

A photograph of two young children sitting on a bed, looking at a small, round, white light projector. The projector is casting a pattern of small, white, star-like shapes onto the bedsheet. The child on the left is wearing a patterned shirt and is pointing at the projector. The child on the right is wearing a white shirt with black polka dots and is also pointing at the projector. The scene is dimly lit, with the light from the projector illuminating the children's faces and the bedsheet.

**Valley Link Transmission**

# Powering the Future

June 27, 2025

**Mower**

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At Mower, we've spent decades helping utilities and infrastructure leaders communicate with clarity, build trust, and deliver results. In fact, Mower has provided communications support for projects covering over 1,400 miles of transmission, capable of delivering more than 14 gigawatts of electricity. That's why we're excited about the opportunity to partner with FirstEnergy, AEP and Dominion Energy on the Valley North Project.

A multi-state initiative of this scale needs more than just communications support—it calls for a lead strategist who can drive alignment, manage complexity, and keep the message clear across channels, communities and timelines. That's where we come in.

As a fully independent, employee-owned agency, Mower brings an ownership mindset and a deep bench of utility experience to the table. Our team understands how to navigate siting challenges, engage communities, and craft campaigns that simplify the complex—while staying responsive to the needs of diverse regional audiences.

For Valley North, we're ready to:

- Build and execute strategic messaging that reflects regional sensitivities
- Run targeted digital and paid media campaigns that inform and activate
- Produce video and social content that resonates across platforms
- Support community events with high-impact creative and coordination

We're ready to get to work—and eager to help bring this critical project to life with the public support it deserves.

Your fierce friend,

*Stephanie A. Crockett*

**Stephanie Crockett, President & CEO**  
**Energy Specialty Leader**

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# Executive Summary

**Mower is uniquely positioned to support Valley Link Transmission and its partners—FirstEnergy, AEP, and Dominion Energy—in building understanding and public support for the Valley North Project.** With deep roots in the energy and utility sector, a proven track record leading communications for high-profile infrastructure initiatives, and decades of experience guiding communities from awareness to advocacy, we know what it takes to move large-scale projects forward—across regions, regulatory landscapes, and diverse audiences.

This proposal outlines our strategic approach, combining proactive educational campaigns with agile, insight-driven responses to emerging issues. Our methodology is anchored in audience and community intelligence, ensuring strategy, messaging, creative, and execution are aligned and effective.

We've included relevant case studies, team structure, a preliminary project plan, and budget. Backed by a team that understands the complexities of energy communications, Mower is the right partner to help Valley Link shape the conversation—and build lasting public trust—around this critical infrastructure investment.



# Our Strategic Approach

Mower has a purpose-built strategy that ensures *effective* communications throughout an energy project's lifecycle. Reaching and engaging with the right messages, to the right people, at the right times, in the best ways.

It is about propagating project-positive information and actions – and counterforcing project-negative information and action.

But it's all in service of limiting delays, preserving reputation and

## Getting it built.

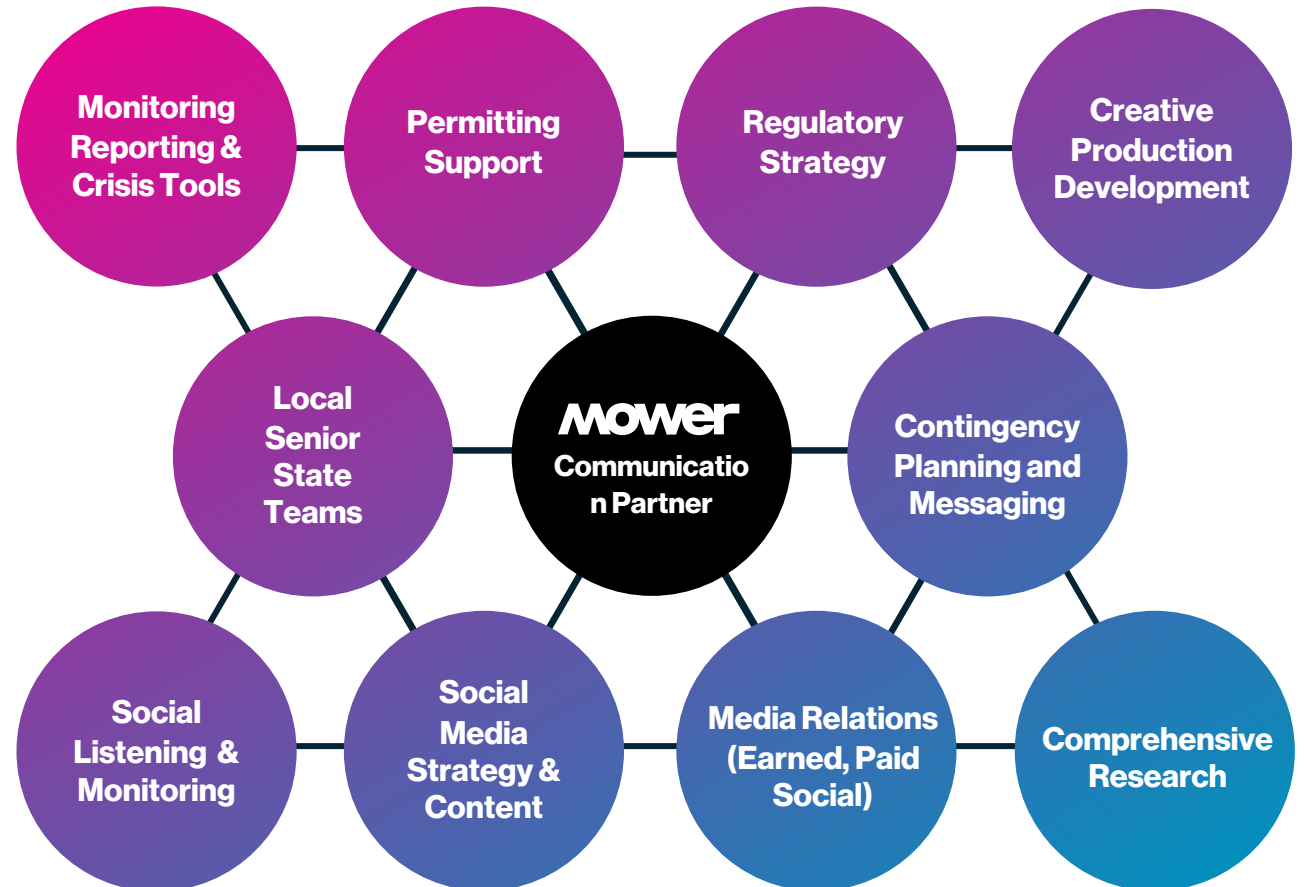
# Your Communications Manager and Partner

Transformative energy infrastructure proposals require media and communications programs that speak broadly about the value a project brings to a region and specifically to the hopes and concerns of individual communities.

To achieve this balance, the Valley North project needs a partner that can:

- Expertly craft and execute a macro and targeted communications campaigns
- Coordinate and support all communications activities across the project's various teams whether they be marketing, advertising, public relations, permitting, engineering, legal, regulatory or government affairs.
- Guarantee everyone is speaking with one voice by ensuring consistency of message and materials, maximizing effectiveness, and tracking and responding to challenges.

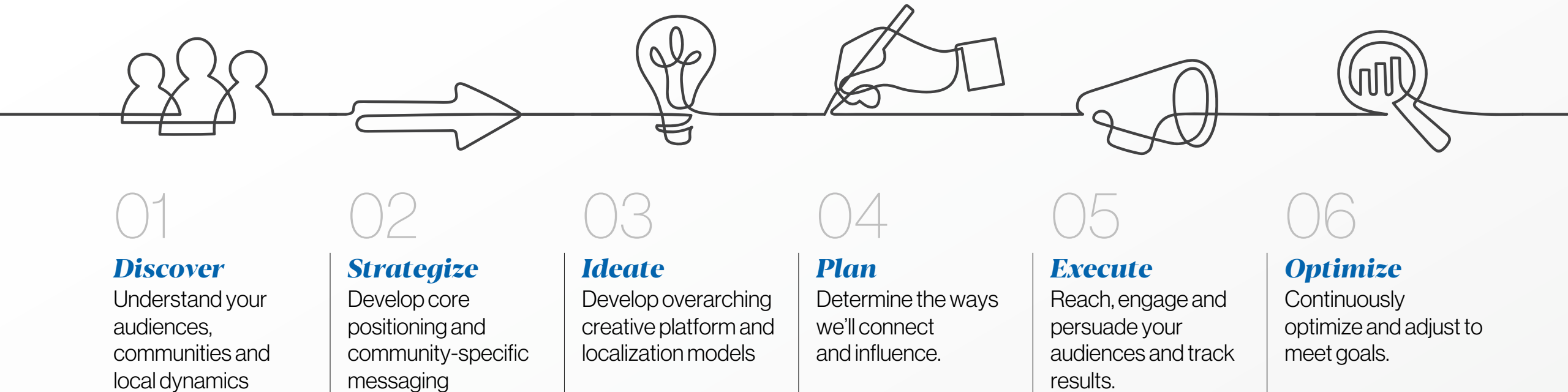
**MOWER IS THAT PARTNER.**





# Affinity™ Strategic Planning Framework

To end with truly effective and budget-efficient communications, we must begin with authentically strategic insights, across audiences and markets. Our Affinity Strategic Planning process ensures this.



# One Voice, Many Communities

## *Crafting the Valley North Message Framework*

Reaching communities along the Valley North route means more than pushing out information. It means earning trust, listening first, and speaking in ways that resonate.

Mower's approach begins with insight — real research into what people value, fear, and care about. From there, we develop a unifying campaign platform that becomes the throughline for every message, every ad, and every interaction.

**Quantitative and Qualitative Research** inspects the priorities, opinions, and motivations of, as well as regional differences between, individuals and key opinion leaders across the Valley North project area. Additionally, we will capture the character of each community examining the issues and how they factor into the success of this project.

This research shapes a trust strategy — not just messaging, but a consistent foundation for every public interaction. Our messaging will be adaptable to each region but grounded in a shared platform that earns confidence and accelerates understanding.



# Discover: Virtual Discovery

Quantitative and qualitative research



## On-Boarding:

We begin by gathering what you already know—community makeup, current sentiment, and communication efforts.

## Discovery Session:

To kick off our work together, Mower’s in-house Research & Strategy team will facilitate a structured, 2-hour virtual discovery session with your core team and stakeholders. This session will uncover key insights around resident mindset, program plan and timeline, and potential messaging—essential to shaping a smart, aligned communications strategy.

- Focus on challenges, opportunities, and resident engagement
- Address differences between residential and commercial mindsets
- Explore perceptions across the full geography
- Explore benefits to residents
- Include senior leadership, marketing, and communication stakeholders

The summarized report will guide the creative brief, messaging, communications strategy, and media planning

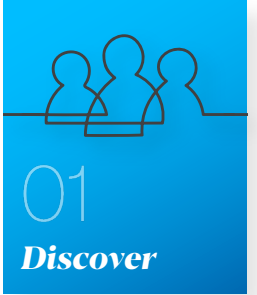
SAMPLE OUTPUT

Category	Priority	Notes
Client's Organization Definition		Organization definition and segments served
Culture Definition		Brief description of your culture and daily office life
Mission Vision & Values Statements		Mission, Vision and Values Statements
Business Plan		Recent business plans
Key Performance Indicators		Key metrics and how you measure success

Category	Notes
Operational Structure	and organization charts describing how you are organized, relationships with 3rd parties if relevant
Key Channels	How you get your products to end-users and your relationship with channel participants
Landscape	How you understand the dynamics of your category
Key Opportunities	Key descriptions of strengths, weaknesses, opportunities for you and the competition

# Discover: Key Opinion Leader Interviews

## Laying the Groundwork for Credible, Community-Informed Resident Messaging



To develop messaging that truly resonates with residents, it's critical to first understand the conversations already happening in the community — what people believe, what they question, and what matters most to them. Key Opinion Leader (KOL) interviews help surface these insights, offering a valuable lens into how the Valley North project may be perceived and how communications can most effectively connect with local audiences.

Mower proposes conducting up to 21 one-on-one interviews with trusted community voices — such as local leaders, nonprofit partners, or other influential residents — across Maryland, Virginia, and West Virginia. These conversations help clarify local dynamics and allow us to build messaging that reflects community values and addresses resident concerns with credibility and care.

Mower will work with Valley Link Transmission Company to collaboratively design a discussion guide that will explore the following topics:

- Understanding of the Valley North project
- Anticipated community impact of the transmission line itself and the power transmitted to the end-point
- Benefits to residents and the local areas
- Areas of potential opposition
- Talking points and messaging that would be helpful for KOLs to be armed with when engaging with the community
- Existing resident feedback and engagement on communications
- Current resources and guidelines in place to support communications

Insights from this qualitative research will directly shape messaging strategy, audience segmentation, and content development — ensuring our approach is informed, intentional, and grounded in the real perceptions of the communities we aim to reach.

### SAMPLE OUTPUT

#### Key Findings – ASAP Branding

**Brand consolidation and importance of an identity reflective of the entire organization is a wholly supported position.**

- Recognition that integrating all of the products and offerings under a single brand identity is important is shared and supported across leadership.
- Articulating the brand identity and value the holistic brand brings to members and customers is critical.
- Leadership wants to ensure that the brand identity reflects the closeness and community that the ASAP base has established.

“Would like to see us have some sort of an actual pyramid style type thing where you can say, this is a thing that everybody knows.”

“Simplifying our value proposition as much as we can would be important, and making sure that we understand what our core value proposition is and we don't lose that as we're looking to broaden our offerings.”

“We have to be big while feeling small.”

“So it is the place for admins to come together to learn best practice, to share ideas, and connect and engage with each other.”

“Making sure that they see a personality behind the admin brand as much as possible.”

ASAP

#### Targeting/Customer

There is recognition that enterprise will play a big role in the targeted growth for the organization, but there is still a lot unknown about those audiences. Ensuring that ASAP maintains a small, personal feel is also important to the organization.

My biggest concern is that we become like a big association. Can't do it. We have to stay relevant at niche levels.

Who are the people who aren't coming to us? What are they looking for? What are they asking for? Is it about growth in their career? Is it about technical skillsets? Is it about their own company provides training and so there's not much they're ever going to do to come to us?

Our path to double the business will require us to get in onto the enterprise side. And is that leveraging training, is that leveraging an HR buyer? Is that an EA who has a team or a chief of staff who has a team?

We are doing a horrendous job cracking financial services and professional services. The amount of admins in those two areas is overwhelming and we barely crack it. We don't touch professional services.

A lot of our conversion from ASAP to APC becoming an attendee starts with a webinar.

The job of sales is to get me more enterprise and this corporate learning play, I think, is where we start to crack it. And that takes time. And who is the person? We still don't know. Am I going to HR? Am I going to the training department? Is it of a certain size company will do this? Is it the executive?

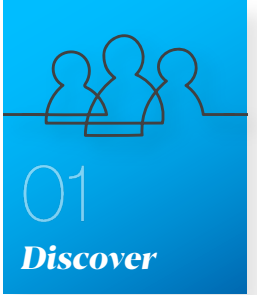
ASAP

MOWER



# Discover: Quantitative Survey of Residents

## Quantitative and qualitative research

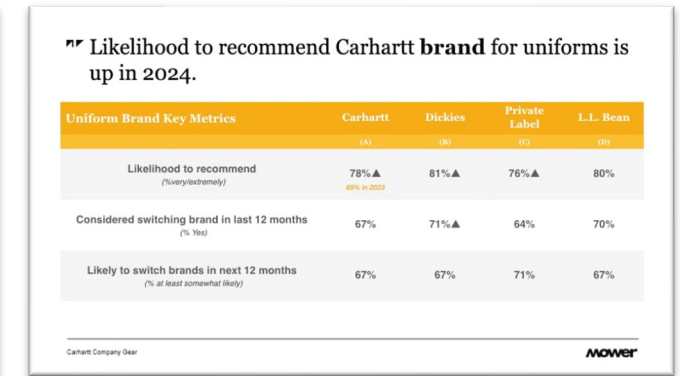
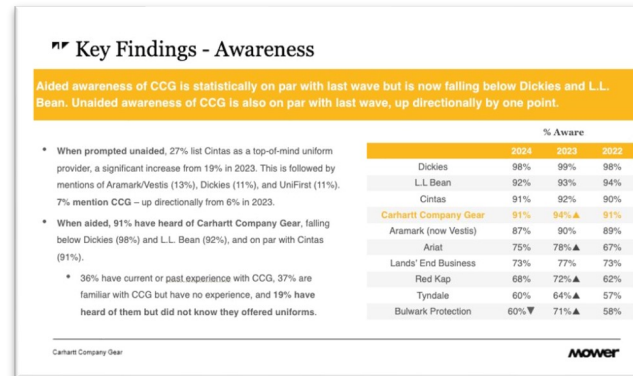
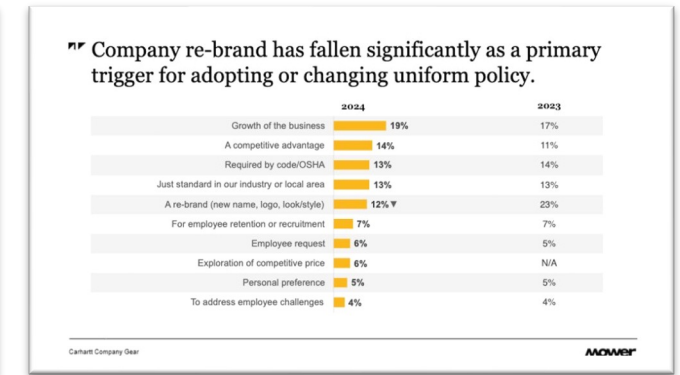
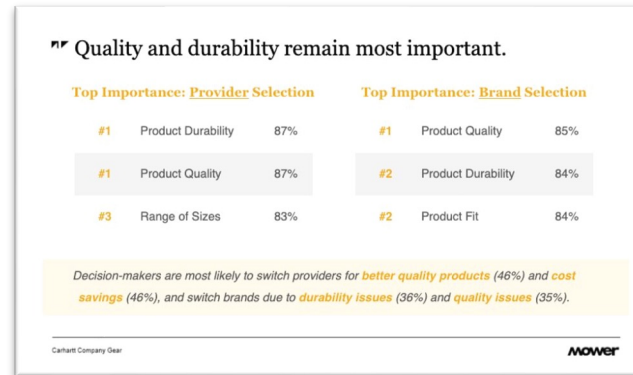


To understand the awareness and perspectives of residents along the Valley North project, a quantitative survey can be used to assess awareness of the project, knowledge of the benefits and project stages, and any objections or concerns. These learnings will help to drive messaging and communication strategies. 400 residents, with representation among all project geographies will be recruited from a panel partner with a mix of online and telephone interviewing. A 10-12-minute survey will be designed in conjunction with Valley Link Transmission Company to explore:

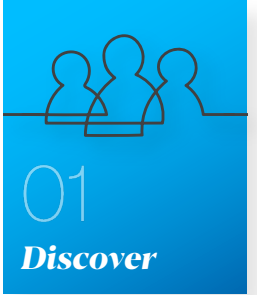
- Existing awareness and perceptions of the Valley North project
- Reactions to the project for those unaware
- Understanding of the intent and benefits of the project for power transmission and for local communities
- Assessing opposition and concerns with the project or transmission line
- Gathering preferences for communication channels and sources of information about the project and in the community
- Evaluating levels of involvement in community issues
- Perceptions of renewable energy and current power reliability

Mower will produce a PowerPoint report summarizing the results of all survey questions and including key findings and recommendations. Results will be used as input into the creative platform, communications, and media strategies.

### SAMPLE OUTPUT



# Discover: Assessing Community Character



Mower will provide an overview of the project area, key stakeholders, issues the community has faced and is facing, and other information relevant to the team's efforts.

Through these assessments the Valley North team will have a full understanding of each community and have reliable intel to feel confident they are delivering the right message, at the right time.

