WEAVING TOGETHER OUR CLIENTS AND THEIR COMMUNITIES

ANN GREEN COMMUNICATIONS

Ann Green Communications, Inc.
1045 Bridge Road • Charleston, West Virginia 25314 • 304/343-7774 • Fax: 304/345-9221

DSW 137645

STLCOPCB4037602

A N N G R E E N

COMMUNICATIONS

July 24, 1997

Ms. Beth Rusert
Public Affairs Director
Monsanto Company
800 N. Lindbergh Blvd.
St. Louis, Missouri 63167

Dear Beth:

We are pleased to submit a proposal for the development of community advisory panels (CAPs) for your plants in Decatur, Alabama, and Augusta, Georgia. In addition, we are submitting a cost proposal for facilitation and management of existing CAPs in Greenwood, South Carolina, and Pensacola, Florida.

As we discussed last week, we would cluster the CAPs in Decatur, Augusta and Greenwood to maximize your resources and minimize travel expenses. Roberta Fowlkes would facilitate this group of panels.

For Pensacola, I suggest adding it to my week already spent in that area, greatly minimizing travel expenses.

Following is a brief overview of our established method of starting a CAP. It is a method developed by Ann Green Communications and fine tuned as we have worked with dozens of companies to develop and sustain their CAPs. Every company and every community has unique qualities. Where there are special issues, we may suggest some slight alteration of this approach.

For development of new CAPs, our approach is to learn as much as we can about the community and attitudes about your plant. First, we would thoroughly review existing data, including community attitude surveys or focus group results, and review media coverage.

Second, we will meet with two (2) small groups of plant employees to share with them the community advisory panel concept, to get any feedback they

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We provide turn-key management of each CAP. We handle all correspondence, including meeting minutes and reminders. We bring our accumulated experience with our nearly 30 CAPs to help groups become a good working team and develop meaningful activities. Some of our groups publish newsletters, others sponsor "Good Neighbor Nights," while others teach their neighbors how to shelter in place. These are just a few of the ideas we bring to each CAP table to make them vital for the long haul.

BUDGET:

We conduct our work on an hourly basis. Our rates and standard charges for expenses are attached. From our experience, we can estimate the following budgets for the four sites for the first 12 months. Again, we are budgeting the Decatur, Augusta and Greenwood sites using one trip for all three.

Decatur

- Initial planning meetings with plant managers $1,050.00
- Meetings with "selected" residents and conducting two employee focus groups $2,800.00
- Development of ground rules, panelist books, name cards and tags, etc., invitations to panel members (including production costs) $1,145.00 $4995
- Management and facilitation of panel meetings, per meeting $2,050.00

This includes travel yes?

First Year Estimated Time Charges (12 meetings) $29,595.00
Minus multi-CAP discount of $4,200.00/year..... $25,395.00

Augusta

- Initial planning meetings with plant managers $1,050.00
- Meetings with "selected" residents and conducting two employee focus groups $2,800.00
- Development of ground rules, panelist books, name cards and tags, etc., invitations to panel members (including production costs) $1,145.00 4,995
- Management and facilitation of panel meetings, per meeting $2,050.00

First Year Estimated Time Charges (6 meetings) $17,295.00
Minus multi-CAP discount of $ 2,100.00/year..... $15,195.00

Greenwood

- Initial planning meetings with plant managers and introductory

DSW 137647

discussions with CAP members ..... $2,000.00 why not?
- Management and facilitation of panel meetings, per meeting ..... $2,160.00 / 2050.00

First Year Estimated Time Charges (6 meetings) $14,960.00
Minus multi-CAP discount of $2,760.00/year..... $12,200.00

Pensacola
- Initial planning meetings with plant managers and introductory discussions with CAP members $1,170.00
- Management and facilitation of panel meetings, per meeting $1,560.00

First Year Estimated Time Charges (12 meetings) $19,890.00

Estimated travel expenses would be approximately $1,400.00 per trip for the Decatur-Augusta-Greenwood trip and $400.00 per trip for the Pensacola trip. The only additional expenses would be refreshments for the community advisory panel meetings and any incidental materials such as slide or chart preparations for the educational presentations.

