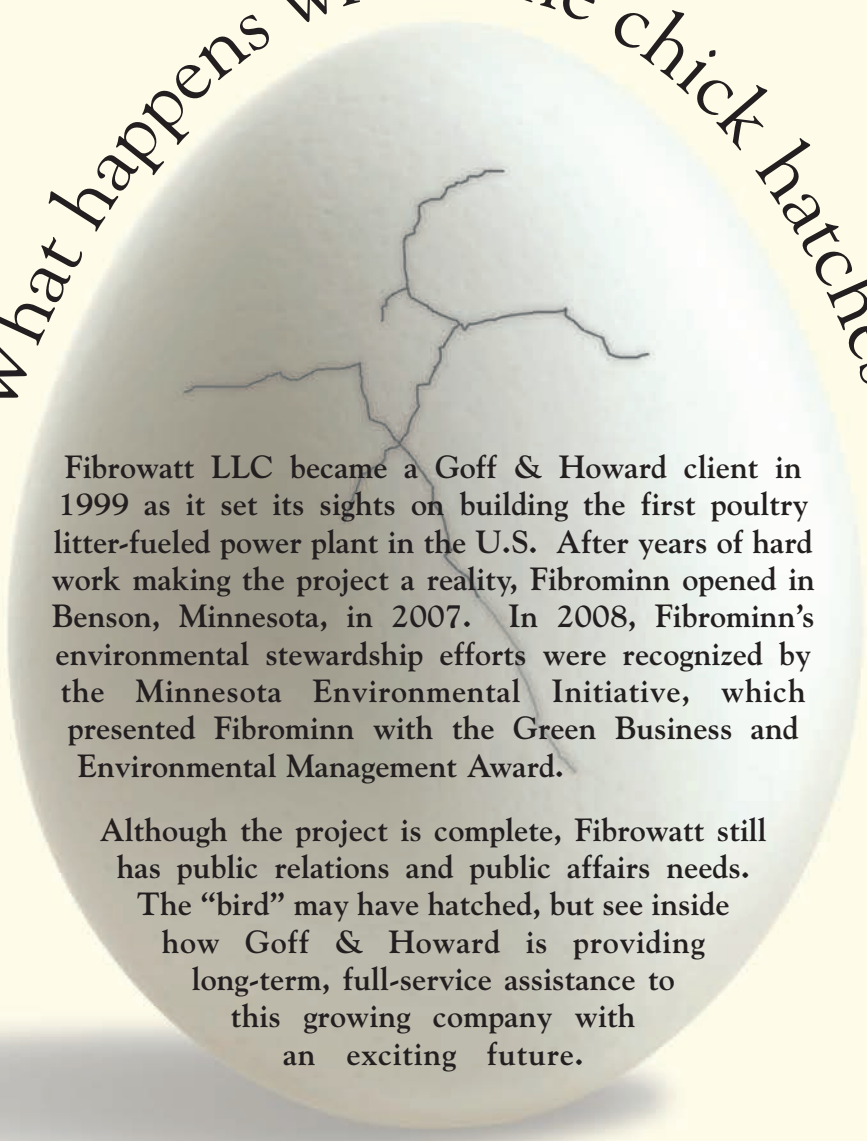


INSIGHT

JUNE 2008

What happens when the chick hatches?

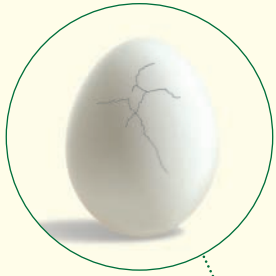


Fibrowatt LLC became a Goff & Howard client in 1999 as it set its sights on building the first poultry litter-fueled power plant in the U.S. After years of hard work making the project a reality, Fibrominn opened in Benson, Minnesota, in 2007. In 2008, Fibrominn's environmental stewardship efforts were recognized by the Minnesota Environmental Initiative, which presented Fibrominn with the Green Business and Environmental Management Award.

Although the project is complete, Fibrowatt still has public relations and public affairs needs. The "bird" may have hatched, but see inside how Goff & Howard is providing long-term, full-service assistance to this growing company with an exciting future.

strategic counsel • strategic planning • media relations • lobbying and government relations
coalition building • crisis communications • grassroots and grasstops organizing
community relations • branding/reputation management • internal communications
Enhanced Entertainment Marketing • project management • event planning
writing and editing • design and production • media training • research

GOFF & HOWARD INC.
Public Relations/Public Affairs
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Fibrowatt's proven technology that con originated in the United Kingdom. Mi have ample supplies of poultry litter to



But before a project could be developed in Minnesota, Fibrowatt needed assistance at the state and local levels to raise awareness and support for this new idea. Goff & Howard helped Fibrowatt succeed by combining many services – from lobbying and community relations to event coordination and media relations – to educate, persuade and communicate with a broad array of critical audiences.



Today we are helping Fibrowatt succeed with projects in other states, and assisting Minnesota-based Fibrominn with ongoing needs now that it is open. Here are some of the tools we have used to help hatch Fibrowatt's plans into reality.



Start with a plan *(and revisit it regularly)*

We knew that the process of opening Fibrowatt's first U.S. plant would be lengthy and complex, so we helped Fibrowatt create a comprehensive strategic plan to guide its lobbying and communications efforts. Over the years, we updated the plan as circumstances evolved, but kept our tasks focused on accomplishing the original goal.