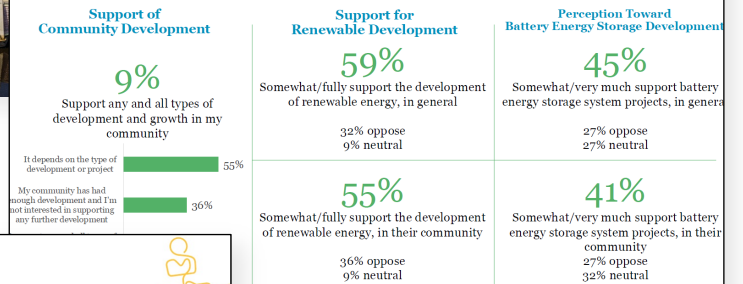
This thoroughly researched tool will further inform project plans, tactics, messaging and materials.

## Topics covered include:

- Project Overview
- Background
- Community Profile
- Key Stakeholders and Organizations
- Local Government Assessment
- Media Landscape
- State and regional energy awareness
- Potential issues and opportunities
- Social media mapping
- Environmental Justice



## Results Dashboard



## Key Stakeholders: Local Leaders

### Dighton (Cont'd):

#### Stormwater Committee (Cont'd):

- Chris Maguy, Chief of the Dighton Fire Department**
- **Background:**
    - Previously Staff Assistant/ Evening Trades Manager at Bridgewater State University from May 2003 - Oct 2017
    - Appointed Chief by the Dighton Board of Selectmen in October 2017
    - Massachusetts Community College associate's degree in Fire Science/Fire fighting
    - Dighton-Rehoboth Regional Vocational High School diploma in mill carpentry

#### Dighton-Rehoboth Regional School District:

- Bill Runer**
- **Background:**
    - Native
    - Present
    - Attended
    - South
    - Retired teacher
    - 1968
    - Chas
    - 1990
    - assist
    - In 2018
    - in Att

- Frederick**
- **Background:**
    - Early
    - Serve
    - He w
    - was f

## Community Profile

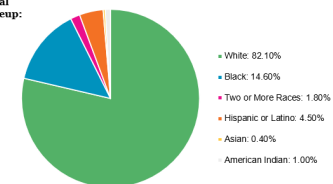
### Example Community:

Population in 2022  
**10,500**

Median household income in 2022  
**\$45,000**

County farmland:  
**168,000 acres**

### Racial Makeup:



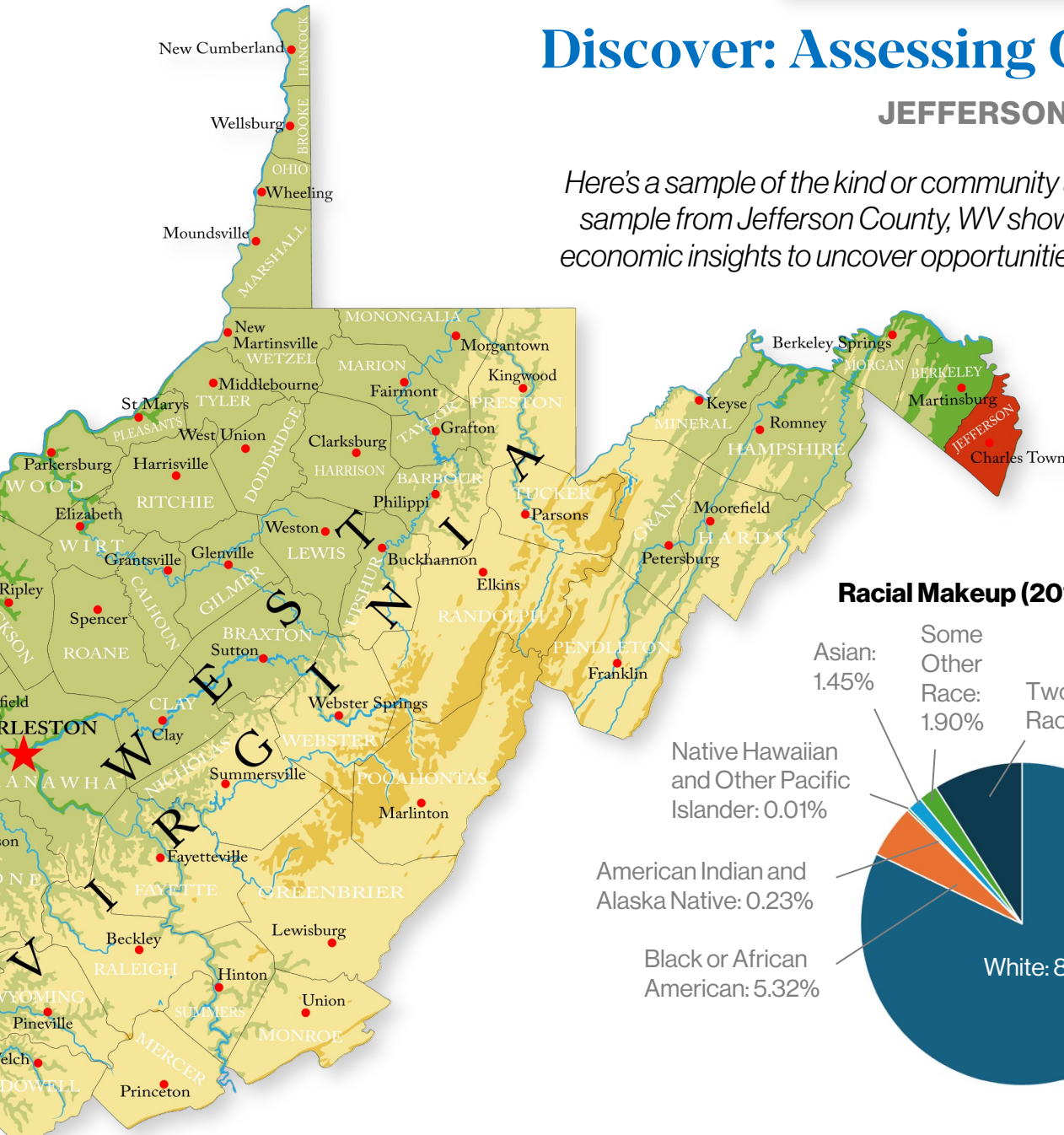
LOGO

mower

# Discover: Assessing Community Character

## JEFFERSON COUNTY, WV

*Here's a sample of the kind of community assessment you can expect from our team. This sample from Jefferson County, WV shows how we gather and distill political, social, and economic insights to uncover opportunities to guide smart, community-focused outreach.*



### REGIONAL EXAMPLE: JEFFERSON COUNTY, WEST VIRGINIA

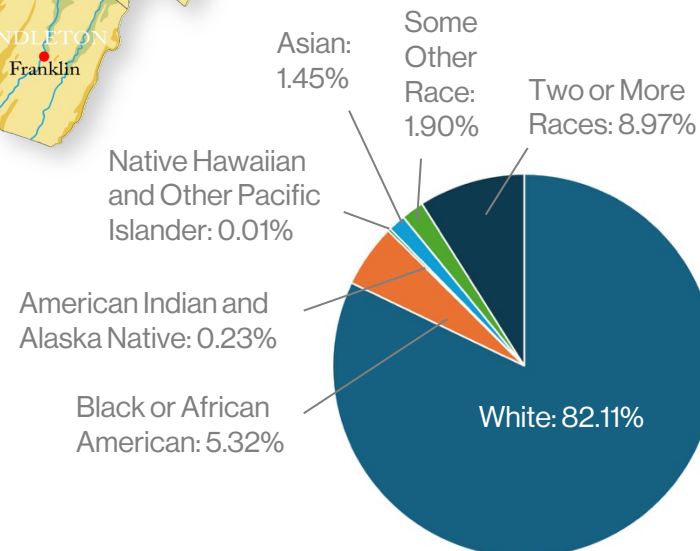
**Background:** Jefferson County is home to approximately 58,000 people with one of the fastest growth rates for any county in West Virginia. Due to its proximity to Washington D.C it is considered to be part of the metropolitan area. Over the past decade Republican sentiment has steadily increased and solidified Republican success in the county.

Although growth has been steady, Jefferson County at its roots is still driven predominantly by agriculture. The county ranks second in agriculturally productive land in West Virginia. That productive land is home to over 600 farms (96% family owned) contributing to an agricultural output of \$28 million.

### OTHER GEOGRAPHIC INFORMATION:

**Median Household Income (2019–2023):** \$95,523

### Racial Makeup (2019–2023):





# Discover: Assessing Community Character

FROM JEFFERSON COUNTY, WV

## REGIONAL EXAMPLE: JEFFERSON COUNTY, WEST VIRGINIA

### Key Stakeholders & Local Coordination:

The County Commission represents the five districts of the county. The current President of the commission, **Pasha Majdi**, was elected to represent Harpers Ferry District. That particular district runs from the southeast corner of the county up to the Woodpecker Woods Wildlife Sanctuary. Notably, the Appalachian Trail Runs alongside the border of the county district.

With a background in federal energy and environmental policy, he has held roles at Conservation International, the American Council for an Energy-Efficient Economy, and the U.S. Senate Committee on Energy and Natural Resources. Majdi previously served on the Vienna, VA Town Council from 2014 to 2020. He describes himself as a "freedom-loving conservative conservationist" and advocates for controlled development, increased tourism, and transparency in local governance.

Serving alongside commissioner Majdi are commissioners Mike Mood (Vice President), Cara Keys, Jack Hefestay and Steve Stolipher. Together they have prioritized managing growth through infrastructure expansion and oversight of energy projects, including efforts by Commissioner Cara Keys to regulate solar development. In 2025, they approved a \$16 million bond for new government buildings and began revising impact fees to address rising development demands.

### Local Development Challenges:

Developers in Jefferson County, West Virginia, have encountered significant opposition from both residents and county officials across various sectors, including energy, industrial, and infrastructure projects.

In the energy sector, large-scale solar projects such as Wild Hill, Blake, and Rippon have faced legal challenges and public resistance. Residents expressed concerns over land use and environmental impacts, leading to lawsuits against the county's zoning decisions. The County Commission also rejected a tax abatement request for the Wild Hill project after overwhelming public opposition during a town hall meeting.

Industrial developments have similarly met with resistance. The proposed Mountain Pure water bottling facility in Middleway was unanimously rejected by the Planning Commission following extensive public outcry over potential environmental and traffic impacts.

*Additionally, the County Commission has opposed new high-voltage transmission lines intended to serve data centers in Virginia, citing concerns that Jefferson County would bear the infrastructure burden without direct benefits.*



Pasha Majdi

### Open Letter to the Jefferson County Planning Commission in Opposition to the Mountain Pure Water Bottling Concept Plan

To: Jefferson County Planning Commission  
 Concerning: Mountain Pure Water Bottling Concept Plan, Matter 24-6-SP

Ladies and Gentlemen:

Conservation West Virginia opposes the proposed concept plan for a water bottling plant near Middleway, West Virginia. We support the many comments filed in opposition which make the following points:

(1) groundwater extraction is not a permissible use under the zoning ordinance, (2) water is a scarce resource and groundwater is essential for the well-

#### FIX IT! CAMPAIGN POSTS

New Bill Seeks to Fund Flood Emergencies  
 March 21, 2025 - 10:19 am

Appalachian Hurricane Flooding Intensified by Climate Change  
 October 7, 2024 - 4:24 pm

A Longer Mosquito Season This Fall Thanks to Climate Change  
 September 10, 2024 - 4:23 pm

Early Voting - The Solution to West Virginia's Poor Voter Turnout  
 September 2, 2024 - 11:26 am

How West Virginia Electric Utilities Stack Up  
 August 25, 2024 - 4:21 pm

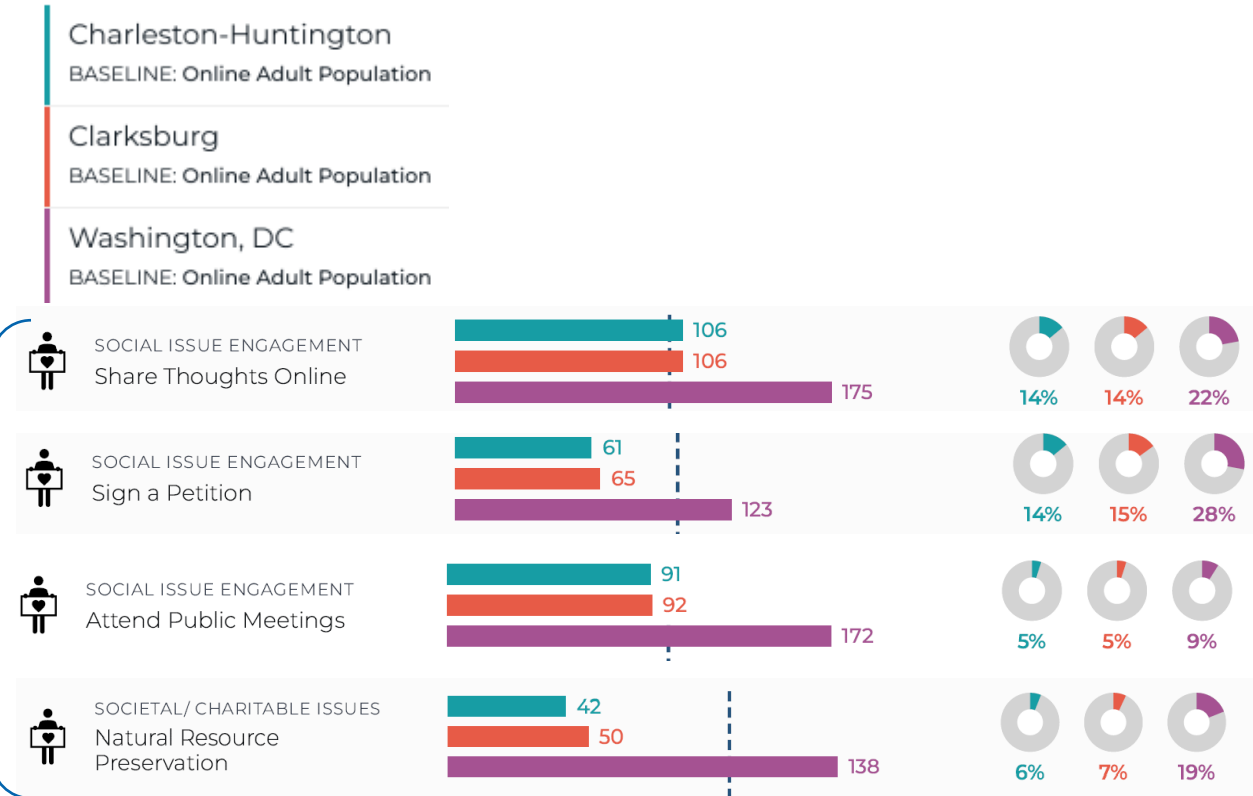
## Criticality of Community Insights

Jefferson County, as one example, deserves special attention as opposition to infrastructure projects are likely to start online, be active and be well organized. This county's residents report being more likely to share their thoughts online, sign a petition, attend a public meeting and prioritize natural resource preservation.

Counties	State	DMA	Substation
Putnam	WV	Charleston-Huntington	Amos
Kanawha	WV	Charleston-Huntington	
Roane	WV	Charleston-Huntington	
Calhoun	WV	Charleston-Huntington	
Braxton	WV	Charleston-Huntington	
Lewis	WV	Clarksburg	
Upshur	WV	Clarksburg	
Barbour	WV	Clarksburg	
Preston	WV	Pittsburgh*	
Tucker	WV	Clarksburg	
Grant	WV	Washington, DC	Welton Spring
Hardy	WV	Washington, DC	
Hampshire	WV	Washington, DC	
Frederick	VA	Washington, DC	
Clarke	VA	Washington, DC	Rocky Point
Jefferson	WV	Washington, DC	
Loudon	VA	Washington, DC	
Frederick	MD	Washington, DC	

\*Line cuts through southeast corner of county at Clarksburg DMA border

**Counties with  
residents most  
likely to mobilize  
in opposition**



# Leverage Insights: Communications Platform & Core Messaging

Building a purpose-driven communications strategy



Effective campaigns for large-scale, often sensitive energy infrastructure projects require two essential components:

## **1. A clear project purpose and unifying narrative**

- While the public may not rally behind transmission lines themselves, they do support what they enable – more reliable service, economic growth, and cleaner energy.
- A strong communications platform must clearly express this purpose, showing how the project benefits communities and earns their trust beyond just the infrastructure itself.

## **2. Localized messaging that reflects community values**

- Different portions of the project area will care about different things. Some areas will prioritize job creation and tax payments. Others will care deeply about minimizing viewshed impacts. And others place landowner rights above all else.
- Understanding these priorities and demonstrating how the Valley North transmission line aligns with these values shows respect for the communities we pass through and helps build support for this needed project.

When these two factors come together in a thoughtful communication strategy, projects move forward with greater stakeholder understanding, trust and momentum.



# Set: Effective Communications Strategy

Developing smart, purpose-built communications plans for both planned moments and real-time response

## 1. **Proactive Communications Strategy**

Planned and scheduled communications designed to build positive awareness, drive engagement, or encourage action — anchored in known moments, campaigns, or initiatives.

## 2. **Ready-Reactive (contingency) Plans**

Pre-developed assets and messaging frameworks deployed instantly to respond to emerging issues — shaping perception or behavior in the moment when speed and clarity are critical.

# Build: Proactive Outreach Plans

## Informing the Public with a Focus on Project Purpose and Long-Term Gains

*A strategic, multi-channel campaign model designed to educate and inform on benefits and positive impacts.*

*This model is designed to support public understanding and build trust in communities located along the transmission line route. These targeted campaigns are timed to precede and coincide with visible project actions (like open houses or field work). These campaigns do not promote events or participation, but rather to condition the communities, reducing confusion or concern.*

### Key Elements of the Approach:

- **Localized, Multi-Channel Flights**— Campaigns run across paid, earned, and owned media to meet residents where they are—online, in print, and in their neighborhoods.
- **Strategically Timed to Align with Project Events**— Each outreach campaign is structured as a focused, three-month effort that brackets key moments of public visibility – like open houses, emergence of new opposition, field work or municipal meetings.

### Focus on Education and Benefits, Not Events Themselves

Outreach is designed to inform residents about the purpose and value of the transmission project – highlighting benefits such as improved reliability, long-term grid resilience, and local investment.

- Messaging reinforces the project's relevance to the community, address likely questions or concerns, and builds understanding.

### Locally Tailored, Regionally Aligned

- Messaging reflects the values, concerns and voices of each community, while remaining grounded in a unified project narrative.



# Build: Integrated Communications Assets

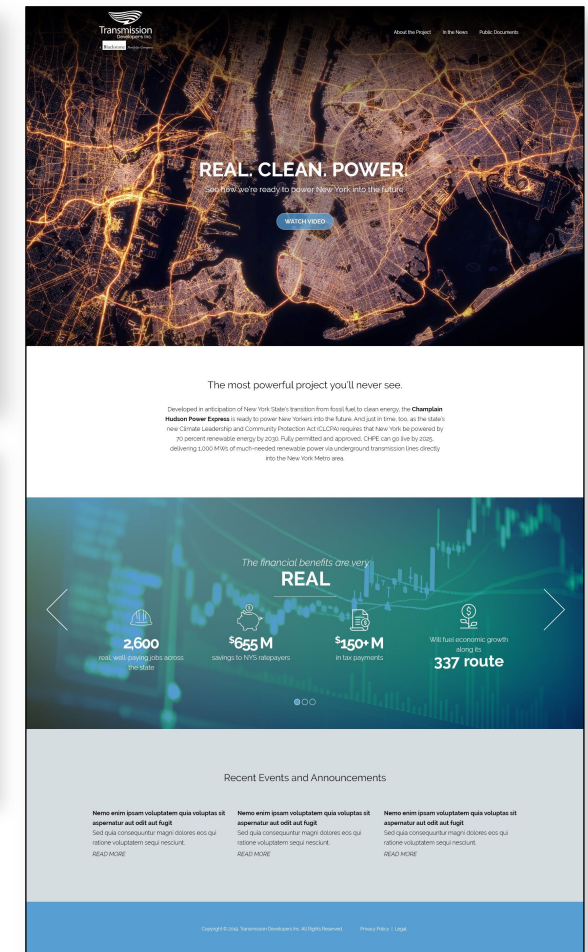
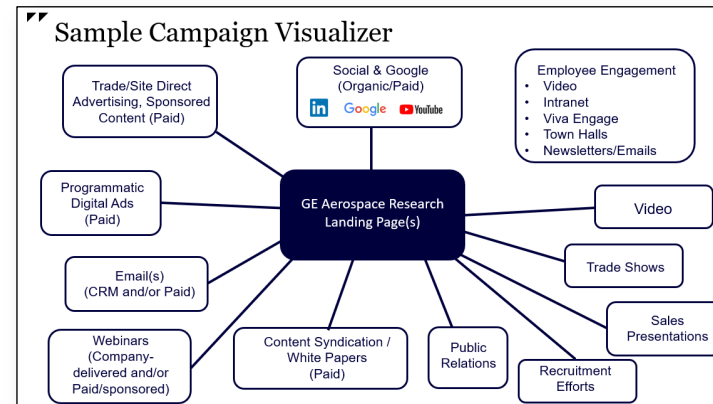
04  
Plan

Tailored, Multi-Channel Campaign Development to Support Public Understanding and Stakeholder Confidence

Each campaign's specific deliverables will be guided by the integrated strategy and communications roadmap developed for the Valley North project. Messaging and assets will be regionally customized to resonate with communities across West Virginia, Virginia, and Maryland – while supporting overarching project objectives like education, transparency, and trust building.