I have enclosed a current Scope of Services for your use. You will note our experience also includes working with companies and CAPs on communicating Risk Management Plans. Ann Green Communications was involved in developing and implementing the communications of worst case scenarios in the Kanawha Valley, West Virginia, in what has been dubbed the EPA's test case for RMP. We believe plants will benefit from our experience and our being able to work with the CAP on this important communications challenge.

Also enclosed is a list of our CAP references and upcoming CAP meetings which either Roberta or I will be facilitating. If you would like to attend any of our meetings, I suggest you call to confirm the meeting schedule. Occasionally, a meeting date or time is changed.

We look forward to the opportunity of working with your facility. If you have any questions or need more information, please don't hesitate to call.

Kind regards,

Ann S. Green
President

DSW 137648

ANN GREEN & ROBERTA FOWLKES' CAP MEETINGS
AUGUST AND SEPTEMBER 1997

	ANN			ROBERTA		
DATE	CAP NAME	CAP LOCATION	TIME	CAP NAME	CAP LOCATION	TIME
August						
4	Tri-State	C-K Civic League Kenova, WV	5:45			
5	GAP CAP	Holiday Inn-Bridgeport Bridgeport, NJ	6:00			
6	Monsanto	Holiday Inn-Bridgeport Bridgeport, NJ	6:00			
13	East Tampa Bay	Cargill Fertilizer Riverview, FL	5:30			
14	Pace	Air Products & Chemicals Pensacola, FL	5:30			
25	Henkel	Henkel Corp. Headquarters Cincinnati, OH	6:00			
26	Calvert City	Air Products & Chemicals Calvert City, KY	5:30	Polk County	Ft. Meade Community Ctr. Ft. Meade, FL	5:30
September						
8	Tri-State	Location to be determined	5:45			
9	Sterling	Sterling Fibers Plant Milton, FL	6:00			
10	East Tampa Bay	Location to be determined	5:30			
11	Pace	Air Products & Chemicals Pensacola, FL	5:30			

DSW 137649

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	ANN			ROBERTA		
DATE	CAP NAME	CAP LOCATION	TIME	CAP NAME	CAP LOCATION	TIME
15	Aristech/Ashland/	Sewickley Country Inn	5:45			
	Neville Chem. CAP	Pittsburgh, PA				
16				Ashland Easton CAP	Ashland Chemical	5:30
					Easton, PA	
22	Henkel	Henkel Corp. Headquarters	6:00			
		Cincinnati, OH				
23	Calvert City	Air Products & Chemicals	5:30	Polk County	Mulberry Civic Center	5:30
		Calvert City, KY			Mulberry, FL	

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ANN GREEN COMMUNICATIONS

INVOICING PROCEDURES

Ann Green Communications personnel work on an hourly basis. The hourly rates are below. Our policy is to make every effort to conduct our work as efficiently as possible. Some of the ways we will protect your resources are:

- Out-of-pocket expenses, including third-party vendors and travel expenses, will be billed as incurred. We do not apply an agency mark up.
- We will assign the right staff person to the appropriate task to maximize efficiency.
- We bill travel time when it occurs during normal business hours (9 a.m.-5 p.m.) only.
- We do not have special "overtime rates."
- We monitor our billing against the proposed amounts and make every effort to remain within the budget. Any potential cost overrun is discussed with the client before work is performed.

1998 Rates & Expenses

Ann Green	$195.00
Thad Epps	$195.00
Larry Bissett	$165.00
Roberta Fowlkes	$155.00
Mary Rebhan	$130.00
Kevin McClelland	$100.00
Sharon Gladwell	$80.00
Terri Payne	$60.00
Kay Workman	$60.00
Laura Schoolfield	$60.00
Doug Green	$60.00

X FL mean Tampa
Ashland
Easton, PN
Ashland

Travel Expenses (no mark up)

Charged as incurred.

