek's Envision Alachua

THE CHALLENGE

Plum Creek has been among the largest private landowners in Florida since 2001, but the company has an extremely low profile. The company has gone about the business of growing and harvesting trees on more than a half million acres in Florida without attracting much attention, and their partnerships in conservation and wildlife management initiatives have also gone unnoticed. About 90% of Plum Creek's Florida holdings are, and will remain, in timber production. However, proposed development activities on some targeted parcels have attracted greater public attention and scrutiny.

Envision Alachua is a community planning process that began in 2011 to discuss future economic, environmental and community opportunities in Alachua County on the 65,000 acres of land owned by Plum Creek, one of the largest landowners in the nation with approximately 6.4 million acres of timberlands in the United States.

THE WORK

Salter>Mitchell's communications efforts began with survey research, which we used to develop both an over-arching communications plan for Plum Creek in Florida, and a project-specific communications plan for high-profile development activities, including Envision Alachua. In addition to implementing approved strategies in support of all of Plum Creek's business units across the Southeastern United States, Salter>Mitchell is part of the core team for Florida development initiatives, working with the project manager to secure internal approvals for our public engagement strategies.

Salter>Mitchell is responsible for developing and implementing strategic communications with various stakeholders in Alachua County to help generate widespread support and minimize opposition as Plum Creek seeks approval for entitlements on its land holdings in Alachua County through the sector plan process.

To achieve this, our efforts have directly supported the community engagement process in which Plum Creek has hosted numerous community discussions with residents and community leaders representing economic development, business, local government, education, environmental and conservation in Alachua County.

THE RESULTS

In Phase I of Envision Alachua, community preferences were developed in a community visioning process that resulted in the creation of a Vision Document that describes primary focus areas as Economy, for job creation; Environment, for conservation for natural resource protection; and Community, for planning a quality of life. In Phase II, additional input from the community and a Technical Advisory Group, which includes representatives from agencies with regulatory and review authority over large-scale land use planning and policy decisions in Alachua County and the state, turned the community vision into a long-term master plan. In December 2013, Plum Creek submitted a long-term master plan for approval through the sector plan process.

The Envision Alachua process has generated widespread support and minimal opposition from residents and leaders in Alachua County. More than 2,000 people have actively participated in the Envision Alachua process since it began in 2011. Plum Creek is now positioned as a community partner seeking to use its land holdings to improve the economy, environment and communities in Alachua County. Plum Creek was recently honored with the 2013 Award of Excellence for Best Practices from the American Planning Association, Florida Chapter.



CASE STUDY 2

Bank of America's Corporate Social Responsibility

THE CHALLENGE

Notwithstanding its reputation as a global financial institution, Bank of America strives to provide stellar products and services and strong community support for its local markets. Being a responsible business is integral to Bank of America's success and that of the customers, clients, shareholders and communities it serves around the world. Corporate social responsibility is embedded in the company's values and informs how it conducts business, develops products and services and delivers on its goals and commitments.

In Florida, that means supporting local communities that have been ravaged by this decade's housing and financial crises. To do so, Bank of America acts as a community partner in providing services and support for neighborhood preservation, critical needs, hunger relief, workforce development and education, small business support, environment, leadership development, service members and veterans, arts and culture and volunteerism. Achieving these goals means strengthening the Bank's reputation in Florida by demonstrating its local impact.

THE WORK

As an integral part of its local markets team, Salter>Mitchell provides proactive media relations to garner awareness and support for Bank of America's corporate social responsibility activities in the Jacksonville, Tampa and Orlando local markets. We place proactive earned media stories in/across Jacksonville, Tampa and Orlando that illustrate impact on the economy, the community and the banking industry. We position local bank executives as spokespeople via speaking engagements at BAC events/public forums, media interviews/desk sides and op-eds. And we leverage social media networks and partner communication channels to create surround sound impact and deliver key messages about the bank.

THE RESULTS

In the last 15 months, Salter>Mitchell has secured approximately 284 positive stories about Bank of America and its local impact in our target markets of Tampa, Orlando and Jacksonville. The placements in traditional, social and digital media outlets have increased the Bank's visibility with key influencers in the community and lead to more engagement with reporters and news outlets that had previously shunned Bank of America after the recent housing and financial crises.

For example, Salter>Mitchell coordinated a press conference around the donation of a bank-owned home to a wounded veteran a week before the 2012 presidential election. The event was scheduled at the same time as a rally with Republican-nominee Mitt Romney, yet our media relations attracted all the major print and broadcast media outlets in the Tampa Bay market, resulting in significant positive news stories about Bank of America and the home donation.