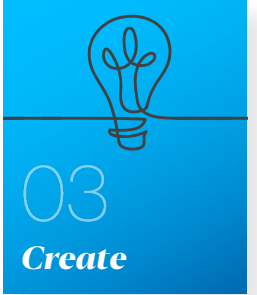
## Our approach emphasizes:

- Prioritization of deliverables based on audience impact, urgency, and available resources.
- Regional relevance- crafted to reflect sensitivities and community dynamics.
- Integration across public affairs, digital media, and community engagement.

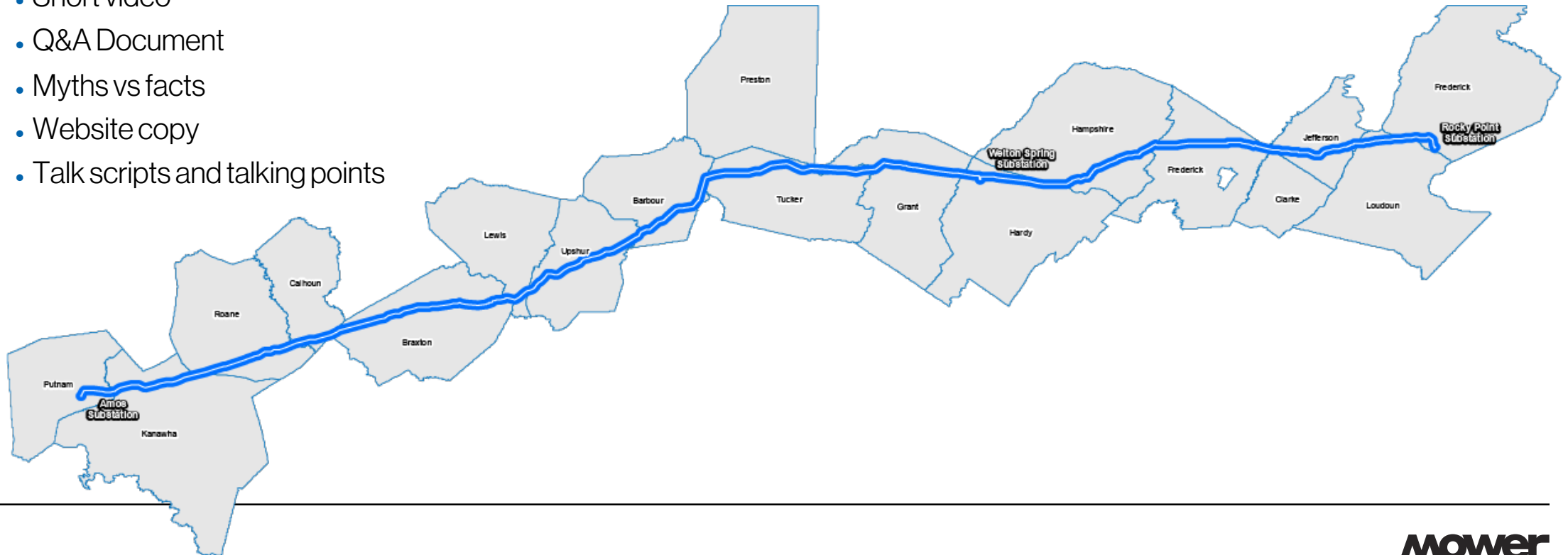


# Build: Project-Wide Communications Assets

Delivering a full spectrum of communication tools to inform, engage, and empower across every phase of the project.



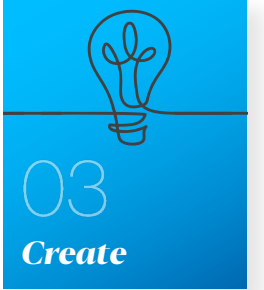
- Organic social posts (Proactive / reactive response copy)
- Long video
- Short video
- Q&A Document
- Myths vs facts
- Website copy
- Talk scripts and talking points
- Project digital, print and social ads
- Project progress press releases
- Factsheets





# Build: Region-Specific Communications Assets

Building regionally attuned assets to maximize local engagement



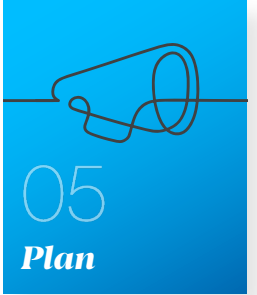
- Short videos (10 region-specific versions)
- Regional message focused factsheets
- Regional message focused website copy
- Local talk scripts and talking points
- Regional message focused digital, print and social ads
- Regional progress press releases
- Organic social posts (Proactive / reactive response copy)



# Plan: Public Relations

## Building the blueprint for strategic story placements

*With pre-approved positioning and messaging in place, we now shift focus to identifying where and how those messages can earn maximum visibility through earned media opportunities.*



### Media Mapping

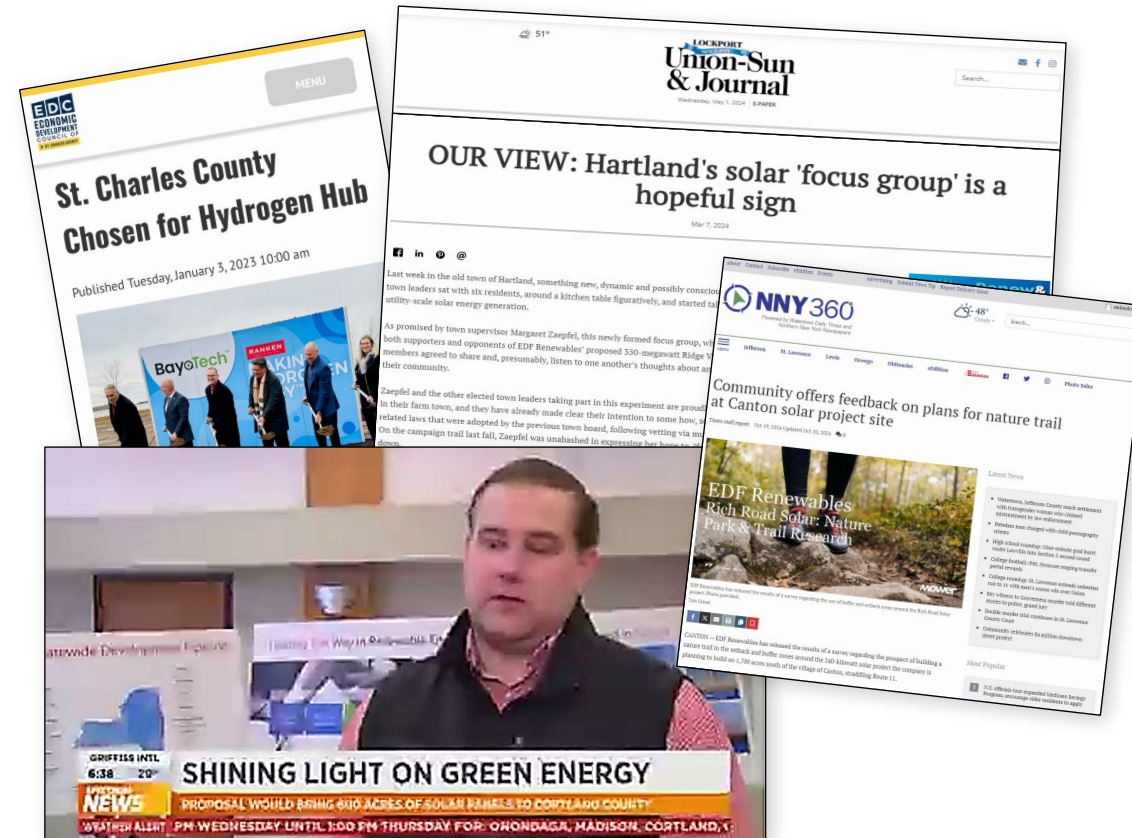
- Track and share media trends to identify risks and opportunities that could influence project success.
- Develop a two-tiered media list: one focused on broader statewide outlets (West Virginia, Maryland, Virginia) to shape the overarching narrative, and another targeting hyperlocal journalists in impacted communities. Two tiers deliver two essential outcomes—broad visibility and authentic community engagement.

### Material Creation

- Early crafting of media narratives, including but not limited to, earned media pitches, press releases, thought leadership posts, op-eds, editorials. With materials in hand, we can focus on pitching and placement when the timing matters most.

### Editorial Calendar Development

- Build an outreach plan around permitting milestones and schedule pitch cycles proximate to open houses. Broader statewide stories, ahead of open house opportunities, can help inform and influence hyper local media coverage.



# Build: Ready-Reactive (Contingency) Plans

**Ready for resistance. Before it starts**

We won't just predict potential opposition or which issues may arise that could derail the project or messaging, we will prepare in advance to meet it with compelling, purpose-driven materials and tactics.

Using information from key opinion leaders, our quantitative survey of residents, and insights gathered from our comprehensive community assessments, we will produce a suite of materials specially designed to mitigate risks, minimize delays and safeguard project timelines.

Resistance and unforeseen events will emerge, and with Mower as your partner you won't scramble to react, you will move decisively and deliberately with a plan and assets already in place.



## Likely Required Ready-Reactive Plans

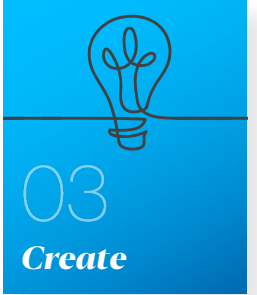
### Responding when opposition becomes organized

Opposition to infrastructure projects can arise from a range of sources – environmental, political, cultural, and or community-based concerns. When these interests align and become organized, they can significantly delay or derail project timelines.

Environmental	Political	Community-based
Maintaining natural habitats and eco systems	Diverse political terrain	Land use/restrictions
Protected national parks, nature reserves, wildlife refuges	Elected official churn at all levels	Visual and aesthetic impacts
EJ issues and concerns about lacking public involvement	Energy policy conflicts	Health and safety concerns
	Value perception split	Lack of transparency
		Perceived lack of local benefit

# Build: Ready-Reactive Communication Assets

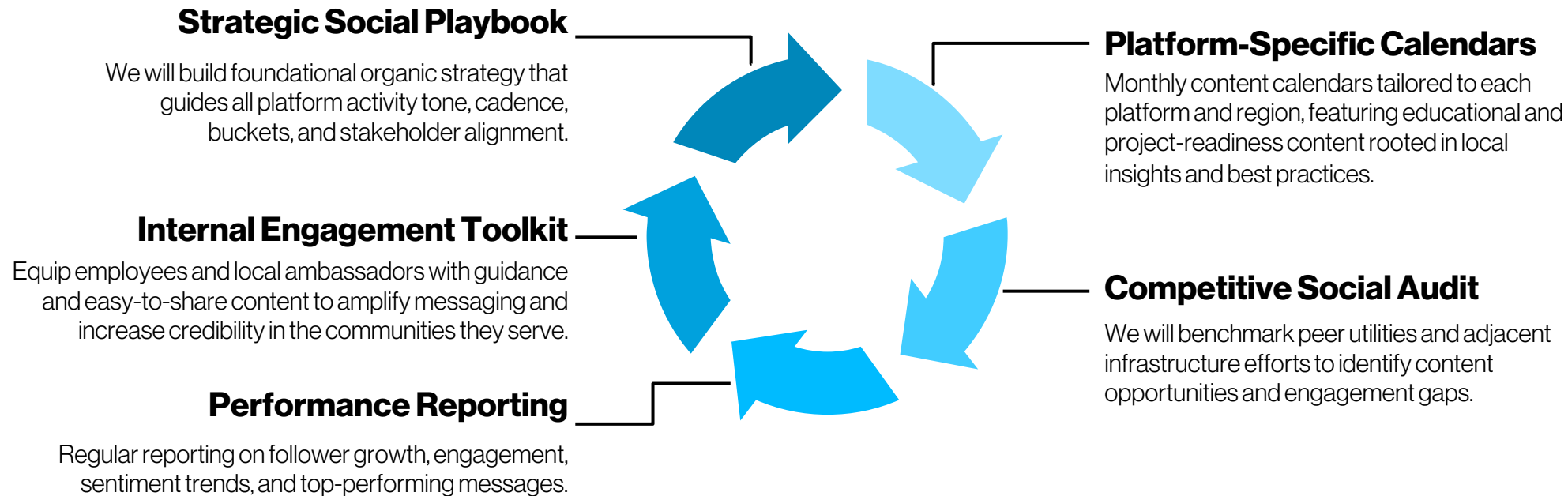
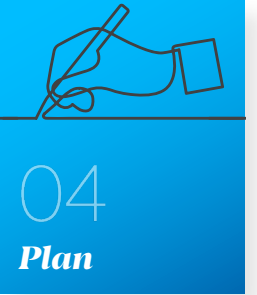
Preparing issue-specific tools in advance to enable fast, confident response when it matters most.



- Contingency action plan
  - Holding statements and holding press releases
  - Short video
  - Issue-specific factsheets
  - Issue-specific talking points
- Dark webpage
  - Pre-drafted banner ads and social ads
  - Draft digital ad campaign
  - Draft Op-eds and draft letters to the editor

# Plan: Organic Social Strategy That Scales with Confidence

Mower will deliver an organic social program that is intentional, locally relevant, and aligned with Valley North's overall communications strategy



Disciplined organic storytelling ensures consistent public visibility, stakeholder reassurance, and message control, even between paid moments.



## Plan: Social and Earned Media Listening

To ensure strategic messaging and digital engagement are rooted in the realities of each region, we will deploy social listening to capture authentic community sentiment in real time.

**Detect Early Signals:** Track online conversations to identify concerns, misperceptions, or needs before they surface in meetings or public forums.

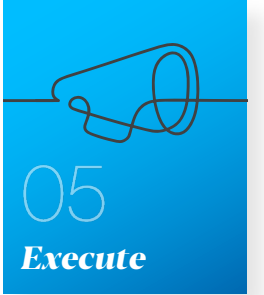
**Map Issues to Geographies:** Understand how key topics vary in relevance and intensity across West Virginia, Virginia, and Maryland.

**Strengthen Community Assessments:** Integrate real-time sentiment into stakeholder maps and readiness plans to reflect lived experience.

**Build Trust Through Responsiveness:** Social listening equips our teams to proactively address fears and correct misinformation before it spreads.

*In regions like Jefferson County, where opposition is vocal and organized, hearing the digital dialogue is not optional. It's essential to informed and credible outreach.*

# Execute: Social and Earned Media Listening



Our social listening deployment will provide real-time, actionable insights to enhance both proactive communication strategies and responsive readiness frameworks.

**Platform & Channel Mapping:** Monitor digital spaces that matter most to our audiences, from Facebook and local news comment sections to LinkedIn and regional Reddit threads.

**Topic & Sentiment Analysis:** Quantify tone and attention around key project across phases.

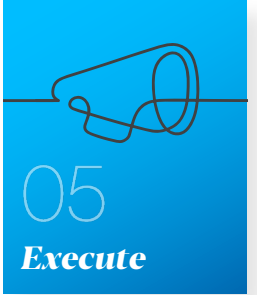
**Regional Signal Dashboard:** Deliver briefings and spike alerts, tailored by geography and stakeholder type, to inform public affairs and media responses.

**Inform Messaging & Response Assets:** Feed insights into proactive campaigns and ready-reactive playbooks, ensuring messages are timely, targeted, and rooted in real community conversation.

*By integrating social listening into our communications core, Valley North will stay ahead of opposition and aligned with community expectations.*

# Execute: Media Planning and Buying

As we move toward campaign(s) execution, a rigorous process for planning and buying/negotiating media ensures efficient spend and effective results.



## Analysis

1. Review performance business situation and goals.
2. Review target segments, budget, insights and research.
3. Review creative platform and brand architecture.
4. Define campaign objectives: awareness, lead generation, branding and impressions, etc.

## Strategy

1. Define key media success criteria.
2. Define target channels and media mix.
3. Define creative approach.
4. Define investment strategy.
5. Define performance measurement approach.
6. Integrate platform and other channel considerations.

## Planning

1. Define media usage by target and identify touch points.
2. Coordinate and align creative messaging.
3. Define targeting/behavioral/geography/timing/seasonality approach.
4. Define tagging and metrics collection requirements.

## Buying & Deployment

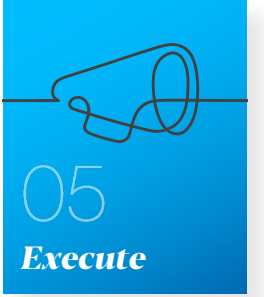
1. Issue RFPs, negotiate buys and value adds.
2. Configure campaign management system and purchase media.
3. Conduct testing and QA reviews.
4. Coordinate production and launch.

## Analysis & Optimization

1. Monitor campaign delivery.
2. Review and assess performance metrics and conversion trends.
3. Define strategy enhancements/shifts.
4. Reconfigure campaign.
5. Measure post-campaign results.



# Execute: Proactive & Reactive Paid Media Campaigns



## Proactive Approach: Amplify Awareness Through Timely Engagement

To align with the visibility of the 18 scheduled Open Houses, we propose a focused 3-month paid media campaign micro-targeting the geographic areas surrounding each event, with amplification among the residents most impacted. This approach is designed to:

- **Build Understanding** by delivering project context and benefits at a time when community conversation and public interest are naturally elevated.
- **Drive Engagement** by leveraging media placements that highlight specific benefits tailored to audience interests and directing residents to project website for more in-depth information.

### Proactive Paid Channels

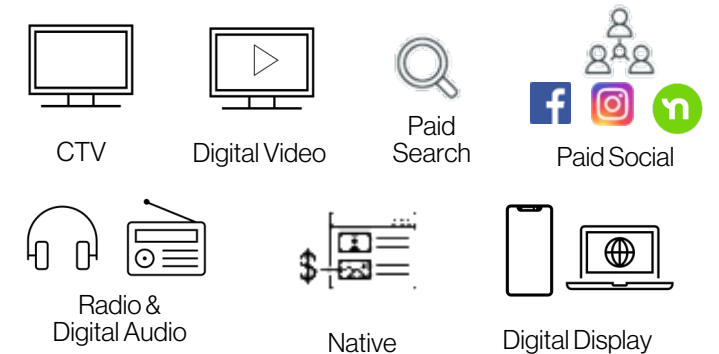


## Reactive Approach: Address Challenges with Agility

A portion of the media budget will be reserved to address emerging concerns and public resistance. This flexible strategy enables rapid deployment of targeted messaging in regions showing heightened scrutiny or organized opposition.

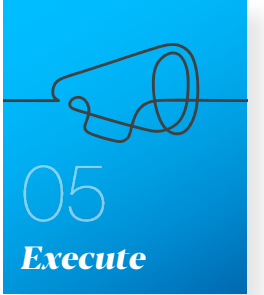
- **Localized Messaging** will focus on reinforcing project benefits and addressing specific community concerns.
- **Tailored Media Mix** based on area-specific dynamics, audience profiles, and intensity of opposition.

### Reactive Paid Channels



# Execute: Public Relations

From plan to placement. Turning strategic preparation into compelling earned media coverage



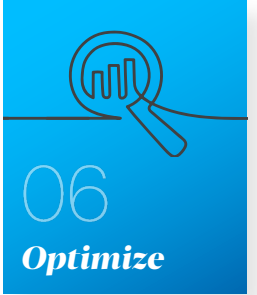
## Media Mapping in Action

- Activate outreach to Tier 1 (statewide) media ahead of major permitting announcements.
- Begin targeted outreach to Tier 2 (hyperlocal) reporters 4-6 weeks prior to community events.
- Arrange editorial board meetings with hyperlocal outlets.
- Monitor media coverage in real-time to identify coverage gaps and pivot as needed.