Office Expenses (no mark up)

Copy charges	10¢ per page
Fax charges	$1.00 per page
Long distance phone charges	As incurred
Postage charges	As incurred

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CAP and Facilitation Client References

Air Products and Chemicals, Inc.
Allentown, Pennsylvania
Martin W. Ferris, Manufacturing Manager
Chemicals Group
(610) 481-3888

Air Products and Chemicals
Calvert City Plant
Calvert City, Kentucky
Larry Allen, Plant Manager
(502) 395-2228

Air Products and Chemicals
Escambia Plant
Pace, Florida
Brian Gebbia, Plant Manager
(904) 994-5511

American Petroleum Institute
Washington, D.C.
Louise Scott, Senior Planning Associate
(202) 682-8481

ARCO Chemical Company
South Charleston Plant
South Charleston, West Virginia
Tom Nunheimer, Regional Public Affairs Manager
(304) 746-8021

Aristech Chemical Company
Neville Island Plant
Pittsburgh, Pennsylvania
Stan Kerkentzes, Plant Manager
(412) 778-3303

Ashland Chemical Company
Ashtabula, Ohio
Larry Lake, Plant Manager
(216) 998-7072

Ashland Chemical
Bartow Plant
Bartow, Florida
Bernie Haytcher, Plant Manager
(941) 533-8128

Ashland Chemical
Neal Plant
Kenova, West Virginia
Harold Hicks, Plant Manager
(606) 327-6595

BASF
Huntington Plant
Huntington, West Virginia
Johnson Pursoo, Plant Manager
(304) 528-2300

Fike/Artel Superfund Site
Nitro, West Virginia
Tony Tuk, Monsanto
(304) 759-4204

Hercules
Brunswick Plant
Brunswick, Georgia
David Smith, Plant Manager
(912) 265-3550

Hercules
Jefferson Plant
West Elizabeth, Pennsylvania
Paul Tuck, Safety and Environmental Supervisor
(412) 384-2520

Hercules
Paulsboro Plant
Paulsboro, New Jersey
John Naughton, Plant Manager
(609) 423-1700

ISP
Calvert City Plant
Calvert City, Kentucky
Bill Koca, Manager of Environmental Affairs
(502) 395-4165

Koppers Industries, Inc.
Clairton Plant
Clairton, Pennsylvania
Dave Wible, Plant Manager
(412) 233-2137

Millennium Inorganic Chemicals-Plant II
Ashtabula, Ohio
Doug Towner, Plant Manager
(216) 969-9201

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Novartis
410 Swing Road
Greensboro, North Carolina
Harold Moats, Remediation Manager
(910) 632-7714

Oxychem
Ashtabula Plant
Ashtabula, Ohio
Fred Leitert, Plant Manager
(216) 992-3200

PPG Industries
Barberton Plant
Barberton, Ohio
Tom Narbit, Manager of Environmental Affairs
(216) 825-7481

PPG Industries
Natrium Plant
New Martinsville, West Virginia
Bob Eakin, Plant Manager
(304) 455-2200

Rhône-Poulenc
Institute Plant
Institute, West Virginia
Tom Dalesio, Director of Public Affairs
(304) 767-6787