CASE STUDY 3

The Able Trust's Florida Youth Leadership Forum



Florida Youth Leadership Forum
EMPOWERMENT | EDUCATION | EMPLOYMENT

THE CHALLENGE

The Able Trust, also known as the Florida Endowment Foundation for Vocational Rehabilitation, is an organization whose goal is to assist Floridians with disabilities in achieving employment. The mission of the Able Trust is to be the leader in creating fair employment opportunities through fundraising, grant programs, public awareness, and education. The Youth Leadership Forum (YLF) is an annual event hosted by The Able Trust to empower high school students with disabilities to break down barriers and pursue a college degree or post-secondary education. To generate media and support the organization's fundraising, Salter>Mitchell developed a successful communications strategy that resulted in news coverage and tools for donor outreach.

YLF is packed with newsworthy stories, yet in the last few years the changing media landscape and shrinking newsrooms impacted coverage. The Able Trust counts on statewide media coverage of YLF to reach potential donors and funders. Salter>Mitchell has been securing media coverage for YLF for more than a decade by writing feature releases on the various events and participating students, but it was clear we needed to find a new approach to keep the media engaged.

THE WORK

Many daily newspapers across the state are more community focused these days. With students coming to Tallahassee from all across the state the week of July 18-22, 2012, feature stories highlighting YLF participants and their experience living with a disability offered the perfect avenue to generate articles for these community news segments. We worked with The Able Trust staff to build a list of students who were chosen to participate in YLF – both alumni (aka mentors) and new delegates – based on the students' backgrounds, their disabilities and their hometown media markets, ensuring we had stories covering each part of the state. In the weeks leading up to YLF, Salter>Mitchell staff conducted interviews with eight YLF alumni who were returning to share their experiences and mentor new delegates. The stories were written into custom feature releases and S>M staff pitched the releases to the students' hometown newspaper. The stories were then used by The Able Trust in its donor outreach, with featured YLF student leaders appearing in fundraising materials, participating in fundraising events, and being invited to speak to special groups to talk about the positive impact The Able Trust's Youth Leadership Forum had on their lives.

THE RESULTS

Releases about the event and the students generated 13 in-depth, statewide print and broadcast stories, including a live feed from WCTV from the Day at the Capitol event. Nine of the articles were published in major dailies outside of the Tallahassee market including the South Florida Sun Sentinel, The Miami Herald and Fort Myers News-Press. Total coverage reached an audience of more than 3 million Floridians.



CASE STUDY 4

Florida Chamber of Commerce Legislative Session

THE CHALLENGE

The Florida Chamber of Commerce is the premier business advocacy organization in Florida. It represents more than 139,000 grassroots members with more than three million employees. Each year the Chamber develops a Business Agenda that outlines the business community's top legislative priorities. The Chamber works to pass business-friendly legislation that will promote job creation and defeat bills that hinder job growth. With only one communications staff member in place who was very new and with only a week until the start of the 2010 legislative session, the Florida Chamber realized it needed a full communications team in place in order to effectively advocate

their messages. Salter>Mitchell acted quickly to learn their issues and create a plan to provide communications, public relations and media services in support of the Chamber's legislative agenda. The Chamber wanted a strong media presence during the session — media awareness that could influence public opinion of their bills — and to be known as the leader in providing fast and accurate information on business legislative priorities. Visibility was critical to the Chamber in order to influence both legislators and current and potential Chamber members.



THE WORK

With just a week to prepare prior to the legislative session opening day, Salter>Mitchell went to work to research the Chamber's 22 legislative priorities and develop a session-long communications strategy that would produce maximum results. Salter>Mitchell enhanced the in-house public relations efforts by becoming a part of the Chamber team. We attended all Chamber staff PR team meetings as well as lobby team meetings on a weekly — and sometimes daily — basis. We talked daily with reporters who covered business issues, provided media statements, news releases, op-eds and story ideas. We attended relevant committee meetings at the Capitol throughout session, as well as House and Senate floor sessions. Salter>Mitchell planned and executed the Chamber's annual Capitol Days press conference that was attended by Chamber members and partners, legislators and Capitol Press corps members. We provided scripts and talking points for this event — and many others throughout session — and worked closely with affiliate organizations and state agencies to promote Chamber priority issues. We provided counsel and communications strategy planning to the Chamber's CEO, as well as other senior staff and legislative affairs team members on a regular basis. In addition, Salter>Mitchell designed and produced two of the Chamber's premier annual publications: How They Voted and the 2009 Florida Election Guide.

THE RESULTS

With the ability to react quickly and process complex legislative issues, Salter>Mitchell achieved—and exceeded—the Florida Chamber's goals. Highlights of our efforts include:

- More than 50 news stories throughout Florida on Chamber issues and legislative priorities, including MSNBC and Fox News
- Three different op-eds placed in newspapers in major media markets across Florida
- Nearly double the news coverage on business-related issues—with a mention of the Florida Chamber—over any other business industry group in Florida
- A 40% increase in coverage from the previous year's legislative session

All stories contained our key messages and positioned the Florida Chamber of Commerce as the go-to source of information on Florida business issues, particularly legislation that would affect business.



Thank You

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