## Material Deployment/Editorial Calendar Activation

- Launch Tier 1 outlet pitch cycles tied to broad milestones and Tier 2 outlets timed to open houses.
- Pair thought leadership content, op-eds and editorials with appropriate outlets.
- Ready resources to guide accurate benefit-focused reporting.
- Create real-time responsiveness model for media inquiries to strengthen relationships and drive favorable media coverage.

# Constantly Monitor, Measure & Optimize



Mower will maintain a dashboard to assess progress, identify needs and alert the team to emerging risks and issues. The dashboard will incorporate data and intel from:

- Mower's suite of digital tools that will monitor earned media coverage along with conversations and sentiment across social platforms.
- Feedback from Community Relations and Government Affairs related to meetings and interactions with stakeholders.
- Engineering and project team updates including regulatory and permitting developments.

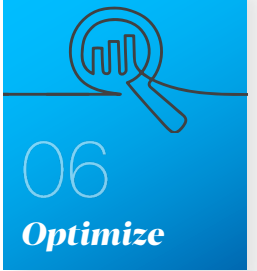
The dashboard displays the following information:

- Highlights:** Top-line highlights from November included a significant increase in project opposition and wind development misinformation in Scipio and Venice and across local Facebook pages, countered by:
  - by the publication of project messaging on Liberty's new website,
  - the coordination of in-person Office Hours to assuage residents' concerns, and
  - the development of a project FAQ handout for distribution among landowners and community members.
- Events/Partnerships Support:**
  - Events:** Office Hours 12/2-3
  - Notifications:** Office Hours Virtual Flyer
  - Board Meetings:** Meeting held 11/15
  - Partnerships:** Snowmobile club meeting
  - Upcoming Events:** Office Hours first week of December, Board Meeting attendance in February
  - Donations:**
- Key Project Messages:**
  - The Project will deliver substantial benefits to Cayuga County, including new jobs, additional tax revenue, and local infrastructure improvements.
  - The infusion of new, steady income provided by the Agricola Wind Project will enhance the economic prosperity long enjoyed by residents and businesses throughout the area.
  - The Agricola Wind Project will procure permits through rigorous state and federal reviews and adhere to strict codes and safety regulations.
- Message Delivery:**
  - Earned media:** Auburn Pub story
  - Social media:** Website updates and Office Hours information posted to Town of Venice Facebook page
  - Community engagement:** Coordination of "Office Hours" by request of Town Boards to answer community concerns with flyer sent to Town Boards and posted on the website; Creation of FAQ handout to be distributed among local community
  - Audiences reached:** Messages this month were delivered to town residents and the opposition



# Optimize: Reporting & Analytics

Precision reporting builds trust and supports accountability



We'll build a customized reporting framework that tracks how communications support the Valley North project at every phase—from awareness to engagement.

## Clear Insights, Trusted Decisions.

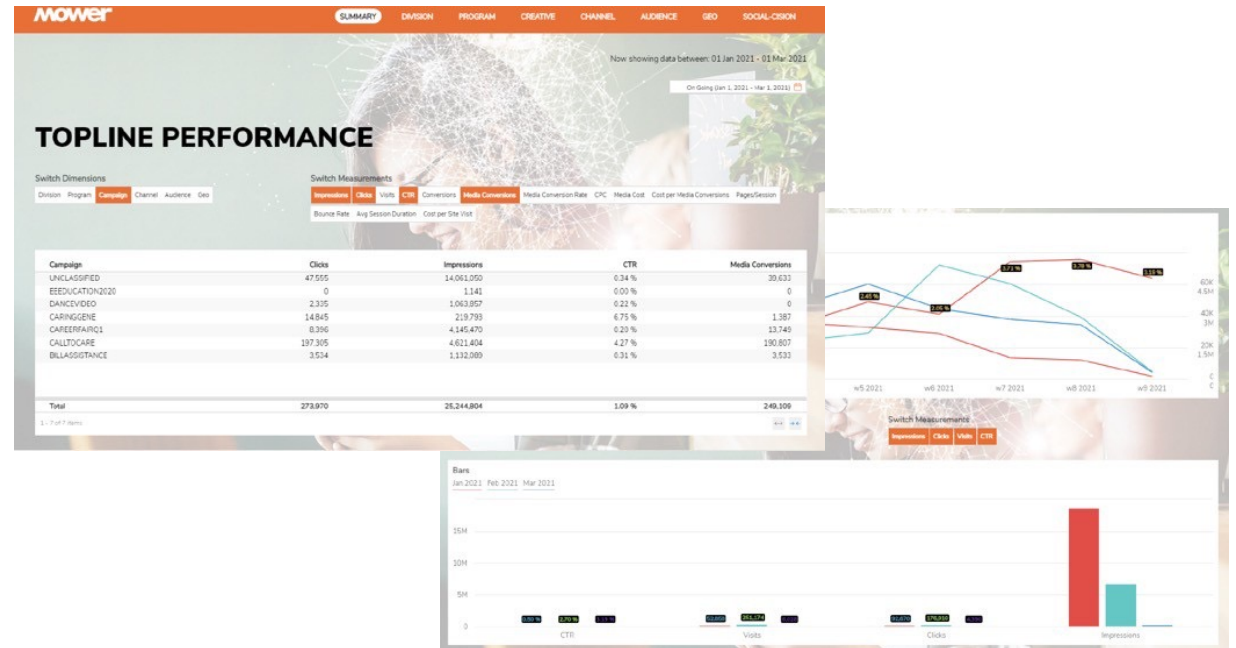
Every tactic will be tagged and tracked to measure performance by channel, region, and audience. This ensures transparency with regulators and stakeholders while helping refine strategy in real time.

## Smart Tools. Smarter Strategy.

We'll leverage top platforms like Salesforce Datorama, Tableau, Google Analytics, and CM360 to provide:

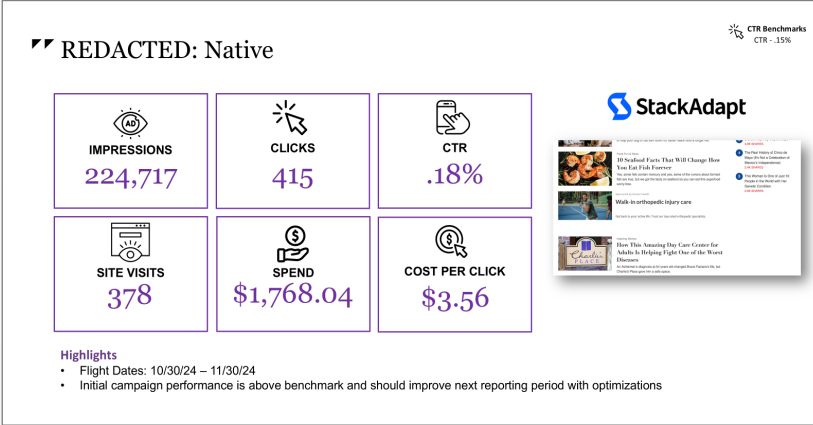
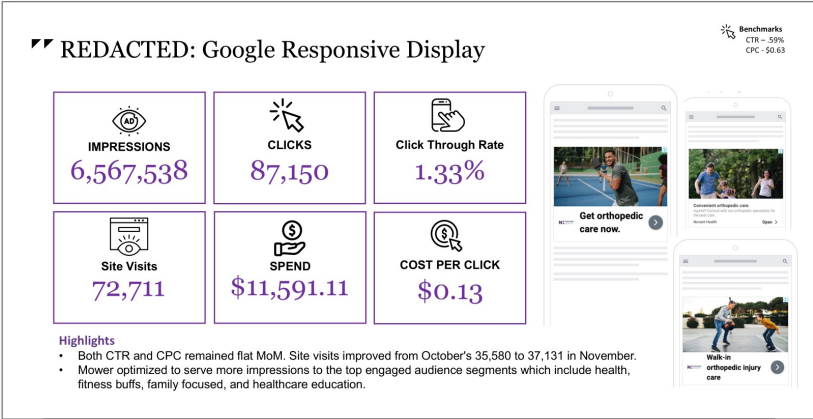
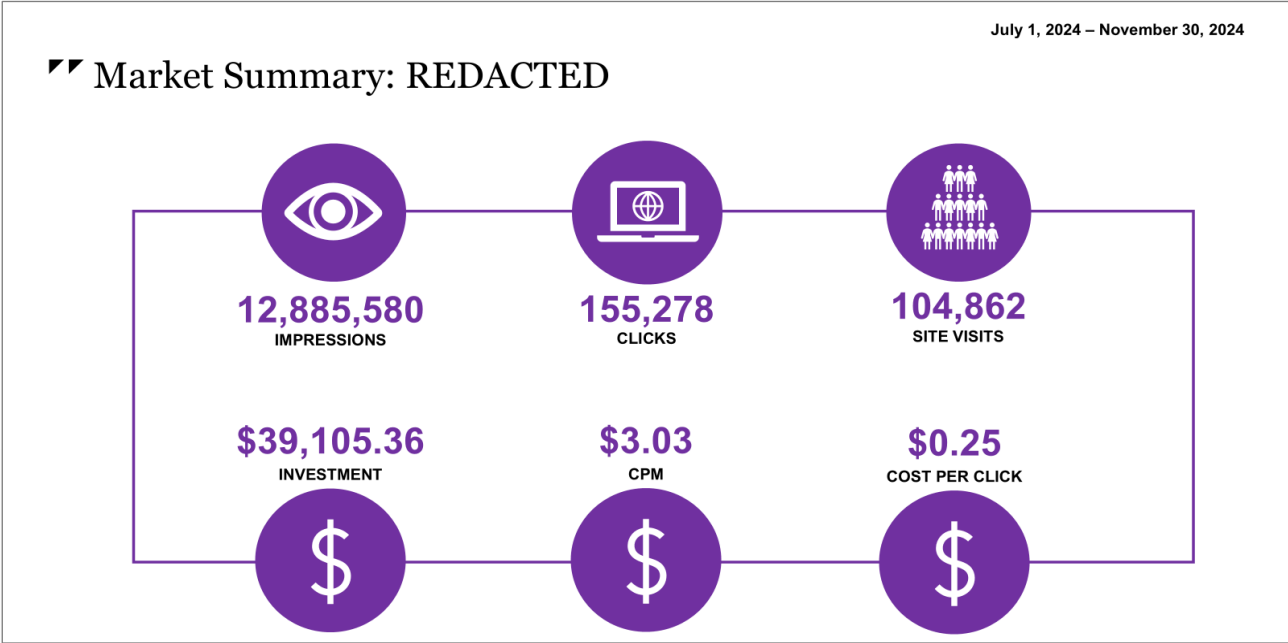
- Real-time dashboards
- Cross-channel performance insights
- Engagement tracking over time

Our reporting doesn't just show results – it guides next steps to keep your project moving forward.



# Reporting: Finding the Actionable

**Delivering Insights and Actions:** Reporting is more than just numbers; it's about actionable insights. We provide clear, strategic recommendations based on the data to help you refine your campaigns, enhance ROI and make informed decisions for future initiatives.



# *Proof It Works: Select Cases*

# Building Understanding and Generating Local Support for a Multi-state Transmission Project



*TDI is a clean energy infrastructure developer specializing in advance transmission solutions, particularly high-voltage direct current (HVDC) cable systems.*



# Transmission Developers Inc.

Grassroots strategy for high-voltage success

## Champlain Hudson Power Express & New England Clean Power Link

Transmission Developers Inc. (TDI) is a small company with a big idea—to bring low-cost, clean power produced in northern Canada to places where it is needed most.

Mower has been working with TDI since the project's inception to make this vision a reality. Their big idea is a 339-mile underwater and underground power transmission line called the Champlain Hudson Power Express. The line will bring 1,250 MW of clean, low-cost hydro and wind energy into the New York market. Mower also supports TDI's project in Vermont, the New England Clean Power Link. This line is designed to bring power into the New England market.

These innovative projects are at the forefront of America's "smart grid" revolution.

## Siting Power Lines of Any Kind is No Easy Matter

Environmental concerns abound. Landowners worry about real estate prices. Local residents are often scared about the destruction of viewsheds.

Large-scale projects like the Champlain Hudson Power Express and New England Clean Power Link consistently fail when developers avoid engaging stakeholders.

In New York, Mower and TDI crafted a long-term strategy that began with nearly 18 months of behind-the-scenes meetings before a public announcement of the project was ever made. Mower's public affairs professionals worked with the development team to craft a stakeholder outreach program that led to a positive reception upon announcement. Mower and TDI took a similar approach with the New England Clean Power Link.



# Transmission Developers Inc.

## Grassroots strategy for high-voltage success

For both the Champlain Hudson Power Express and the New England Clean Power Link, Mower handled the public announcement and all subsequent media releases, which have garnered national attention. Mower also organized, ran and publicized meetings to inform the public about the benefits of the projects and build support.

As a comprehensive communications agency, Mower tapped into its digital expertise to build two separate websites for the projects, which are used to keep the public apprised of progress.

While other projects have met with fierce opposition, public outcry and rallies to stop progress, the New England Clean Power Link and Champlain Hudson Power Express are widely embraced. The projects have been featured in multiple articles and have received support from Vermont and New York's environmental communities.



The Champlain Hudson Power Express is under construction and expected to be fully operational in spring of 2026, delivering 1,250 MW of low-cost renewable power directly into the New York Metro area.



# Transmission Developers Inc.

**Building grassroots support through compelling visual storytelling**

As part of our work for Transmission Developers, Inc, Mower developed a suite of videos designed to build public understanding, generate local support, and highlight the project's regional value. From high-level explainers to targeted regional pieces, each video was tailored to resonate with key audiences – helping simplify complex information and build trust.

**New England Clean Power Link Video: “Good Neighbors”**



[Watch video](#)


**Champlain Hudson Power Express Video: “Benefits You Can See”**



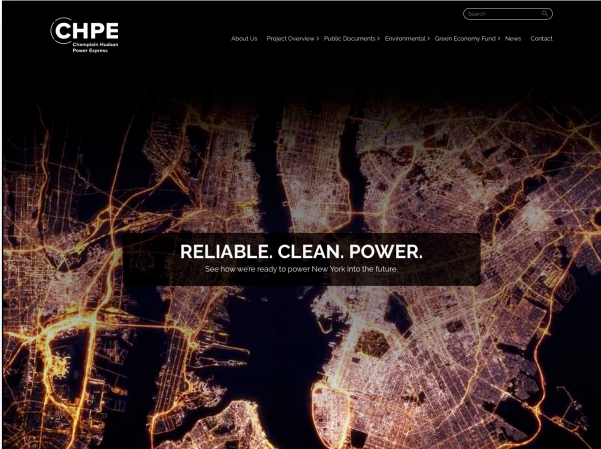
[Watch video](#)



# Transmission Developers Inc.



[About Us](#)
[Project Overview](#)
[Public Documents](#)
[Environmental](#)
[Green Economy Fund](#)
[News](#)
[Contact](#)

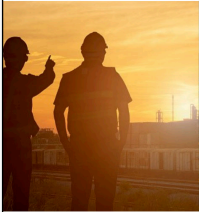

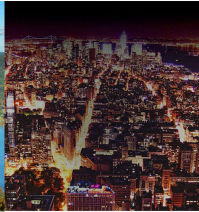


**RELIABLE. CLEAN. POWER.**

See how we're ready to power New York into the future.

The most powerful project you'll never see.

Developed in anticipation of New York state's transition from fossil fuel to clean energy, the fully buried **Champlain Hudson Power Express™** transmission line is ready to power New Yorkers into the future with clean, renewable hydropower. And just in time, too, as the state's new Climate Leadership and Community Protection Act (CLCPA) requires that New York be powered by 70 percent renewable energy by 2035. The CHPE is permitted and expected to be fully operational in spring of 2026, delivering 1,250 MW of low-cost renewable power directly into the New York Metro area.

... The CHPE is a dependable, always-on supply of clean energy for New Yorkers from existing renewable energy sources. Fully permitted and expected to be fully operational in spring of 2026. The \$661 project ensures that generations of New Yorkers will benefit. Wide support from communities up and down the line, as well as labor and environmental groups. Buried line ensures reliable power delivery in extreme weather.

... Positions NY as the nation's leader in the fight against climate change by transitioning away from oil and gas. Quickly displaces fossil fuel generation with an equally reliable power supply. Without this project, as much as 85-90% of the power produced Downstate will continue to come from carbon-emitting sources.

... Carbon reduction of 3.6M metric tons in its first full year of operation.

... Buried transmission line greatly reduces environmental, community impacts.

... Will save New York homes and businesses \$27.3 billion over 30 years through wholesale electricity costs. Generates \$1.4 Billion in funding for 73 municipalities and 50 school districts. Combined with other projects underway in New York, this will be the largest increase in renewable energy, including hydropower, wind and solar, in New York state history. One of the largest infrastructure investments in NY history. Creates more than 1,200 good-paying, family-sustaining jobs across New York state with a commitment to utilizing union labor, generating more than \$400 million in wages.




**TDI New England**

**THE NEW ENGLAND CLEAN POWER LINK**

**READY TO DELIVER GOOD, CLEAN, AFFORDABLE POWER TO MASSACHUSETTS**

**SEE HOW >**



**TDI New England**

**THE NEW ENGLAND CLEAN POWER LINK**

**The innovative buried line that's ready to bring clean energy to Massachusetts.**

**LEARN MORE >**

**Champlain Hudson Power Express announces Notice of Open Solicitation.**

**Learn More**



**Transmission Developers Inc.**

**THE Brattle GROUP**

**Blackstone Portfolio Company**

**NOTICE OF OPEN SOLICITATION: TRANSMISSION CAPACITY ON THE 1,000 MW CHAMPLAIN HUDSON POWER EXPRESS**


CHPE, LLC announces the commencement of an open solicitation process to allocate transmission capacity on the Champlain Hudson Power Express (CHPE), a 1,000-MW, north-to-south, high-voltage direct current (HVDC) merchant transmission line that will deliver power into New York City. CHPE, LLC is majority-owned by TDI-USA Holdings Corporation (a Blackstone portfolio company).

**PROJECT DESCRIPTION.** CHPE is an approximately 333-mile (536-km), 1,000 MW, underground and underwater HVDC electric power transmission line with an aboveground HVDC converter station. The transmission line will interconnect with (1) Hydro-Québec TransÉnergie at the U.S.-Canada border, and (2) a converter station located in Astoria, Queens where it will connect to the Astoria Annex substation. Electric power from the Astoria Annex will be distributed onto the Consolidated Edison system at the Annex and also at the Ramer Substation in Astoria, Queens, New York, via two approximately 2.5-mile underground high-voltage alternating current circuits. CHPE, LLC anticipates transitioning from the development phase to the construction phase in early 2021, and that the line will commence commercial operation in 2025. CHPE, LLC is exploring the feasibility of expanding CHPE by 250 MW, for a total capacity of 1,250 MW.

**OPEN SOLICITATION PROCESS.** Consistent with the requirements of the Federal Energy Regulatory Commission, CHPE, LLC will undertake an open solicitation process to allocate transmission capacity on CHPE. CHPE, LLC has retained The Brattle Group as the Independent Solicitation Manager (ISM) to conduct and oversee the open solicitation process. The open solicitation process will commence on June 23, 2020. On that date, interested parties can access the CHPE Open Solicitation website [www.chpeexpress.com](https://www.chpeexpress.com). The website will contain additional information about the project, including an information memorandum that provides details on the market opportunities associated with accessing New York markets.