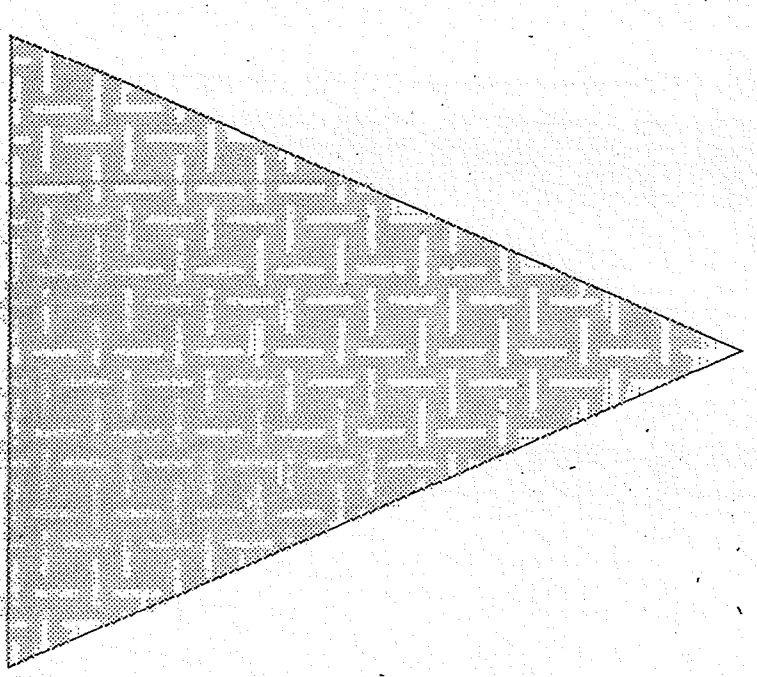
Union Carbide
39 Old Ridgebury Road, K3
Danbury, Connecticut
Art McClain, Associate Director, Environmental Affairs
(203) 794-4053

DSW 137653

Mission

We strive:

- to provide quality communication counseling to our clients,
- to define and meet our clients' expectations, and
- to perform our work properly, ethically, promptly and cost effectively.



Scope Of Work

Ann Green Communications provides communication counseling to the chemical, phosphate and petroleum industries, and to public utilities or others needing assistance in communicating directly to communities in which they operate. Special capabilities exist in helping businesses deal with issues involving the environment. Emphasis is placed on community relations and public participation programs, employee involvement, crisis mediation, training and environmental issues resolution.

DSW 137654

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Among the services provided are the development of communication programs to both internal and external audiences, planning special events, crisis communication counseling, facilitation of focus groups and small-group meetings, development and facilitation of community advisory panels, and various training programs. Specifically, clients may call upon Ann Green Communications for the following:

Establishing a Community Advisory Panel

The Chemical Manufacturers Association, under its Responsible Care® program, is encouraging member companies to develop ongoing dialogue with citizens who live near their plants. One way to accomplish this goal is through a community advisory panel. Ann Green Communications has developed a proven process for selecting the right panelists, obtaining input from employees, and structuring the panel for optimum benefit for both the companies and their neighbors. The firm's experienced facilitators have conducted hundreds of focus groups, small-group meetings and community advisory panel meetings.

Ann Green Communications' counselors help company representatives prepare appropriate presentations about their facilities and issues for the panel. The firm also handles all the details, from developing bylaws, creating notebooks for members and managing correspondence, to arranging all meeting logistics.

Developing Communication Plans for Siting Waste Facilities

Ann Green Communications is experienced in developing and implementing communication programs for siting both solid and hazardous waste facilities. The success of these programs is based on the philosophy that when the public is brought into the decision-making process, the opportunity for success is greatly enhanced. Citizens will feel a partnership in the project, often offer excellent suggestions for improvements, and are much more likely to support the effort.

Through small-group discussions, citizens learn the facts directly from the project managers. They get their questions answered and are armed with new information they can share with others after the meeting. By conducting a series of these meetings, the impact on public opinion can be significant.

The communication plans designed for waste facility siting include techniques for dealing with the media, mechanisms for ongoing communication with citizens, and strategies for including employees and elected officials in the process.

Crisis Mediation and Communication Counseling

Virtually every manufacturing facility, refinery, or utility has the potential for a crisis. The same can be said for almost any business: a board member is caught in a scandal, the company files bankruptcy, or an employee sues for discrimination. All of these events constitute a crisis.

How a company handles communicating its story in these situations is critical to how well it will emerge from the crisis. Examples abound of both successful and unsuccessful crisis communication efforts. While Exxon received severe criticism for its handling of the Valdez oil spill, Ashland Oil was

DSW 137655

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praised for its rapid and open response to the collapse of its oil drum near Pittsburgh, Pennsylvania.