Develop key messages

Goff & Howard helped explain an intricate process to various audiences in simple, compelling terms and clearly stated the benefits it would bring to Minnesota, such as renewable energy, new jobs, support for poultry growers, and significant tax and purchasing revenues.

Work effectively with state policymakers

Fibrowatt needed turkey waste included as one of the forms of renewable energy that Xcel Energy could purchase under Minnesota law. We helped draft legislation, wrote handouts and testimony, and helped educate legislators and the Governor about the merits of a law change that enabled Fibrominn to move forward. Later, we successfully lobbied to help Fibrowatt secure personal property tax and sales and use tax exemptions. Because large projects like this take time, we also worked to keep policymakers updated on Fibrominn's progress.



Build and sustain a coalition

While a poultry litter-fueled power plant may seem logical in a place like West Central Minnesota – one of the nation's most productive poultry-growing regions – we still needed local support. Without this support, a state law change wouldn't have mattered. We helped build a grassroots coalition of turkey farmers, local elected officials, and economic development experts who spoke to legislators, the media, and area residents.

verts poultry litter into electricity Minnesota and several other states fuel similar operations.

Involve local residents *(in planning and celebration!)*

To help West Central Minnesota residents understand Fibrominn and ask for their support, we coordinated a series of open houses in communities that were potential sites for the power plant. This gave residents the opportunity to ask questions of Fibrowatt representatives and learn from the brochures, fact sheets, and display boards that we prepared.

Help secure federal and state agency approvals

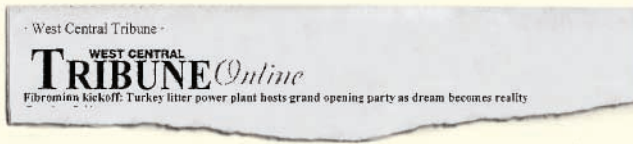
Building a power plant requires time-consuming approvals from state and federal agencies. We have helped Fibrominn work with regulators, like the Minnesota Pollution Control Agency, to secure the permits they needed.

Utilize media opportunities

Fibrowatt needed positive media coverage to help educate the public, so we pitched stories, coordinated media interviews, and scheduled meetings with reporters and editors across the region, from the *Star Tribune* to the *West Central Tribune*. For Fibrominn's grand opening, we coordinated site visits and interviews with media ranging from the *New York Times* to "Minnesota Bound" on KARE 11.



Involve the community in the opening



We developed signage, invitations and information materials; coordinated RSVPs and plant tours for hundreds of dignitaries and community members; handled media requests; and arranged on-site logistics such as the menu, sound system, and entertainment. The events successfully made Fibrominn's opening as important for the community as it was for the company.

Goff & Howard assisted with all aspects of planning and coordinating Fibrominn's two grand opening events.

Position Fibrominn as a model

The success of Fibrominn in Minnesota has built momentum for poultry litter-fueled power plants in other states. Most recently, Fibrowatt announced plans for three plants in North Carolina. Goff & Howard is providing strategic planning and ongoing consultation.



Goff & Howard's Kris Amundson (left) celebrates the grand opening of Fibrominn (in background) with Fibrowatt representative Kasia Wieronski, Fibrowatt co-founders Rupert Fraser and his father Simon Fraser, and Rupert's sister Chorpet Narongsak.

Can you say full-service?

Over many years, we have provided Fibrowatt with nearly every service we offer. Leaving out any of the steps or focusing on only the project approval phase might have stalled Fibrominn – not to mention future American plants – as just the seed of a good idea. Instead, Fibrowatt is taking all the right steps toward growth in the U.S.



"We could not have successfully navigated Minnesota's media or political waters without Goff & Howard. Having access to Goff & Howard's expertise in public relations and public affairs allows Fibrowatt to focus more time on our business and technology."

Rupert Fraser,
Chief Executive Officer,
Fibrowatt LLC

Do you need public affairs and public relations help?

Take the Goff & Howard quiz to find out

- YES | NO Does your organization have a problem that could be solved by a change in law or regulation?
- YES | NO Do you have a compelling story to tell, but you don't know how to work with the media?
- YES | NO Do you need to build stronger relationships with certain legislators, city leaders, or state agency officials?
- YES | NO Has your organization suffered because of negative media coverage?
- YES | NO Do you need new or more effective communications materials?
- YES | NO Would your spokespeople benefit from training to help them feel more comfortable and effective with the media?
- YES | NO Do you need help handling a media crisis or developing a plan that would prevent crisis situations?
- YES | NO Would building a coalition of supporters help your organization or project succeed?
- YES | NO Do you need someone to oversee the management of a project or event from start to finish?
- YES | NO Do you need help writing a speech or making a presentation?
- YES | NO Do you need to communicate better with your own employees or supporters?
- YES | NO Do you have a product or service that you need help selling to a government agency?

If you answered "yes" to any of these questions, Goff & Howard can help. Perhaps you have just one need — related to a specific project, event, or piece of legislation. Or, maybe you need communications assistance on a longer-term basis. Whatever your situation, Goff & Howard is here to assist.