Parties interested in purchasing transmission capacity on CHPE must submit an "Expression of Interest" no later than August 14, 2020 (although this deadline may be extended due to factors related to the COVID-19 pandemic). Expressions of Interest can be submitted via the website <https://www.chpeexpress.com> or via email to The Brattle Group ([chpe-express@brattle.com](mailto:chpe-express@brattle.com)). CHPE, LLC will evaluate and rank prospective customers based on (1) level of creditworthiness; (2) anticipated amount of reserved capacity; (3) anticipated length of term; (4) financial strength; (5) desired date for the commencement of transmission service; (6) development status of energy assets; and (7) information regarding energy usage and ability to advance New York public policies. CHPE, LLC reserves the right to offer first-movers, and customers willing to share project risk, more favorable rates, terms, and conditions. CHPE, LLC will not consider negotiating with any party that does not express interest in at least 50 MW of capacity. After review of the Expressions of Interest, CHPE, LLC will identify a party or parties with whom to negotiate agreements for the sale of transmission rights, in the event the transmission line is ever constructed. CHPE, LLC will assess the economic and technical feasibility of increasing the capacity of CHPE. If increasing the transmission line's capacity is not feasible, capacity on CHPE will be allocated to those customers who value it most.

Any changes to the project or the status of the open solicitation process will be posted to the open solicitation website. Questions regarding the open solicitation process should be directed to The Brattle Group ([chpe-express@brattle.com](mailto:chpe-express@brattle.com)). Questions regarding the project should be directed to Josh Baggett ([josh.baggett@transmissiondevelopers.com](mailto:josh.baggett@transmissiondevelopers.com)).



**Transmission Developers Inc.**


**THE Brattle GROUP**

**Blackstone Portfolio Company**

CHAMPLAIN HUDSON POWER EXPRESS

**WE HEARD YOU**

**ROCKLAND COUNTY**




**NOW SEE HOW WE PUT YOUR IDEAS INTO ACTION.**

Comprised of two five-inch buried transmission lines, the Champlain Hudson Power Express is poised to deliver clean energy without the need for unsightly overhead lines.

When we first introduced the project, residents of North Rockland County raised questions about its permitted route between Stony Point and Clarkstown. These questions involved the line's potential impact on homes, recreation fields, and the historic battlefield and Revolutionary War Cemetery in Stony Point.

Well, we heard your questions, and want to show how we're putting your ideas into action. We are preparing an improved route that will travel underground for seven miles along 9W and result in many benefits to Rockland County, including roadway improvements and significant new local tax revenue.

**To learn more about the benefits of this innovative project, visit [chpeexpress.com/rockland.php](https://chpeexpress.com/rockland.php), or email [Jennifer.White@transmissiondevelopers.com](mailto:Jennifer.White@transmissiondevelopers.com)**



**Transmission Developers Inc.**

**Blackstone Portfolio Company**

CHAMPLAIN HUDSON POWER EXPRESS

**Will the line travel through Waldron Cemetery or the Stony Point Battlefield?**

**NO.**

**Will the line generate significant tax revenue?**

**YES.**

**Will our schools see benefits?**

**DEFINITELY.**

**YOU HAD QUESTIONS. WE HAVE THE ANSWERS.**

**Will construction impact waterfront development?**

**NO.**

**Will local labor be used to construct the line?**

**YES.**

**Do you plan to upgrade 9W?**

**YES.**


**JOIN US FOR AN INFORMATIONAL MEETING.**

The Champlain Hudson Power Express—a fully buried, renewable massive clean energy transmission line—is having informational meetings for residents of northern Rockland County. Please join us as we unveil our improved underground route through the towns of Stony Point, Haverstraw, and Clarkstown and the villages of Haverstraw and West Haverstraw. This is your opportunity to hear directly from the project's developers, ask questions, and learn about the potential benefits for Rockland County, including upgrades to roads and recreation areas, and significant new tax revenue.

**March 5th**  
6:30 pm–8:30 pm at The Arc Rockland  
35 Henkack Dr., Congers, NY

**March 6th**  
6:30 pm–8:30 pm at The Haverstraw Center  
50 West Road Street, Haverstraw, NY  
(Spanish Translation Available)

**March 7th**  
6:30 pm–8:30 pm at James Farley Elementary  
160 Rt. 216, Stony Point, NY



**Transmission Developers Inc.**

**Blackstone Portfolio Company**



# Turning Infrastructure into Inspiration, Shifting Perceptions to Power a Greener Britain

nationalgrid

*National Grid is a leading energy transmission and distribution company operating both the UK and US, committed to accelerating the transition to a clear, fair and affordable energy future through critical infrastructure and innovation.*

# National Grid UK: *The Great Grid Upgrade*

## Challenge:

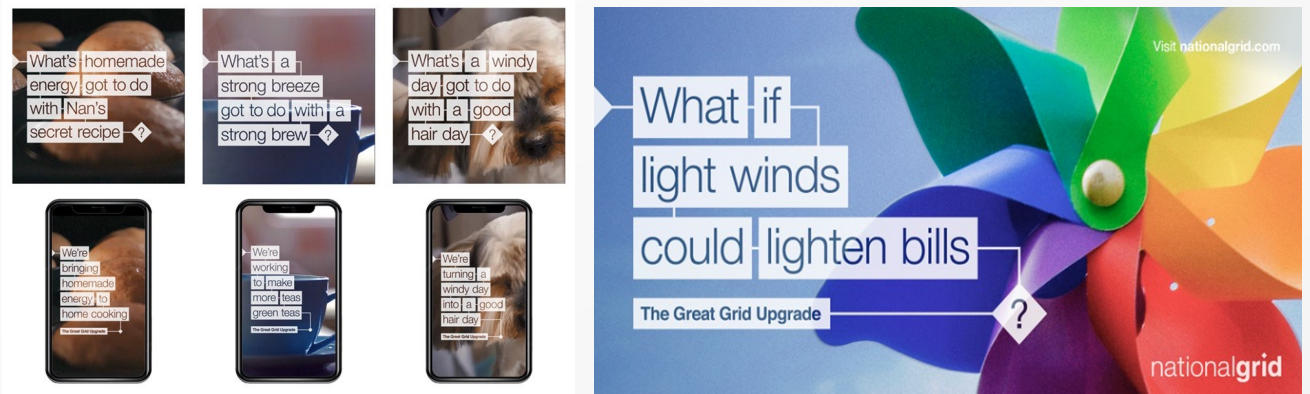
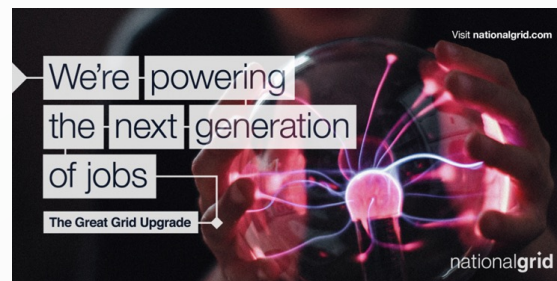
National Grid was delivering the UK's largest electricity grid upgrade, but public resistance to visible infrastructure like pylons and substations was growing. Support for clean energy existed, but not for the projects needed to make it real.

## Our Approach:

We helped reframe the story — moving from technical details to human impact. Instead of talking about cables and substations, we connected the upgrade to everyday comforts: hot showers, home-cooked meals, and greener living.

## Insight:

People don't rally behind infrastructure. But they do support what it makes possible.





# National Grid UK: *The Great Grid Upgrade*

## Solution:

To win public support, we helped shift the narrative from “infrastructure disruption” to “everyday benefit.” The strategy focused on making the grid upgrade feel personal, linking it to familiar moments like hot showers, home cooking, and morning tea.

## Creative Approach:

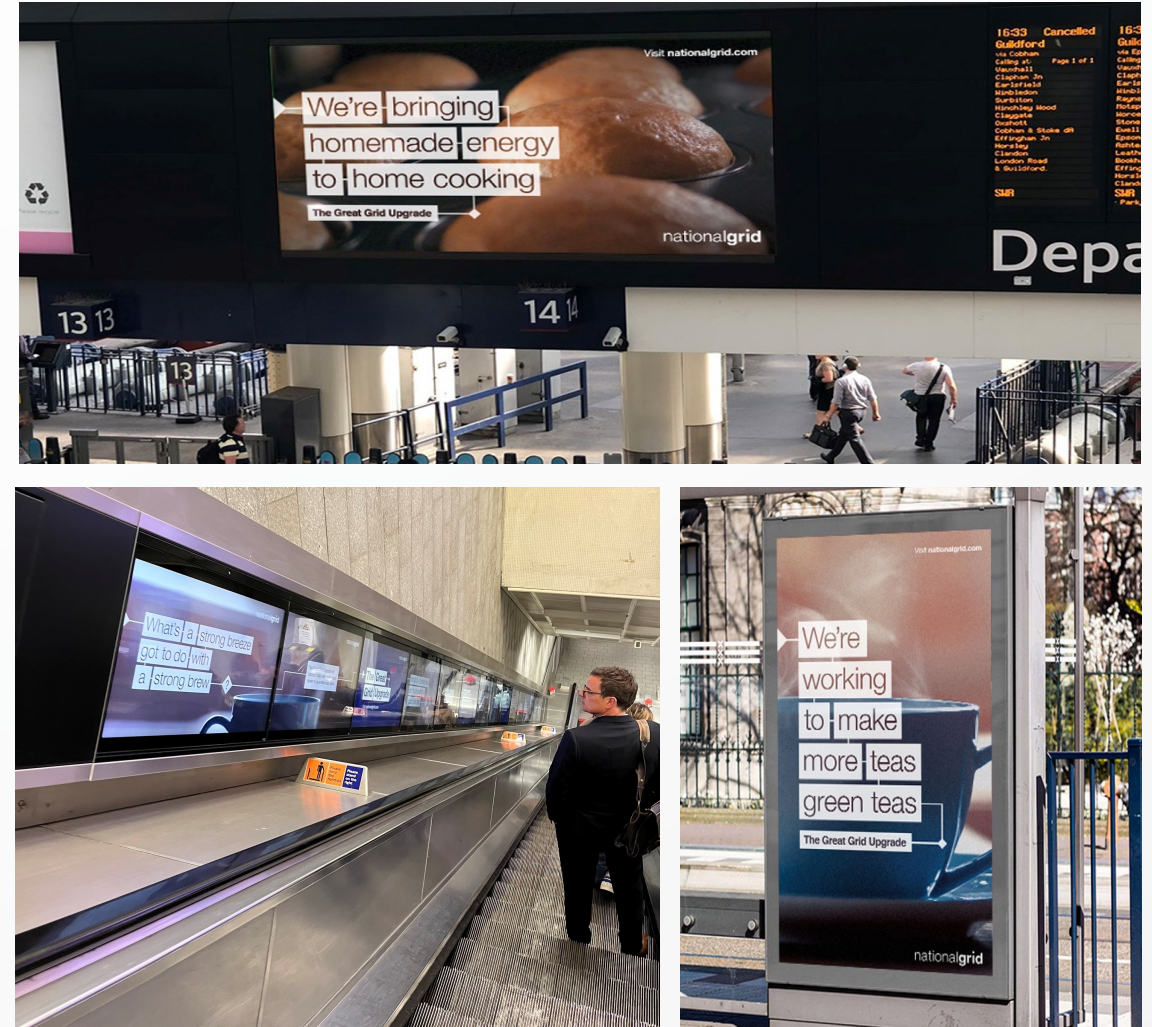
Built on a platform that turned technical upgrades into relatable stories, we showed how the grid powers the comforts of daily life, making clean energy real and relevant.

## Our Role:

Mower designed a media strategy to drive both **scale and understanding**—combining:

- **High-impact placements** (OOH, press, video)
- **Smart digital targeting**
- **Creative matched to media behavior** for maximum dwell time and engagement

We optimized the plan at every stage—pre, mid, and post—to ensure relevance and results. The campaign helped reposition National Grid as not just a utility, but a clean energy leader shaping a better future.



# National Grid UK: *The Great Grid Upgrade*

## Results:

We used smart strategy and relatable creative to make clean energy feel real and *it worked*. The campaign showed up everywhere people were online, on their commute, in print, and even while scrolling at night. Our targeted media plan didn't just deliver impressions, it made a real connection. It helped shift how people felt about the project, boosted understanding, and sparked a stronger sense of pride in the UK's clean energy future.

Channel	Role & Highlights
Out-of-Home	High dwell formats at rail hubs, strongest prompted recall, over 135M impacts
Video	CTR 0.40% & VTRs 36%, core Phase 2 storytelling
Digital Display	30M impressions (+20% over plan), 75%+ viewability (5pts. above benchmark)
Social	Efficient CPM £1.70 broad reach, low CPCs, post-optimization
Press	Lifestyle title for message depth; 3M impacts, 3.2X avg. Frequency to Climate Engaged
Podcasts & Radio	Tapped into audience passion points, extended beyond eco-conscious segment

## KEY TAKEAWAYS



Campaign Prompted Awareness

**2% (Pre)**  
**42% (Post)**



Positive Sentiment

**Mid-Wave Peak 61%**



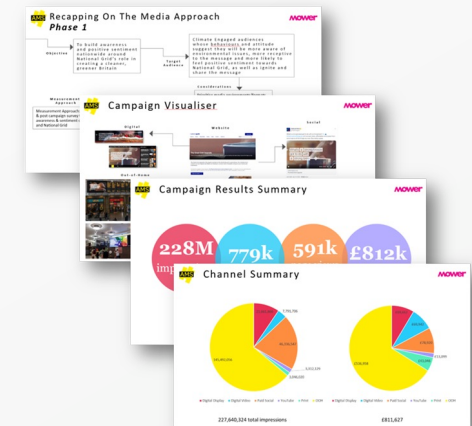
Brand Impact

**Ad recallers were significantly more likely to see NG as innovative & climate-focused**



Media Efficiency

- ✓ Paid Social & Video achieved best ROI
- ✓ OOH delivered well above awareness scale





# Reversing Opposition, Building Authentic Support



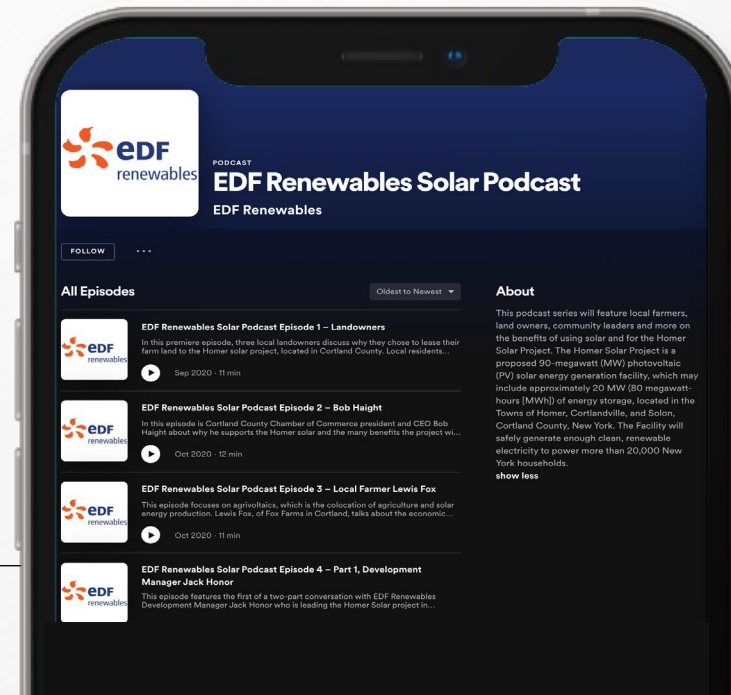
*EDF Renewables is a leading independent power producer and service provider specializing in utility-scale and distributed solar, wind, and energy storage.*

# EDF Renewables: *Influencing Perceptions & Regulatory Approval*

**Situation:** EDF Renewables faced a situation many renewable projects confront. A robust set of opponents threatened their proposed 90 MW Homer Solar project. EDF Renewables needed to act before the project's detractors moved the opinions of unsure neighbors and wary elected officials.

**Solution:** Mower helped EDF Renewables develop a podcast series and ad campaign. The podcast and the ads feature local farmers, landowners, renewable-energy experts, union representatives and community leaders talking about the benefits of solar and highlighting the new sources of revenue and good-paying jobs that the Homer Solar project will bring to the host communities.

**Results:** These communications activities produced wide awareness of the project's key messages about job creation, tax payments and support for local landowners. Active opposition has dwindled since this effort was launched, giving the developer space to continue permitting and negotiate necessary agreements with local municipalities. Fully permitted.



# Driving Confidence Through Significant Change



# Rhode Island Energy™

**a PPL company**

*Rhode Island Energy is the primary regulated electricity and natural gas utility for most of Rhode Island serving over 800,000 customers statewide.*

# Rhode Island Energy: *Driving Customer Confidence Through Change*

**Challenge:** Rhode Island Energy (RIE), serving nearly 800,000 customers, faced a major transition after its 2022 acquisition by PPL Corporation. With legacy systems in place during a two-year interim, RIE needed to fully migrate customer-facing platforms—like portals, alerts, billing and contractor tools—to PPL’s systems. Clear, multilingual communication was critical to ensure a smooth shift and build trust.

**Solution:** We were tasked with getting the message out: Important changes were coming, and customers needed to be prepared. At the heart of our strategy was a custom-built website that served as a centralized communications hub for the six-week ramp-up to launch. Designed for clarity and accessibility, the website spoke to all RIE audiences—residential, commercial and contractors/builders—and provided tailored resources in English, Spanish and Portuguese.

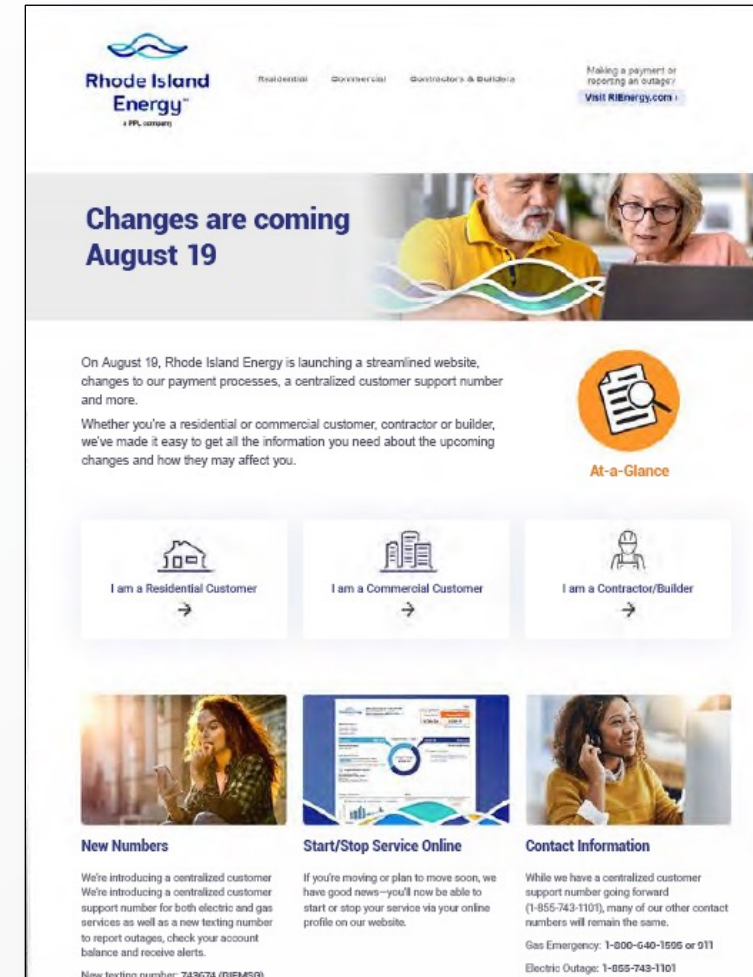
## KEY TACTICS INCLUDED:

**Robust Website Development:** Mobile-optimized, role-specific content journeys for diverse customer types.

**Omnichannel Media Support:** Paid social, search, email, PR and traditional media campaigns integrated seamlessly to funnel traffic to the microsite.

**Custom Content Ecosystem:** We created, wrote and produced 30+ communication pieces—including FAQs, downloadable PDFs, explainer videos and how-to guides.

**Informed & Empowered Customers:** Topics ranged from login procedures and payment options to new tools for contractors and account managers.