Ann Green has worked with clients in some of the most important stories in recent history. She counseled Union Carbide Corporation's Institute, West Virginia, plant—the sister plant to their facility in Bhopal, India—in the aftermath of the tragic leak of a toxic chemical (MIC) that killed thousands of Bhopal residents. She helped the same facility respond to residents when a leak of a component material in MIC sent 135 residents to area hospitals, and also when the Institute Plant was sold to Rhône-Poulenc Ag Company. During Rhône-Poulenc's August 1993 fatal explosion, Ann Green Communications helped plant managers work through the crisis and establish a community liaison panel through the ensuing investigation.

Green also worked with AT&T during its efforts to retain customers after "equal access" allowed them to choose their long distance company, and with Massey Coal during one of the most difficult labor strikes in recent memory. She assisted Ashland Oil in rebuilding relations with the communities near its Catlettsburg, Kentucky, refinery when trust had been severely damaged by a multi-million dollar lawsuit alleging environmental damage by the refinery—a court battle that pitted neighbor against neighbor.

Communicating With Local Residents About a Remediation Site

Since Congress passed legislation to clean up toxic waste sites, companies have been faced with the challenge of communicating candidly to local residents about the site without unduly alarming them. Ann Green Communications has worked on a number of sites, coordinating the communication activities with environmental consulting firms, corporate representatives and, on occasion, with the US EPA and state regulators.

Ann Green assisted Joy Technologies at a site contaminated with PCBs and dioxins in Bluefield, West Virginia, where residents were stirred to unnecessary concern by litigation surrounding the contaminated property. She helped Union Carbide communicate about its part of the Fike/Artel site cleanup in Nitro, West Virginia, where the challenge was to explain how Union Carbide was doing its work without being drawn into the bigger controversy that surrounded the large, highly contaminated site. She also worked with Citizens Gas Fuel Company in Adrian, Michigan, to communicate about a former coal gasification site contaminated with benzene and being used as a parking lot for school buses.

The firm currently is involved in the remediation project at the Fike/Artel site, working with 13 of the potentially responsible parties to communicate to the concerned citizens of Nitro, West Virginia, about the extensive cleanup underway.

Each site presents special problems; the challenges are successfully met through the correct philosophy and careful planning and execution.

Employee Relations Programs

Employees make up one of the most important audiences for any company. If they support the company's efforts, they are invaluable allies; if they do not understand what the company is trying to accomplish or disagree with it, they can be formidable adversaries.

DSW 137656

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Ann Green Communications creates specially designed programs to communicate to employee groups. These programs can inspire employees to work harder or more efficiently, help them understand new plans or challenges, and arm them with information they can share with family and friends to solicit support.

Green has created employee rallies for Bell Atlantic designed to inspire employees to become more competitive in the new marketplace after the break up of the Bell System. She created a concept called "Quality Day" for Union Carbide's Solvents and Coatings Material Division to increase commitment to the corporation's Quality process. She worked with Union Carbide's Sistersville, West Virginia, plant (now OSi) to develop a mechanism to increase cooperation between union and management through a mutually beneficial waste reduction program and contest. She worked with Citizens Gas Fuel Company to develop employee advisory groups to tackle specific problems relating to customer service.

Staff members from Ann Green Communication assisted in the planning and implementation of employee programs, such as volunteer projects, employee fitness programs, and social service activities for Union Carbide Corporation's Kanawha Valley locations. Before the programs were developed, research was done to determine employee interest in the programs.

Ann Green Communications worked with Rhône-Poulenc to establish an employee-volunteer group for employee- and community-outreach and emergency preparedness. This program was developed following the 1993 fatal explosion.

In addition, staff members are experienced in developing and directing comprehensive employee communication programs, including managing internal publications and video news programs, communication training for supervisors, employee attitude research, and issue-specific training focused on gaining employee support.