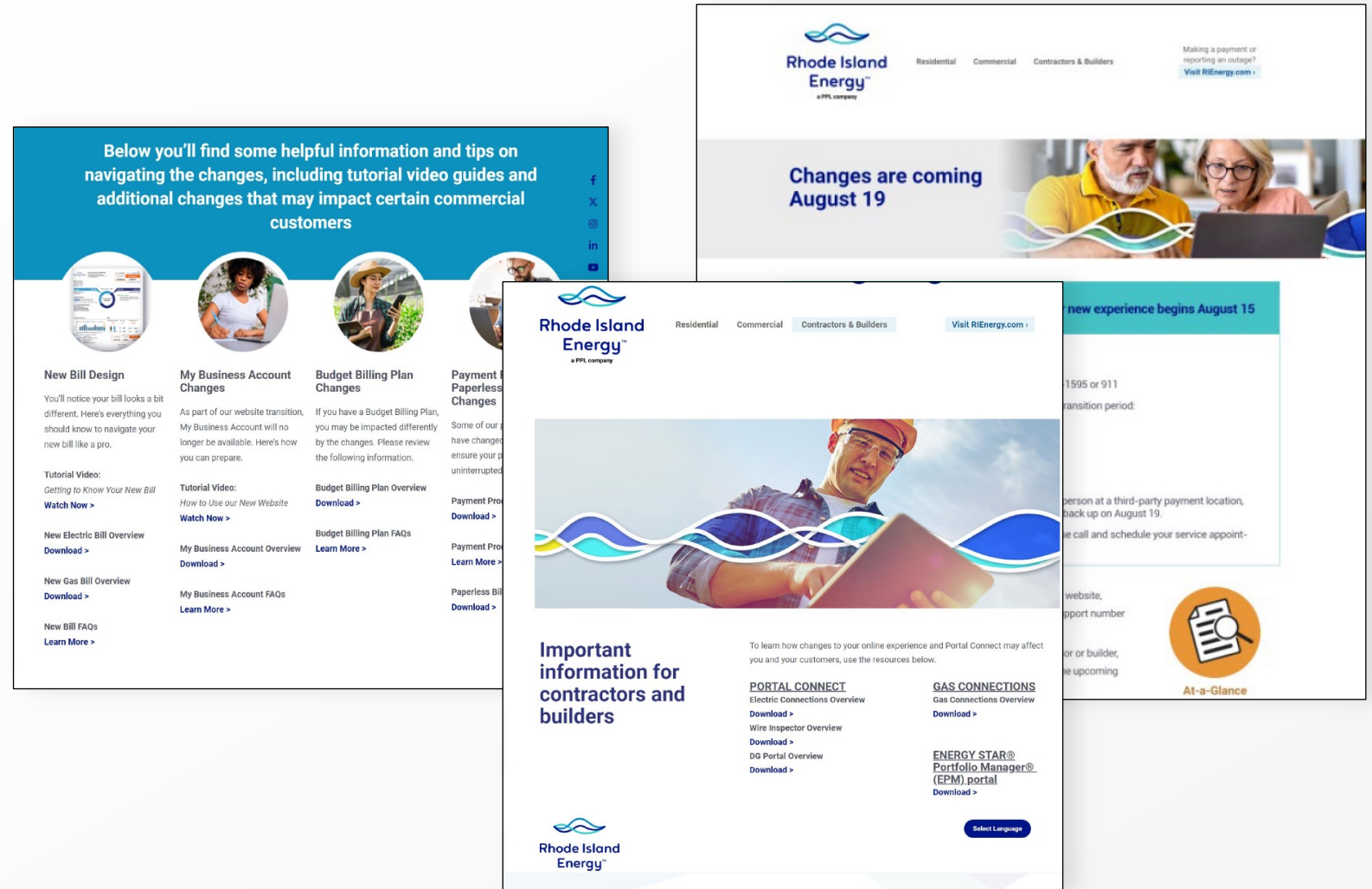


# Rhode Island Energy: Driving Customer Confidence Through Change

## RESULTS:

- **635,000+ sessions** to the website in just six weeks
- **Over 1 million total campaign conversions**
- **30+ earned media stories and 29 stakeholder communications**
- JD Power score increase of **+59 points**, surpassing industry benchmarks
- Communications delivered in **three languages** across digital and offline touchpoints

This wasn't just a website—it was the digital nerve center of a successful utility transformation. Our integrated approach ensured customers were informed, prepared and confident, leading to a smoother transition and a more trusted brand.



## Building Trust During Difficult Circumstances



# FirstEnergy: *Light the Way*

## Rebuild Trust Among Employees and Customers

FirstEnergy's "Light the Way" campaign was born to rebuild trust and understanding around its commitment and value to employees and customers after a scandal eroded trust. Humanistic, first-person storytelling from FirstEnergy's employees resonated emotionally with colleagues and customers. "Light the Way" reignited positive momentum in brand health through the eyes of its customers and through the lens of its Engaged Customer Relationship (ECR) index, which scores the brand against peer utilities in the U.S.

**The challenge:** Rebuilding the company's reputation among customers and stakeholders, while also restoring employee morale.

**What we did:** We tapped into the inherent goodness in all employees and showcased employee heroes that inspire others putting FirstEnergy core values into action. We emphasized all the great work they do for customers, their communities, and shared their stories with a comprehensive internal rollout at company events, through the intranet and other digital tools.

We conducted brand perception studies, employee surveys, social listening and Leadership IDIs. We developed an external campaign from these learnings and took a tiered and prioritized coverage approach media including video (broadcast, CTV/OTT, YouTube, FB/IG, X (Twitter), programmatic DOOH) with multiple lengths and stories. Broadcast radio and digital audio paired with high-impact digital ads.



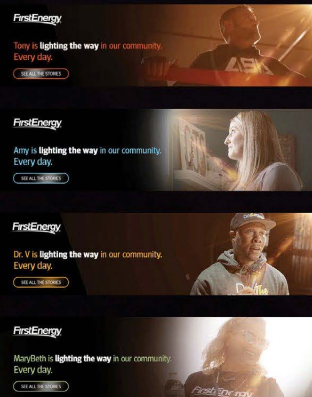
[Watch video](#)

# Light the Way



## VIDEOS

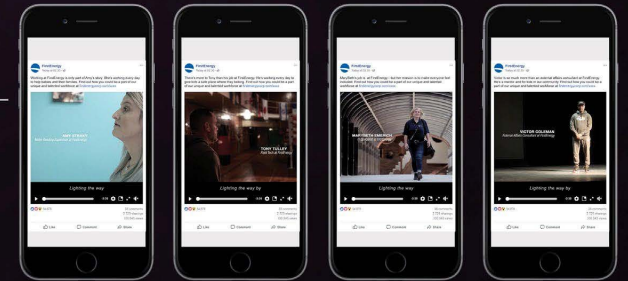
Employee long-form videos, FirstEnergy Today Portal & Town Hall



## PROGRAMMATIC BANNERS



**LANDING PAGE**  
Showcase employees and customers who drive meaningful community impact.



**ORGANIC AND PAID SOCIAL**  
Community Impact and Recruitment CTAs



**BROADCAST RADIO AND DIGITAL AUDIO**  
Integrating Employee, C&I and Small Business Community Impact stories (*FirstEnergy Green Teams*, EV charging stations)



**COMMUNITY IMPACT**  
Integrating Employee Community Impact stories (*FirstEnergy Green Teams*) with CTV?OTT, paid social and programmatic display ads.

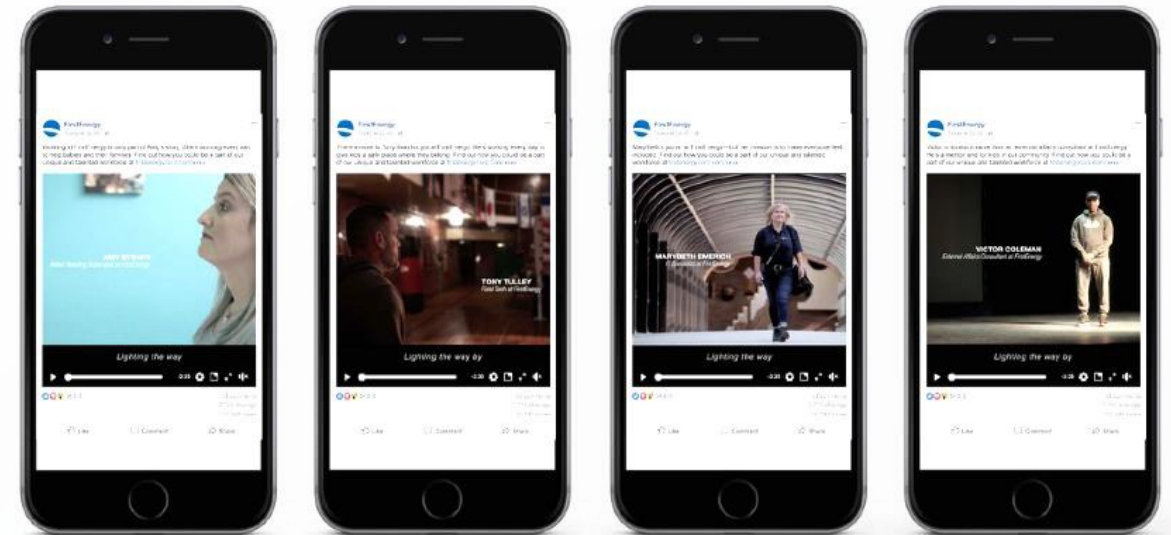


# FirstEnergy: *Light the Way*

Rebuild trust among employees and customers

**The results:** "Light the Way" helped rebuild the trust and pride to help the company move forward during a difficult time. The campaign exceeded KPI goals on multiple fronts.

Digital Media Drove <b>54M+</b> Impressions	<b>688k</b> Website Visits	<b>8M</b> Video Views
Facebook/Instagram Drove Nearly <b>8M</b> Video Views	<b>Increased</b> Brand Awareness and Elevated Brand Attribute Ratings	



**70%**

of employees  
agree with these  
sentiments:

“FirstEnergy places  
ethics and integrity at  
the forefront of  
everything we do.”

“I believe a diverse and  
inclusive workforce  
will lead to a more  
successful FirstEnergy.”



# *Teams & Account Leadership*

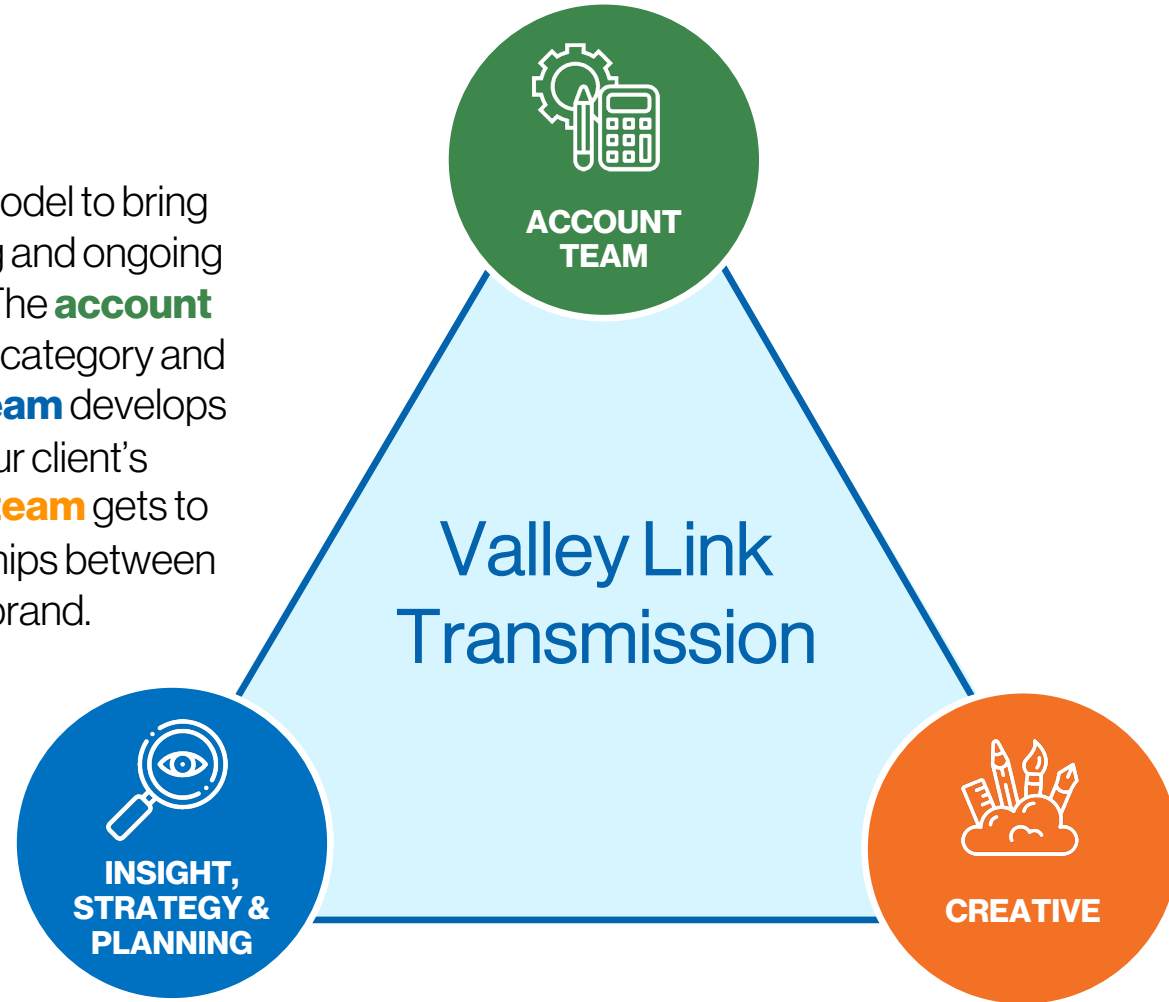
# Building Trust & Reliability in Our Partnership

<b>Strategic Leadership</b>	<b>Operational Efficiency</b>	<b>Seamless Collaboration</b>	<b>Experienced Executives &amp; Dedicated Account Management</b>
Guiding our partnership with thoughtful and proactive oversight.	Streamlining processes to enhance effectiveness and responsiveness.	Ensuring smooth interactions across Valley Link Transmission teams for cohesive teamwork.	Combining seasoned expertise with personalized service to address your unique needs.



# Our Collaborative Framework

At Mower, we use a “Troika” model to bring tight integration, critical thinking and ongoing optimization to every project. The **account team** focuses on the client, the category and the competitors. Our **insight team** develops a deep understanding of our client’s audiences. And our **creative team** gets to work building powerful friendships between the consumer and the brand.





# Our Staffing Approach



## **Retention of Expertise**

We keep talent in key roles to ensure stability and continuity with their specialized category knowledge and familiarity with our operations.



## **Remote-First Flexibility**

Our remote-first structure offers flexibility and agility, ensuring efficient coverage, seamless coordination and collaboration across regions.



## **Strategic Hiring**

We work with your team to recruit talent in key markets, aligning with your objectives and integrating effectively into local operations.

# Team Structure

For a project as high-profile and sensitive as the Valley North transmission line, the team behind the communications effort must do more than deliver messages. It must build trust, navigate scrutiny, and connect meaningfully with diverse regional audiences. Our proposed team structure is built to do exactly that.

We combine Mower's national communications and media expertise with a seasoned, deeply embedded mid-Atlantic field team. Comprised of professionals with hands-on experience supporting major energy infrastructure efforts, including regional transmission projects, a 900MW power plant, and public affairs work across energy policy, oil & gas, and government relations.

**This integrated team ensures >**

**Locally informed strategy**  
grounded in regional political, regulatory, and community dynamics

**Fully coordinated execution**  
across messaging, media, content, and stakeholder engagement

**Senior-level attention and day-to-day responsiveness** to keep efforts aligned, on pace, and high impact

With this structure, you get more than coverage—you get **proactive leadership, field-tested experience, and a partner who understands the stakes and the region** as well as you do.

# Core Account Team

## Account Management

*Provides strategic leadership and builds a collaborative relationship with deep industry knowledge.*

- Define KPIs and develop strategy and author briefs that guide execution
- Apply audience insights to inform campaign direction
- Collaborate with creative and media to shape ideas
- Provide expertise on your brand, competitors and category

## Project Management

*Ensures projects are defined and delivered flawlessly, managing risks and maintaining trackable information.*

- Manage daily task execution and timelines
- Collaborating with internal and client project teams
- Track status, risks, and ensure quality delivery
- Scope work and manage budgets to plan accordingly

## Integrated PR/PA Field Team

*Bring vital regional knowledge and public affairs expertise, act as client liaison and on-the-ground partners.*

- Craft region-specific narratives and align stakeholders
- Drive localized messaging campaigns
- Coordinate closely with utility and regulatory teams
- Anticipate regional issues and proactively manage reputational risks

*Mower's project management software platforms include Hive, Microsoft Project, Teams and OneDrive.*

# Specialized Cross-Functional Groups

## Strategy & Insights

*Translate data into strategic direction to ensure communications are audience-informed and results driven.*

- Analyze audience segments and behavioral drivers
- Monitor sentiment and stakeholder trends
- Surface actional insights to shape messaging and creative concepts
- Identify reputational risks and inform planning

## Creative Team

*Bring stories to life through clear, accessible and visually compelling creative.*

- Develop narratives that resonate with target communities
- Design across all channels with impact
- Produce content free of technical jargon
- Align visuals with campaign objectives and tone

## Media & Channel Strategy

*Maximize reach and relevance through smart, integrated media planning and optimization.*

- Buy and manage paid media across all key channels
- Optimize campaigns using real-time performance data
- Drive social strategy and engagement
- Boost discoverability through SEO and paid search





**Stephanie Crockett**  
President & CEO

# Your Primary Mower Team

SPECIALIZED CROSS-FUNCTIONAL GROUPS

## CORE ACCOUNT TEAM

### ACCOUNT MANAGEMENT



**Lisa Huggins**  
SVP, Group Account Lead



**Jen Novak**  
Account Lead

### PROJECT MANAGEMENT



**Kristin Gray**  
VP, Director of Project Management



**Emily Walsh**  
Senior Project Manager

### INTEGRATED PR & PA FIELD TEAM



**John Lacey**  
Senior VP / Director of Public Affairs



**Gary Holmes**  
VP PR & PA



**Matthew Parry**  
Director of PR/PA



**Austin Philleo**  
Senior Account Supervisor PA



**David Carroll**  
MD Lead



**Chris West**  
VA Lead



**Julie Terry**  
WV Lead

## STRATEGY & INSIGHTS



**Amanda Schuneman**  
SVP, Strategy  
Sr. Strategy Leadership



**Jeff Peters**  
Director, Strategic Planning



**Katie Bender**  
VP, Research



**Keith Schofield-Broadbent**  
Director, Marketing & Analytics Technology

## CREATIVE



**Mike Baron**  
SVP, Group  
Creative Director



**Jeff Hopper**  
Creative Director



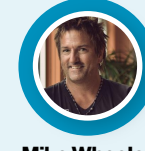
**Andy Mamott**  
SVP, Creative  
Director



**Yansong Jiang**  
Associate Director,  
Video Editing



**Wally Stoneman**  
SVP, Creative  
Director



**Mike Wheeler**  
VP, Design Director



**Alicia Liken**  
Assoc. Creative  
Director

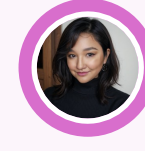


**Denise Raspberry**  
Senior  
Producer

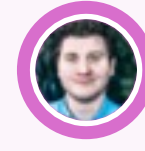
## MEDIA & CHANNEL STRATEGY



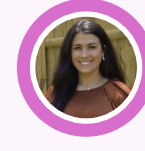
**Ashley Gordon**  
SVP Connection  
Planning



**Venessa Quinn**  
Strategy Director



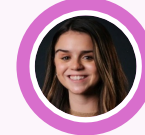
**Patrick Lewis**  
VP Media Director



**Alana Gonzales**  
Senior Digital Strategist



**Caterina Romano**  
Senior Strategist, Performance Mkt



**Maggie Attea**  
Associate, Performance Mkt

# *Preliminary Project Plan & Budget*

## Note: Early-Stage Estimates

We are providing estimated project plans and pricing that reflect our understanding of the goals outlined in the RFP and a preliminary model of the strategies and tactics we believe will drive meaningful impact for Valley Link Transmission. For illustrative proposal purposes, we have made assumptions regarding tactics and deliverables based on our experience and best practices.

Project plans and pricing should be considered preliminary, pending further discovery with Valley Link teams.



# Working Project Plan Draft Q3/Q4 2025

Kickoff phase focuses on strategy, stakeholder engagement, and creative development- including video to support Q1 2026 open house readiness.

Q3 / Q4 2025	Aug-25				Sep-25					Oct-25				Nov-25				Dec-25			
	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	1	8	15	22
<b>Kickoff and Onboarding</b> <ul style="list-style-type: none"><li>Internal kickoff with JV partners and POWER/WSP</li><li>Align on goals, project plan, roles, deliverables</li></ul>																					
<b>Strategic Planning &amp; Research</b> <ul style="list-style-type: none"><li>Begin audience segmentation</li><li>Draft comms plan and messaging framework</li><li>Coordinate with outreach vendors</li></ul>																					
<b>Creative Concepting &amp; Approvals</b> <ul style="list-style-type: none"><li>Develop concepts for digital, social, and video</li><li>Present first-round ideas for feedback</li><li>Finalize creative content</li><li>Approved direction for video shoots</li><li>Finalize messaging/content for open house engagement Q1'26</li></ul>																					
<b>Video Shoot Production TV &amp; Web</b> <ul style="list-style-type: none"><li>Scout shoot locations</li><li>Schedule interviews and regional b-roll collection</li><li>Conduct initial shoots for TV/Web</li><li>Begin editing content for Jan-Feb rollout</li></ul>																					
<b>Digital &amp; Social Media Campaign Planning</b> <ul style="list-style-type: none"><li>Outline digital media campaign strategy &amp; targeting approach</li><li>Coordinate with POWER/WSP on landing page content needs</li><li>Draft regionally tailored social media calendar and community FAQs</li></ul>																					



# Working Project Plan Draft Q1 2026

Key milestones and content delivery plan to support Q1 2026 campaign readiness.

Q1 2026	Jan-26					Feb-26				Mar-26			
	29	5	12	19	26	2	9	16	23	2	9	16	23
<b>Creative Concepting &amp; Approvals</b> <ul style="list-style-type: none"> <li>Complete final edits on messaging and video content</li> <li>Finalize social media FAQs and region-specific post templates</li> </ul>													
<b>Digital Campaign Launch</b> <ul style="list-style-type: none"> <li>Launch paid social and digital ad campaigns</li> <li>Finalize platform mix and audience targets</li> </ul>													
<b>Media Training &amp; Spokesperson Prep</b> <ul style="list-style-type: none"> <li>Conduct virtual or in-person media training sessions</li> <li>Finalize talking points and regional narratives</li> </ul>													
<b>Campaign Monitoring, Listening &amp; Optimization</b> <ul style="list-style-type: none"> <li>Social Listening Monitoring</li> <li>Monitor social and digital campaign performance</li> <li>Begin optimization cycles and prepare March impact report</li> </ul>													
<b>Continued Regional Coordination</b> <ul style="list-style-type: none"> <li>Respond to early public feedback (social &amp; earned media)</li> <li>Adjust messaging for contentious regions as needed</li> </ul>													

# Preliminary Budget Estimate

## Year 1

- Strategic messaging and narrative development
- Digital media strategy
- Paid media and advertising execution (digital, print, radio, etc.)
- Social media content creation and management
- Video production and storytelling
- Close coordination with community engagement and public affairs teams
- Account & Project Mgt.

### Out of Pocket Costs

- Media and Social Media Budget
- Video Production Budget

**Agency: \$1.6M–\$1.7M**

**OOP: \$1.05M–\$1.15M**

## Year 2

- Digital media strategy
- Paid media and advertising execution (digital, print, radio, etc.)
- Social media content creation and management
- Close coordination with community engagement and public affairs teams
- Account & Project Mgt.

### Out of Pocket Costs

- Media and Social Media Budget

**Agency: \$1.1M–\$1.2M**

**OOP: \$710K–\$835K**

\*For production, media, etc. Mower does not mark-up or take commission on media. OOP expenses are billed to client at net. Budgets do not include print production and mailing as that is determined by list quantity.



## Let's Get It Built—Together

Energy infrastructure doesn't move without momentum—and that's what we help build. With deep experience in utility communications and a proven strategy for audience engagement, we make sure the right people hear the right messages at the right time.

We're not just here to inform. We're here to activate—minimizing risk, maintaining trust, and helping projects move forward with clarity and confidence.

**We're ready to do this for Valley Link Transmission.**



# Appendix

- *About Mower*
- *Energy Expertise*
- *Team Bios*



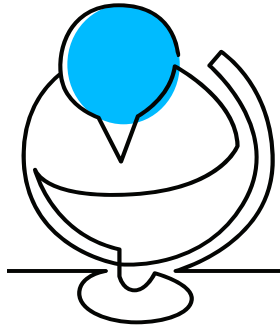
# About Mower

# About Mower

**Fiercely Independent**—As an independent, women-led, 100% employee-owned agency, our priorities are our clients and our employees, not shareholders.

**57**

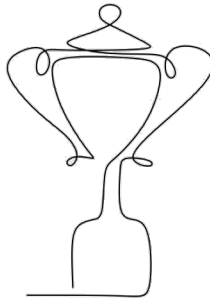
YEARS IN SERVICE



REMOTE FIRST  
ACROSS THE U.S.

**135**

FULL-TIME EMPLOYEES



AWARD-WINNING  
ENERGY EXPERTISE

**ESOP**

WOMEN-LED  
POWERHOUSE

**50+**

YEARS OF ENERGY  
INDUSTRY EXPERIENCE

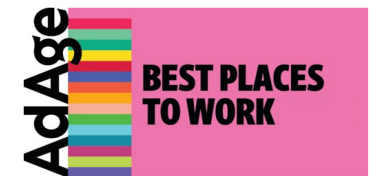


# **Making Fierce Friends®**

**Our mission is to create authentic and enduring personal connections built on a foundation of affection, relevance and trust.**

# Awards and Recognition

Our work is recognized by top industry honors, but it's our ability to consistently deliver measurable impact that makes us the agency our clients trust.





# Our Services

## Built for What's Now—and What's Next

As a fiercely independent, 100% employee-owned agency, Mower has intentionally built—and preserved—all core disciplines in-house. This means every idea, insight and plan is developed through a full-spectrum lens, whether we provide every service to our client—or not.

Fully-integrated thinking and working makes us exceptional collaborators—able to amplify the work of client teams and partner agencies alike, with thinking that's deeply informed, highly aligned and built to move.

# End-to-End Services

Mower delivers seamless, end-to-end solutions across marketing, advertising, and public relations to achieve your business goals.

## Research, Strategy & Planning

- Market Research & Analysis
- Target Audience & Buyer Journeys
- Brand Strategy & Development
- Positioning & Messaging Strategy

## Media Planning & Buying

- Paid Social Media Marketing
- SEM and SEO
- Traditional & Digital Media
- Social Media Management
- Performance Marketing

## Public Relations

- Internal Communications
- Crisis Communication
- Media Relations & Training
- Corporate Social Responsibility
- Thought Leadership Development

## Integrated Marketing & Design

- Creative Design & Production
- Brand Identity
- Campaign Development & Execution
- Lead Generation
- Channel & Sales Enablement
- Web Design and Development

## Data & Analytics

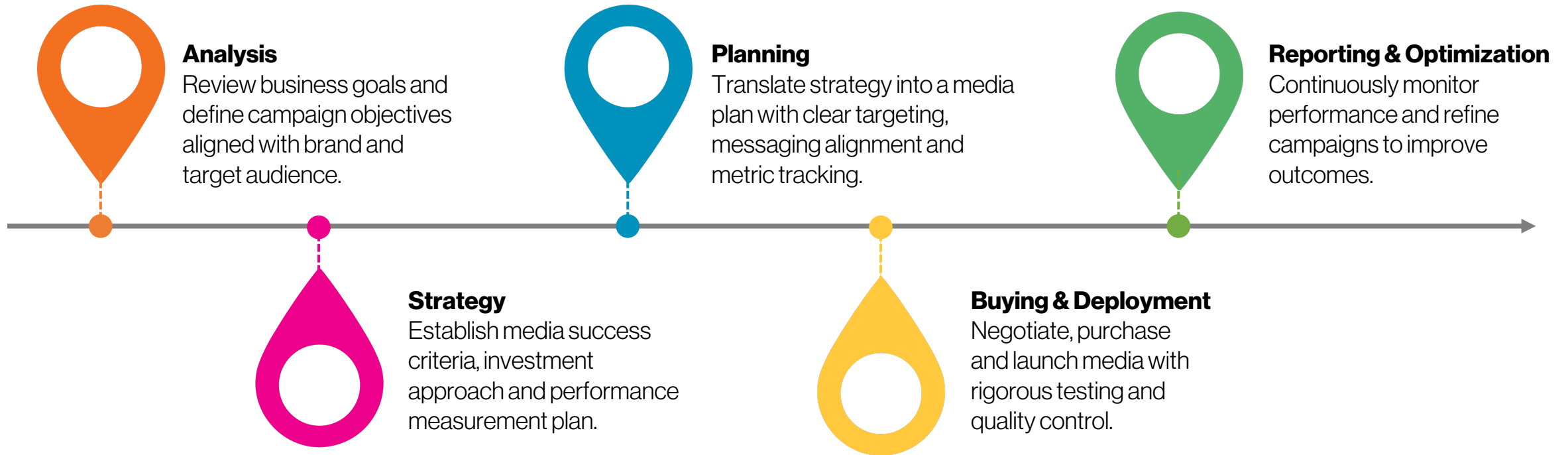
- Performance Measurement
- Dashboard and Data Visualization
- Tracking and Optimization

## Public Affairs

- Community Engagement
- Issues Management
- Regulatory Approval & Facility Siting
- Stakeholder Outreach

# Integrated Media Planning & Buying Process

Effective buying/negotiating, as well as analytics and optimization, are critical to helping any client achieve success. Our media planning and buying team has a proven process that optimizes spend to KPIs and drives desired consumer action.





# Media Technologies

acxiom

 Alliance for  
Audited Media  
Consumer Magazines  
& Newspapers

**Basis**  
BY CENTRO


 **BPA**  
WORLDWIDE™  
Trade Magazines/  
Qualified Subscribers

 Campaign Manager

 comSCORE.

 **CLICKAGY**

**dataxu**®

 datorama

dun & bradstreet

**EPSILON™**

**exelate**  
A Nielsen Company

 **GWI.**  
globalwebindex

**KANTAR MEDIA**

 **LiveRamp**  
an axxiom company

 **LOTAME™**

**nielsen**  
.....

 **NIELSEN LOCAL**  
  
(formerly  )

 **NinthDecimal**

**ORACLE®**  
MARKETING  
CLOUD

 **SEMRUSH**

**Sizmek**

 **srds**

**SQAD** 

 **STRATA**

# PR Capabilities

Mower is one of the top independent public relations and public affairs firms in the U.S. We can help you launch new products, better manage media interviews, maximize trade show exposure, enhance employee and community relations, navigate potential policy and regulatory changes, capture increased earned and social media attention, gain approval for new facilities, reach influencers, better manage issues and avoid damage in crisis situations.



REPUTATION  
STRATEGY



CONTENT  
DEVELOPMENT



SOCIAL  
MEDIA



INFLUENCER  
MARKETING



THOUGHT  
LEADERSHIP



EVENTS &  
PROMOTIONS



MEDIA  
TRAINING



CRISIS  
MANAGEMENT



EMPLOYEE  
COMMUNICATIONS



STAKEHOLDER  
COMMUNICATIONS



MEDIA  
RELATIONS



CSR/ESG  
COMMUNICATIONS

# Organic Social Methodology

STAGE  
01

## **Diagnostic**

- Performance snapshot
- Benchmark analysis
- Competitive landscape overview
- Industry topics for engagement
- Content types and formats best suited to audiences

STAGE  
02

## **Content Framework**

- Social strategy including objectives and approach
- Guide to look, feel, tone and messaging across channels
- Content framework with thematic recommendations & sample content
- Platform considerations reflecting new features & functions
- Posting cadence and recommended timelines

STAGE  
03

## **Channel Management**

- Content calendar development
- Copywriting
- Graphics/animation creative design
- Hashtags
- Tracking links
- Posting
- Monitoring

STAGE  
04

## **Community Management**

- Advanced development of social prompts, FAQs and responses to anticipated concerns or complaints
- Social listening using advanced technology
- Community management in partnership with client team

STAGE  
05

## **Brand Advocacy Training**

- Activate 2x power of employee sharing
- Corporate training on social engagement and profile enhancements

STAGE  
06

## **Reporting**

- Leverage social data to power future considerations
- Social impact reports including performance, insights and strategy optimization recommendations
- Hundreds of data points analyzed in tandem for holistic view of channel resonance, momentum and opportunities

# Sophisticated PR & Social Tracking and Analytical Capabilities



Google Analytics





# Our Energy Specialty

# Energy and Sustainability Expertise

## 50+ years

Driving results for clients in the energy space—from national utilities to spunky start-ups and everything in between.



Strong ties across the utility, energy, and government sectors, with active representation at regional forums, policy events, and industry conferences.



An incredible breadth of experience across a team of industry professionals, including specialty leadership from our president and CEO.



Proven success building public support and awareness for high-visibility transmission and energy infrastructure projects.

# What Differentiates Us

Proven Expertise. Regional Insight. Results That Move Projects Forward.

**We've spent decades earning trust in the utility space**—With more than 50 years of experience supporting energy clients, we understand the language, regulatory pressures, and stakeholder sensitivities that come with this work.

**We specialize in translating complexity into clarity**—From explaining 765kV transmission lines to gaining community support for hydrogen fueling stations, our messaging makes the technical feel approachable and trustworthy.

**We work hand-in-hand with public affairs and government**—Mower is built for integration. We coordinate seamlessly across legal, siting, and outreach teams to maintain message discipline and ensure local nuance is never lost.

**We bring both national scale and local insight**—Whether it's stakeholder sentiment in Frederick County, MD or community voices in Putnam County, WV, we tailor strategy to reflect regional realities—not cookie-cutter campaigns.

**We're built for the long haul**—Our agency structure and senior team commitment make us ideal partners for multi-year, multi-phase infrastructure programs like Valley North.

# Mower Impact. Delivering Outcomes.

From transmission lines to hydrogen hubs, Mower's programs have helped bring more energy projects to life—and to market—than any other independent agency.

## Transmission

Communications support for over **1,400 miles** of transmission capable of delivering more than **14,000 megawatts** of electricity.

## Solar and Wind Generation

Support for over **15,000+ megawatts** of utility-scale wind and solar.

## Storage

Standalone and paired storage support totaling over **2,200 megawatts**.

## Hydrogen Production

Public Affairs support for **50** hydrogen fueling stations that will produce more than **100,000 kg** of hydrogen a day.



# We Know Energy and Sustainability

## PROJECT SITING PARTNERS:



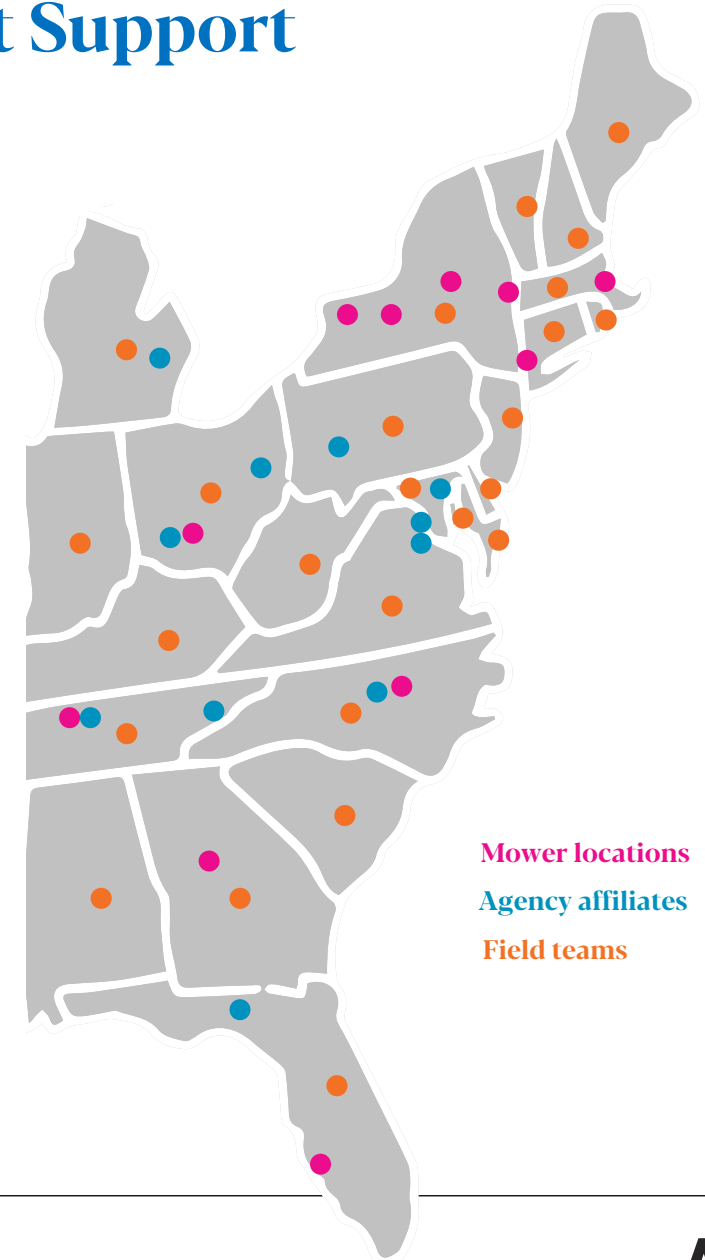
## OTHER ENERGY AND SUSTAINABILITY PARTNERS:



# Layered Strategic Project Support

## Local Presence. Regional Expertise. Project-Ready.

- Successful execution of high-profile transmission projects like Valley North demands more than general market reach—it requires teams who understand the regulatory, community, and geographic nuances of the region.
- Mower brings experienced field support and senior team leadership throughout the Valley North footprint, with direct access to key counties across West Virginia, Virginia, and Maryland.
- Local field teams with deep regional experience across Appalachia and the Mid-Atlantic.
- Agency offices and trusted affiliates within a few hours of every project section.
- A track record of working hand-in-hand with municipalities, landowners, and state agencies across the PJM region.



# Energy Specific Recognition

We're incredibly proud of the recent acknowledgments we've received for many of our energy clients.