Building Community Support

Most businesses, particularly those that may impact the environment, operate through the good will of their neighbors. When that good will is missing or slipping away, companies must actively work to build or rebuild confidence and acceptance from the community.

Ann Green Communications assists businesses in developing strategies to increase public participation and support. The firm establishes rapport with the community through small-group meetings and identifies the critical few things a company can do to increase support from its community.

Small-group meetings allow all parties to say what is on their minds in a controlled setting. Designed originally for the utility industry, and used extensively in the chemical industry, the small-group meetings bring together community leaders and concerned citizens with company managers to air concerns between them.

The small-group discussion follows a psychological model wherein representatives from the community are invited first to openly describe things that bother them about the company, without interruption from the company. Then the company responds, without interruption from the citizens. When both sides have made their points, a calm and reasonable exchange of ideas can take place. Green has

DSW 137657

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facilitated hundreds of these meetings, virtually with a 100-percent improvement record.

From the small-group meetings, a number of opportunities are identified for company interaction with the community. Ann Green Communications assists in developing an overall strategy to increase public support, including ongoing communication tools and methods to measure results.

Preparing Technical Presentations for Lay Audiences

Environmental issues and utility rate cases often require technical explanations. The firm's counselors have assisted countless plant managers, utility managers and environmental engineers in presenting technical material to lay audiences. These audiences have included media, community groups and lay regulatory boards. The presentations range from speeches before civic organizations to testimony in public hearings.

In addition, special presentations for corporate audiences can benefit from the firm's communication counseling.

Customized Training for Employees

Ann Green Communications offers training programs focusing on communicating various kinds of information in different situations. Training is customized to meet the needs of the individual company. However, general training topics are described in the following section.

DSW 137658

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The following general training is available from Ann Green Communications. Each training program is customized to meet the specific communication need of the company. Length of training may vary depending on individual company requirements. Average length is one-half to one day.

Communication During a Crisis

This training is meant to follow the establishment of a crisis communication plan, where employees of the facility are assigned specific communication roles which they would assume during an emergency situation. (Ann Green Communications, Inc., also is available to assist facilities in developing such a plan.) Content is designed to cover the following information:

- Team members' roles and responsibilities; working together effectively
- Logistical considerations
- What to do, what not to do when communicating about a crisis
- Working with the media
- Preparing information for use by the media, such as press releases, stand-by statements and developing potential Qs&As
- Identifying key community leaders to inform

Community/Media Communication

Today's management staff—even technical staff—often is thrust into a communication role. Therefore, key members of any facility's management need a foundation of basic principles that will help them present information effectively in a few moments' time. This training is to help people handle the situation where their comments may be used by the media (as in an interview) or heard directly by the public (such as in a public hearing). Content includes:

- Taking control of the communication situation
- Communicating in a public meeting
- Working with reporters
- Preparing for an interview
- Question/Answer techniques
- Understanding the role of the media

Community Sensitivity Training

This training is full of communication techniques to help employees deal effectively with neighbors of their facility who have a complaint or concern. Often, the focus of complaints around facilities is odors, and lay people often equate odor problems with health issues. While communication will not solve technical issues, solid communication skills that say "we care" can help bridge relationships and foster an understanding of the facility's operations. This training is appropriate for security, shift planners, emergency

response personnel and others who have occasional dealings with the public. Topics covered in this session include:

- Five things people expect when they complain
- Dealing with upset people
- Improving listening skills
- Words that inflame/words that calm
- Getting the information you need
- Demonstrating integrity through accountability

Effectively Communicating Risk Information

The requirements for facilities to communicate risk information with their communities is increasing, partly because of federal requirements, and partly because of managers' recognition that it's the right thing to do. However, communicating about risk is difficult. The objective of this workshop is to help facility managers put themselves in the place of their neighbors, and examine risk communication from the perspective of those who must receive the information and feel confident they are safe. Information covered includes:

- Looking at risk from the standpoint of the community
- Guidelines for communicating about risk
- Voluntary vs. involuntary risks
- Listening more effectively to your neighbors
- Tailoring messages to specific audiences
- Communicating with environmental activists and the media

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Ann S. Green

Ann S. Green is president of Ann Green Communications, Inc. She has 24 years' experience in public relations, 16 years with agencies.

Green was president of the Chemical and Environmental Affairs Division of a large public relations agency before starting her own consulting firm July 1, 1991. She has served clients primarily in the chemical and petroleum industries, utilities and others with environmental issues.

A member of the Public Relations Society of America, Green received the 1985 Practitioner of the Year award from the West Virginia Chapter and won the *Best in West Virginia* award in 1989 for her program for siting a hazardous waste facility for Union Carbide Corporation.

Green has a master's degree in journalism and psychology from West Virginia University, Morgantown, WV, and a bachelor's degree in history and journalism from Glenville State College, Glenville, WV. She was assistant to the dean of the West Virginia University College of Mineral and Energy Resources, then director of public relations at West Virginia State College prior to joining an agency. She has taught journalism at Glenville State College, West Virginia State College and West Virginia University.

Green is a member of the Board of Directors of the National Institute for Chemical Studies, a nationwide organization dedicated to bridging the gap between chemical companies and the communities in which they operate. She has been a national leader in the development of public participation programs at plant sites, specifically community advisory panels.



Thad D. Epps

Thad D. Epps is a senior consultant specializing in crisis management. He retired after 37 years with Union Carbide Corporation where he was Regional Director of Public Affairs the last 15 years. During his tenure with Union Carbide, he served as corporate spokesperson in the Kanawha Valley following Bhopal. He was a founding, and is a current, member of the Board of Directors for the National Institute for Chemical Studies. He also was instrumental in communicating worst case scenarios in the Kanawha Valley, an effort for which he won the Union Carbide Chairman's Award for excellence in pursuit of values of the corporation.

Epps has bachelor's and master's degrees in chemical engineering from the University of Michigan, and attained the rank of lieutenant commander in the United States Navy retired reserve. He is past chairman of the West Virginia Manufacturers Association, the West Virginia Salvation Army Advisory Board, past president of the West Virginia Humanities Council and founding president of the West Virginia Education Fund. He is a member of the West Virginia Compensation Program Performance Council and a director or member of a number of other civic, educational, and cultural organizations.

Epps has received the Distinguished West Virginian Award from West Virginia Governor Gaston Caperton and a Lifetime Achievement Award from the West Virginia Chapter of the Public Relations Society of America.

DSW 137661

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Lawrence L. Bissett

Lawrence L. Bissett is a senior consultant with the firm. He has 36 years' experience in a variety of management, community and military roles.

Most recently, Bissett was general manager for John Brown E & C, an engineering design office serving the chemical industry. He was responsible for profitability, sales, client relations, personnel administration and project execution. Before stepping into that position, Bissett was director of operations for two years.

For three years prior to joining John Brown, Bissett was president of the National Institute for Chemical Studies, a non-profit, independent institute bridging communications between the chemical industry and the public. Projects he managed included establishing community safety assessment committees (precursors to community advisory panels), chemical plant safety surveys, emergency response, environmental pollution surveys, and community-industry mediation.

From 1960-1986, he held various positions with Union Carbide Corporation, including Director of Technical Center site services at Union Carbide's South Charleston, WV, Technical Center.

Bissett has a master's degree in business administration from West Virginia University, Morgantown, WV, and a bachelor's degree in civil engineering from North Carolina State University.



Roberta P. Fowlkes

Roberta P. Fowlkes is a senior consultant. She has 25 years' experience in public relations, specializing in consumer affairs, employee communications and media relations.

Before joining Ann Green Communications, Fowlkes was director of employee communications for Bell Atlantic Corporation, Arlington, VA. Most of her 15 years with the corporation was with Bell Atlantic-West Virginia (formerly C&P Telephone Company) in Charleston where she managed public relations and started the company's first consumer panel in the early 1980s. Just prior to moving to Arlington in January 1993, she managed the start-up and operation of a 125-person regional customer service center. She also has taught public relations as an adjunct professor at The University of Charleston, Charleston, WV, and has worked in the voluntary health and health planning fields.