## AMERICAN ADVERTISING AWARDS

- 2023 New England ADDYs Silver Marketing Campaign – National Grid, The Great Indoors Heat Pumps
- 2023 Cleveland ADDYs Gold, FirstEnergy Light the Way Campaign and (3) Gold & (1) Silver, FirstEnergy Drone Safety Racing Game
- 2022 Atlanta ADDYs Gold Print Advertising Campaign, ABB Adaptive B2B Campaign
- 2022 ATL ADDYs Silver, ABB eMine Print Campaign and Silver, ABB Adaptive Video
- 2022 ATL ADDYs Bronze, ABB eMine Integrated Campaign and Bronze, ABB Adaptive Microsite



- 2024 FirstEnergy Drone Safety Campaign – Gold Best Use of Media & Silver Best Digital Experience
- 2024 National Grid More Opportunities C&I EE – Gold Best Scale B2B Program.
- 2024 Rhode Island Energy Little Things EE – Bronze Best Scale B2B Program & Bronze Best Use of Media
- 2023 National Grid More Opportunities C&I EE - Bronze Print Campaign
- 2023 FirstEnergy Drone Safety Campaign - Gold Digital Marketing Tools & Program
- 2022 National Grid More Opportunities C&I EE Campaign - Gold Media Strategy & Bronze Demand Generation Large Enterprise



- 2024 Silver in the Brand and Sustainability Category – FirstEnergy Light the Way Campaign
- 2023 Gold in the Safety and Emergency or Outage Communications Category – FirstEnergy Drone Safety Campaign



- 2024 Best Art Direction & Best Rebrand/Relaunch - Rhode Island Energy
- 2023 Best Data and Insights - FirstEnergy
- 2023 Best Film and TV Campaign - FirstEnergy



- 2025 Indie Awards Bronze Energy / Sustainability Campaign of the Year Award – Rhode Island Energy Little Things



- 2022 Chartwell's Silver Best Practices Award in Program Marketing – National Grid The Right Light Campaign



- 2022 ENERGY STAR Excellence in Marketing Award – National Grid Residential EE Education & Awareness Campaign

# Best Recognition: Clients' Own Words

Our partnerships speak for themselves. From transmission projects to customer engagement campaigns, our clients consistently recognize Mower for our strategic counsel, creative execution, and unwavering commitment to results. Here's what they've shared about working with us:

*"Mower helped NextEra Energy Transmission New York (NEETNY) complete our first transmission project in New York, the Empire State Line. Mower was an essential partner during a lengthy and complex permitting process and continued to provide valuable support as our team constructed the new transmission line. NEETNY relied on Mower's expert counsel on local issues throughout the project and benefited greatly from Mower's proactive communications and outreach. Our work with Mower enabled us to complete the project on time while maintaining positive relationships with key stakeholders."*

**Sean Shortell, Director of Development—NextEra**

*"Mower was a great marketing partner for National Grid. They took our energy efficiency portfolio strategy and created breakthrough marketing outreach that simplified the customer benefits, focused on a variety of customer segments and addressed customers along their lifecycle journey. This helped us get beyond brand awareness to strong program participation and brand affinity."*

**Rocco DiChiara, Manager, Brand & Customer Communications—National Grid**

*FirstEnergy has partnered with Mower for nearly a decade on marketing activities ranging from brand advertising, customer communications and public safety to energy efficiency, electric vehicles and more. Mower is a true strategic partner and we wholeheartedly trust that Mower always does what's fiscally and creatively right for our organization.*

**Susan Samuelson, Senior Advertising & Production Consultant—FirstEnergy**

*Mower is focused on our business objectives and goals. They consistently provide creative, on-brand, on-budget solutions. The Team is a pleasure to work with, responsive and motivated to meet our needs."*

**Haley Brown, Manager, Programs and Projects—Avangrid**

*I just wanted to pass along that senior leadership was very complimentary this week about all the support at last Thursday night's event, how well it was organized and run, and how we took care of our customers. A formal thank you is going to the Customer Service people who came out, but I wanted to share those kudos with you all, because we couldn't have set it all up so nicely without the Mower team. Thank you for your support!*

**Avangrid (Smart Grid Townhall Feedback)—Shelby Cohen, Director NY Communications**



# Team Bios

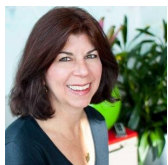
# CORE TEAM



## **Stephanie Crockett—President and Chief Executive Officer**

Stephanie drives the agency's growth, vision and culture while overseeing all external-facing initiatives. She heads Mower's Energy & Sustainability specialty, bringing more than two decades of experience in integrated marketing and communications to our clients and the category. Stephanie plays a key role in connecting clients with forward-thinking, performance-driven solutions that support business growth, customer loyalty and sustainability goals.

Beyond her agency leadership, Stephanie is an influential voice in the marketing community. She serves as a panelist for the BBB National Advertising Review Board (NARB), a member of the 4A's New York State Council and a Board Member for CenterState CEO. She is the immediate past Chair of the United Way of Central New York and a member of the global Women Presidents Organization. Her accomplishments have earned her honors including 40 Under 40, Women in Business and the Distinguished Sales & Marketing Award. Stephanie frequently presents on topics such as empathic leadership, workplace diversity and energy marketing at conferences hosted by organizations including the Association of National Advertisers (ANA), ENERGY STAR®, Chartwell and B2B LeadsCon.



## **Lisa Huggins—SVP, Group Account Director**

Lisa is an agency veteran with experience that encompasses advertising and integrated marketing across various B2C and B2B categories, from consumer-packaged goods and retail, to technology systems, hospitals and medical devices. For over 15 years, Lisa has led the client services team in Mower's Atlanta office and plays a leading strategic role in many key client relationships. She is also currently vice chairman of the 4A's Atlanta Board of Governors.

Lisa is a champion of smart ideas and innovative solutions and builds teams that deliver. Client experience includes ABB, Amoco, C.R. Bard, Carestream Dental, ClosetMaid, Crystal Springs Water, Kodak, FedEx, InterContinental Hotels Group, Motorola, PGi, SunTrust Banks and Vendormate.



## **Jen Novak—Account Director**

As a seasoned Account Director, Jennifer excels in leading major agency accounts, including National Grid and Rhode Island Energy, through strategic planning, branding and digital marketing initiatives. She specializes in cultivating strong client relationships, optimizing account financial performance and delivering successful integrated marketing communications.

With a passion for client success, Jennifer adopts a forward-thinking approach to navigating complex challenges and uncovering growth opportunities for her clients. Her commitment to fostering a positive team culture and driving impactful campaigns ensures enduring and profitable partnerships.



## **Kristin Gray—VP, Director of Project Management**

Kristin runs point in the development, strategic planning and execution of various online marketing, integrated campaigns, social media and interactive services, including websites, information architecture and U/X, for her B2B and B2C clients. Client experience includes working with FedEx, Buckman, Cresser-Rand/Siemens, and GE Energy.



## **Emily Walsh—Senior Project Manager**

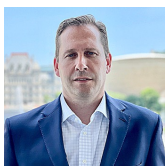
With nearly a decade of industry experience, Emily leads the execution of integrated marketing initiatives across digital and traditional campaigns. She specializes in energy and sustainability accounts, bringing a strategic, solutions-oriented approach to complex project planning and execution. Known for her clear communication, Emily ensures timelines, budgets, and deliverables align with client goals and industry demands. Her client experience includes Rhode Island Energy, National Grid, Atlantic City Electric, and Hitachi Energy.

# CORE TEAM



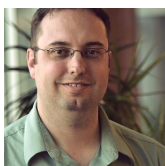
## **John Lacey — Senior Vice President, Director of Public Affairs**

When companies are faced with strategic communications challenges and potential public opinion challenges, they turn to veteran public affairs professionals like John. A longtime senior member of our public affairs team, John is more than well acquainted with issues management and policy matters. Named a 2025 Clean Energy Trailblazer by City & State magazine, his extensive list of client work includes New Leaf, AES, NextEra Energy Resources TDI, EDF Renewables and Avangrid to name a few. John's open, forthright style and strong mix of essential experience are an integral part of Mower's proven track record for swift and nimble communications when clients need them most.



## **Gary Holmes — Vice President, Reputation Management**

With more than 25 years in communications, Gary brings a unique blend of public service and media savvy to Mower. Before joining the agency, he led press and public affairs for the New York State Departments of Transportation and Health. Drawing on his 20 years in broadcast journalism, Gary instinctively understands how news breaks—and how to get ahead of it. He now helps Mower clients in sectors like energy, education, and healthcare manage crises with calm, clarity, and confidence.



## **Matthew Perry — Director of PR/PA**

Crafting effective communications for complex energy and infrastructure projects. Whether it's to build public understanding, navigate stakeholder concerns, or demonstrate leadership, it begins with listening. Matt takes time to understand your organization's goals and challenges, while staying attuned to local, regional, and industry dynamics. His strategic approach ensures your message reaches the right audiences through the most effective channels—whether that's media relations, digital content, public events, or visual storytelling. As lead PR strategist for Rhode Island Energy, National Grid and a key contributor to Mower's Energy & Sustainability practice, Matt brings deep experience shaping communications strategies that resonate across sectors, from utilities to global B2B companies like Sun Chemical.



## **Austin Philleo — Senior Account Executive, Public Affairs**

Austin works primarily with the public affairs team at Mower. He serves Mower as sustainable initiatives lead and provides assistance across other departments at the agency promoting energy and sustainability. Austin has a history of working in the public relations and public affairs sector. Prior to joining Mower, Austin worked for both Federal and Local Governments, serving as a government relations specialist for elected officials in office and running for office. Austin works on a variety of private utilities and renewable energy developers across the country. As the co-practice-lead on renewable energy siting, Austin has experience working in NYISO, ISO-NE, PJM, SERC, MISO, SPP & ERCOT.





## David Carroll— Maryland Lead

David H. Carroll, Jr. is a founder and member of Capitol Strategies. Mr. Carroll has represented clients in matters related to transportation, energy, gaming, education, health care, tax issues, environmental regulation, telecommunications, and procurement. Previously, Mr. Carroll served as Director of Government Relations for Synergics Energy Development, Inc. In this capacity, he served as an advocate for the company before numerous state agencies, the White House and Members of Congress. His responsibilities included forging new relationships within the industry for the purpose of advocating the cleanliness and efficiency of hydroelectric power and anticipating emerging public policy issues affecting corporate projects domestically and internationally. From 1995 to 1998, Mr. Carroll served as Deputy Director and Director of the Democratic Business Council, the Democratic National Committee's donor program through outreach to the national corporate community.

### **Energy Experience**

The team has unique experience relative to energy policy in Maryland with current clients in the space. They currently represent Constellation (Conowingo Dam Calvert Cliffs), D.E. Shaw Renewable Investment (100MW solar farm under development, largest in State of Maryland), the Maryland Geothermal Association, ReWorld Waste(waste to energy as Tier I generation in the renewable portfolio standard in Maryland), and PlusPower (100MW battery storage project in East Baltimore)



## Chris West— Virginia Lead

Christopher West brings nearly two decades of experience in public affairs, economic development strategy, and government relations, serving a diverse portfolio of corporate, nonprofit, and public sector clients across the country. He has advised Fortune 100 companies—including six that have consistently ranked in the top 15 of Fortune Magazine's "Top 100"—as well as emerging businesses, trade associations, and local governments. His work spans the local, state, and federal levels, providing clients with strategic counsel on legislative advocacy, regulatory navigation, stakeholder engagement, and reputational management.

### **Energy Experience**

Worked on 3 other transmission line projects in VA as well, PATH through Loudoun and Fauquier Counties. The team also have worked on a 900MW power plant. And lastly done general outreach at local level for Dominion.



## Julie Terry— West Virginia Lead

Julie is a lifelong West Virginian whose career has given her deep knowledge of a wide range of subjects in a variety of jurisdictions with a reputation for hard work, integrity and honesty. As a national and state award-winning investigative journalist specializing in government and legal affairs, Julie has been recognized for reporting on issues such as coal mining and energy, health care, workers' compensation and civil justice reform. She a past board member of the West Virginia Chamber of Commerce.

### **Energy Experience**

She reported extensively on the coal, oil/gas, and overall energy industry in West Virginia. When she later transitioned into lobbying, she was the in-house government affairs manager for the North American coal division of a multinational mining/steel industry company. She later opened her own consulting firm where her clients have included coal, oil/gas, and wind energy interests in addition to her other clientele.





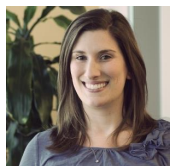
## **Amanda Schuneman—SVP, Strategy**

Amanda oversees Mower's Strategy, Research and Analytics department, helping to connect the dots between marketing and business. She brings over two decades of experience—from brands like Deloitte, Duke Energy, State Farm, JLL and Aflac, Grant Thornton, Firestone and HCL Technology to name a few. Amanda holds a master's degree in marketing from Northwestern University and is passionate about helping brands break free from the paradigms and conventions that may hold them back.



## **Jeffery Peters—Director, Strategic Planning**

Jeff is a strategy leader who helps brands win by thinking like their buyers. He builds integrated marketing platforms grounded in real behavior—translating audience insight into creative direction that delivers across retail, DTC and B2B channels. His expertise spans the full strategic pipeline: audience segmentation, persona and journey development, message architecture and actionable briefs that fuel brand storytelling and conversion alike. He's skilled at connecting the dots between data sources, buyer triggers and business growth. Jeff's work has shaped marketing efforts for global brands like Unilever, PepsiCo and M&M's. Additional brand experience includes FirstEnergy, ABB and the Arthritis Foundation.



## **Katie Bender—Vice President, Research**

As the leader of the research team, Katie partners with agency colleagues and clients to turn questions into actionable results. She is responsible for proposing and designing research, execution, analysis, reporting, and disseminating results to clients. Katie has deep experience in both quantitative and qualitative methodologies. Her experience lies in the design of research that addresses client objectives, and in the interpretation of results to provide clients with meaningful conclusions and recommendations. Client experience includes Charlotte Pipe and Foundry, Southwire, Freightliner, FirstEnergy, AVANGRID, ABB and C&D Technologies.



## **Keith Schofield-Broadbent— Director, Marketing Analytics & Technology**

With over 25 years of experience, Keith understands how to use data, analytics and business intelligence to maximize the effectiveness of marketing campaigns. He and his team partner with clients to leverage data and the right technological solutions to automate, measure, analyze and optimize results. Keith's experience spans the technology, banking, construction, business service, and education sectors. Some of his client work includes Lennox, WestRock, Southwire, Buckman International, NYSERDA, FirstEnergy and National Fuel.



## **Michael Baron — Senior Vice President, Group Creative Director**

Mike is an accomplished copywriter, creative director and award-winning director. His work strikes the perfect balance of strategic thinking and emotional resonance. Over his 25-year career, he's crafted thoughtful, integrated campaigns for some of the largest CPG and B2B companies in the country. He was the Executive Creative Director for BMW Financial Services for more than five years and also worked extensively with their other flagship brands—including Mini, Rolls-Royce and Motorad (BMW's motorcycle division). He worked on the launch for the GMC Buy Power card with CapitalOne. Mike is also a six-time Effie Award winner, so he champions work that isn't just creative—it creates results. Something we know our client partners always appreciate.



## **Wally Stoneman — Vice President, Creative Director**

For 20+ years, Wally has been engaging audiences with his warm, human approach to advertising. As a lead driver for Mower's creative product, Wally truly embodies Mower's Making Fierce Friends approach. It's a philosophy he's applied with great success for a wide range of brands. His client experience includes Arthritis Foundation, GE, Motorola, ADT, SunTrust Bank, Comcast, The Weather Channel, Southwire and Yamaha.



## **Mike Wheeler — VP, Design Director**

Mike has more than 20 years of experience in traditional advertising and design and more than 10 years of interactive work under his belt. Mike brings a wealth of knowledge to Mower working in both B2B and B2C. His understanding of the business spans several industries, including healthcare, HVAC, photography, graphic arts, film, cable/telecom, mobile, computing, beverage, performing arts, restaurants and retail. Some of Mike's client work includes Carrier, Welch Allyn, NYSERDA, SallyMae and Eastman Kodak.



## **Jeff Hopper — Associate Creative Director**

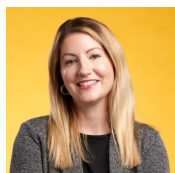
Jeff is an award-winning art director and graphic designer, with competencies across broadcast, digital/social, experiential and print, and environmental design. With a keen creative mind and design eye, Jeff stewards the look and feel of effective creative campaigns. He designs (and follows) visual guidelines while actively pushing the boundaries of what's possible within them.

Over the years, Jeff's work has been recognized by both award shows and print publications, including EFFIE Worldwide, The Tellys, the National ADDYs, The Drum and AdWeek. His work for BikeMS is also part of The Greater Good Permanent Exhibition.



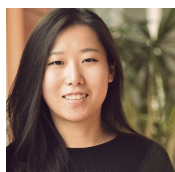
## **Andy Mamott, SVP—Creative Director**

Over the course of a 20-year career, which ultimately landed him in Chicago, Mamott's professional life included breakthrough work for some of the nation's top B2C and B2B agencies, including BBDO, FCB, Ogilvy and most recently Gyro, where he was group creative director/art director. He has continued to create award-winning work for Mower clients such as Carhartt, 84.51° and Prysmian Group.



## **Alicia Liken—Associate Creative Director**

As a copywriter with over 10 years of experience, Alicia has worked across a variety of industries on all sorts of accounts. From multimillion-dollar integrated marketing campaigns to quick-turn digital executions, no project is too big or small. Alicia has extensive experience in automotive, insurance, tech, B2B and retail. A few past clients include McDonald's, Chevrolet, Esurance, Republic Services and Cameo. She always puts herself in the customer's shoes to write copy that speaks to both heart and mind, blending EQ and IQ.



## **Yansong Jiang—Senior Motion Graphics Designer/Video Editor**

With 13 years of experience in the industry, Yansong (Song) has honed her skills to bring ideas to life through dynamic motion graphics and compelling video editing. Throughout her career, Song has collaborated with diverse clients across various industries, including National Grid, FirstEnergy, Atlantic City Electric, Carhartt Company Gear, ABB, FedEx and 84.51°, delivering exceptional visual content that exceeds expectations. Equipped with proficiency in industry-standard software such as Adobe After Effects, Premiere Pro and Cinema 4D, she has a proven track record of creating stunning visual effects, animations and seamless video edits.



## **Denise Rasberry—Senior Producer**

Denise is an award-winning producer and creative partner who works closely with creative teams, vendors and clients to bring the best ideas to life. Drawing from over 15 years of production experience, she is skilled at guiding large-scale, integrated media production. She expertly navigates all areas of production to deliver high-impact content that drives sales growth. Denise has worked across brands like Carhartt, Advil, Juvederm, Pantene, Razorbill/Penguin Books, Sargento, Sensodyne, Ulta, National Grid and FirstEnergy.



## **Ashley Gordon—SVP, Connections Planning**

Ashley leads Mower's integrated Media efforts, bringing nearly two decades of expertise with both brand building and performance-driven media. She blends strategic insight with hands-on execution, guiding complex cross-channel campaigns that not only meet but exceed client goals. Her experience spans both consumer and B2B brands, having partnered with leading companies such as John Deere, USG, SCANA Energy, Jiffy Lube and U.S. Marines.



## **Patrick Lewis—VP, Media Director**

Patrick brings 20 years of experience to his role in leading the media team at Mower, where he is responsible for overseeing all aspects of the strategy, planning, and buying process, while also driving innovation, and identifying emerging technologies and agency solutions. His account experience includes work on international, national, regional, and local campaigns, across all channels, and with clients in both B2B and B2C advertising. He is currently the media lead on Atlantic City Electric, Avangrid, National Grid, and the Western New York Ford Dealers, while also providing strategic oversight and consultation on FirstEnergy and Rhode Island Energy. Patrick has been with Mower since 2011.



## **Venessa Quinn—Director of Performance Marketing Strategy**

Venessa is responsible for activation and strategy oversight across all channels managed by our Performance Marketing team including Search and Social. She has B2B and B2C experience across numerous verticals with a specialization in highly regulated industries such as Energy, Healthcare and Financial Services. Clients have included First Energy, Northwest Bank, Novant Health and Lowe's Home Improvement.



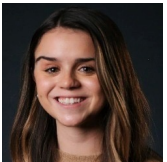
## **Alana Gonzales- Senior Digital Strategist, Performance Marketing**

Alana is an accomplished social media strategist who helps brands build meaningful connections with diverse audiences through both organic and paid campaigns. Since joining Mower in 2020, she has led digital storytelling efforts across industries including energy, travel, healthcare, finance and B2B. Her work spans complex topics and uplifting brand narratives, with a focus on engaging content that delivers measurable results. Most notably in the energy space, she has brought creative and strategic insight to campaigns for National Grid, Rhode Island Energy and Exelon, and is poised to bring that same impact through thoughtful, results-driven messaging.



## **Caterina Romano - Senior Strategist, Performance Marketing**

With nearly two decades of experience in marketing and advertising, Caterina brings a deep understanding of both B2B and B2C audiences across industries including energy, banking, entertainment, and health. Her expertise spans strategy development, performance marketing, and analytics, with a focus on delivering measurable results through SEO, paid search, and paid social. Caterina combines a strategic mindset with strong presentation and research skills to help clients solve their most complex marketing challenges. Since joining Mower in 2018, she has played a key role in supporting energy clients such as National Grid, Rhode Island Energy, AVANGRID, LG, National Fuel, and FirstEnergy —developing integrated campaigns that drive engagement and build public trust.



## **Maggie Attea- Associate Performance Marketing**

Maggie's is focus on developing compelling organic and paid social media content that connects with diverse audiences. With over three years of experience in social media strategy, Maggie brings a strong understanding of how to build and nurture online communities—an essential skill when communicating around complex infrastructure projects. Her expertise spans social media planning, creative content development, copywriting, and performance analysis. Since joining Mower in April 2024, Maggie has contributed to campaigns that support public engagement and education, helping brands in regulated industries translate technical narratives into accessible, relatable messages across social platforms.



A close-up photograph of a person's hand holding a black smartphone. The background is blurred, showing other people in a social setting. The word "Mower" is overlaid in large, white, bold, sans-serif font across the center of the image.

# Mower

For more information, contact:

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