Fowlkes is professionally accredited by the Public Relations Society of America (PRSA) and has been recognized for communications accomplishments by the West Virginia chapters of PRSA and the National Federation of Press Women. In 1987, she received a national award from the Society of Consumer Affairs Professionals for a cooperative project between government, consumers and business.

She has a bachelor's degree in psychology from Radford University, Radford, VA, and a master's degree in journalism from Marshall University, Huntington, WV.

DSW 137662

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Mary Lovejoy Rebhan

Mary Lovejoy Rebhan is a senior consultant with the firm. She has eight years of experience in journalism and public relations. She has a bachelor's degree in journalism and public relations from Marshall University, Huntington, WV, with a minor in political science. Her professional experience includes positions in the press office of the Governor of West Virginia and as managing editor of the *Lincoln Journal*, Hamlin, WV. While with the paper, she focused on investigative pieces concerning local government and its effectiveness. Several articles were carried statewide and resulted in county administrative procedures within the school board, county commission and tax office being changed. Rebhan also worked in the community and employee relations office of Union Carbide Corporation, South Charleston, WV, where she won a national award for an employee relations brochure.

Her work at Ann Green Communications includes public relations and crisis communication counseling with clients in the chemical and environmental affairs areas at the grassroots level. Her specialization is public participation programs at Superfund and RCRA remediation sites. She writes and directs video communications for clients. Rebhan also conducts research for and facilitation of community advisory panels for industry as well as remediation sites.



Kevin J. McClelland

Kevin J. McClelland is a consultant. He is the account assistant and publications development specialist. He has a bachelor's degree in journalism and public relations from Marshall University, Huntington, WV, with a minor in sociology. Before coming to Ann Green Communications, he worked in the marketing and public relations department of a Columbia Healthcare Corporation hospital.

His work with the firm includes developing and producing newsletters, brochures, magazines and other publications for the firm's clients and community advisory panels. His skill in desktop publishing allows him to communicate ideas in a clear, concise, accurate and credible manner to a variety of audiences. In addition, he coordinates and oversees special projects, develops image advertising, conducts research through traditional and electronic media, and supports facilitation of community advisory panel meetings.

McClelland has extensive experience in customer service, employee training and peer resolution. He has served as client liaison for a national insurance company and for an information systems company.

DSW 137663

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Laura B. Schoolfield

Laura B. Schoolfield is the community advisory panel member liaison with the firm. She is responsible for managing all the logistics for the community advisory panel meetings. Her efforts focus on meeting the needs of the community advisory panel members as well as setting up focus groups and small-group meetings. Her professional background includes 10 years' experience with various large corporations as secretary, accounting clerk and assistant office manager. She is proficient in software packages such as Microsoft Word, Excel and PageMaker.



Terri L. Payne

Terri L. Payne is the firm's office manager and supervises accounting functions. She works with staff persons to effectively manage client accounts and project budgets and to look for the most cost-effective ways to handle the work. Payne monitors billing against the proposed amounts to make certain every effort is made to remain within budget.



Douglas C. Green

Douglas C. Green is the business manager. He serves as the compliance director and quality control coordinator. He also serves as personnel manager. He is the coordinator of work flow and disaster recovery planning. Green manages the firm's insurance needs, maintains client contracts and coordinates sales activities. He has a bachelor's degree in business management from Marshall University, Huntington, WV.



Kay P. Workman

Kay P. Workman is the client liaison assistant with the firm. Her professional experience includes 33 years' experience with Union Carbide Corporation and Rhône-Poulenc Ag Company as assistant to the plant manager. This position provided opportunities for interface with governmental agencies, company and public officials, media, plant neighbors and employees. She holds a Professional Secretary Rating and has held all offices at one local level in Professional Secretaries International.

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