

INSIGHT.  
EXPERIENCE.  
PERFORMANCE.  
RESULTS.

## About Us

**Linden Alschuler & Kaplan, Inc. has built an outstanding reputation for combining innovative and effective strategies with successful execution to help our clients tell their stories and achieve their objectives.**

With an entrepreneurial approach that values high-level performance, creativity and accountability, we develop and implement compelling public relations campaigns that shape opinions and produce results.

We have worked with major corporations to improve their market positions, increase their visibility, enhance their images and guide them through crises. We have helped companies establish credibility and build their brands. We have taken issues that lacked definition and projected them to national prominence. We have assisted non-profit organizations in building important alliances and support. And our work in special situations – mergers and acquisitions, bankruptcies, litigations, government investigations – has supported clients' efforts to steer their organizations through highly complex and contentious issues.

Whether our mission involves media relations, crisis management, internal communications, expertise in public affairs, communications support for high profile transactions, editorial services, or assistance in developing and promoting special events, we understand our clients' needs and provide an array of services to meet them.

Perhaps the best measure of our success is that we rarely compete for clients; most are referred to us by other clients or people who are familiar with our work and the results we achieve.

## Why LA&K

### **Seasoned Professionals**

All of our clients, large and small, benefit from the active involvement of veteran PR executives who understand their strategic goals and act as partners in developing and implementing successful plans. With decades of experience, our principals are insightful thinkers with extensive relationships in the media and an extremely knowledgeable approach to our clients' activities. We understand the substance behind the clients we represent and are able to communicate it in ways that are both compelling and nuanced. Our background and our approach give us the ability to see opportunities and capitalize on them.

### **Accountability**

Public relations is a tool, rather than an end, and we craft our campaigns to provide tangible support for our clients' operational goals. We focus on results and we hold ourselves accountable for meeting goals and surpassing expectations.

### **A Fresh Perspective**

We understand our clients' missions, goals and challenges. We recognize how details affect the big picture. We focus on successful outcomes. Whether through an aggressive major media campaign or through more targeted tactics, we help clients communicate the right message to the right audience at the right time.

### **Media Relations Strengths**

We maintain extensive and close relationships with the media nationally and in markets around the United States. Our reputation is based on a long track record of understanding the media and delivering well thought-out stories that resonate with their readers and viewers. The publicity we generate is designed to have an impact. It is born of strategic thinking linked to our clients' interests – to achieve results as well as visibility.

## How We Work

**While every client and every challenge is different, here are some of the key steps we follow to lay the groundwork for a successful public relations effort:**

### **Setting Strategy**

When we begin working with a new client, large or small, we start with a thorough understanding of who you are, what you want to achieve and what it will take to get there. We gain an in-depth understanding of the substance of what you are trying to convey and the specific objectives you want to achieve. This strategic thinking informs everything we do on your behalf. It gives us the ability to identify the communications opportunities that are right for you and capitalize on them quickly and with maximum impact.

### **Your LA&K Team**

We assign senior executives to every account. All of our clients benefit from the active involvement of veteran PR executives who understand their strategic goals and act as partners in developing and implementing successful plans.

### **Entrepreneurial Engagement**

We bring an entrepreneurial approach to every project. We continually adapt strategies and tactics as a project evolves, as new situations and challenges arise and as your needs and objectives change. For many of our clients we function like a news bureau, maintaining frequent contact with media and providing sources for interviews that generate coverage.

### **Delivering Results**

We focus relentlessly on our clients' objectives and pride ourselves on delivering results, on a frequent and ongoing basis. This consistent commitment to providing tangible value has enabled us to build close and long-term relationships with our clients.

## Services

### Publicity/Media Relations

Our approach to media relations and publicity yields clients high-profile placements on a consistent basis – the type of coverage that provides visibility, establishes credibility, enhances stature and helps to achieve overall business goals. The strong relationships we maintain with reporters and editors at top newspapers, magazines and wire services, and producers and assignment editors at radio and television stations, also allow us to function as sources of information and story ideas for the media. The credibility we have provides us with the access we need to place stories – locally, nationally and internationally – and to stay abreast of what stories various reporters are preparing. It also gives us the opportunity to introduce clients and to develop positive impressions among the media about their businesses and activities.

Even more important, we understand the strategic importance of reaching beyond the goal of publicity for publicity's sake alone. We regularly generate meaningful results that move a client's agenda forward. Effective public relations campaigns require a proactive, creative approach, seamlessly integrated with the organization's business strategy. In addition, when organizations are on the receiving end of media inquiries and attention – whether desired or unwelcome – we bring skill, judgment and experience to the process. We are usually able to improve the outcome and achieve better results by handling those calls and helping to manage those situations.

### Strategic Positioning

Effective positioning is crucial to the success of any communications effort. Our strategic communications programs are based on a substantive grasp of our clients' goals and challenges – and a sharp focus on the audiences they need to reach. Understanding the issues, shaping the message, identifying the audiences, preparing compelling written materials for internal and external use, working with the media – all in close collaboration with our clients – are essential components of effective strategic communications campaigns. We quickly develop an understanding of our clients' position in the marketplace and the media's perceptions of them. We develop and implement carefully timed plans to move our clients' messages. And we help clients build relationships with key constituencies. We enable them to communicate with opinion leaders in ways that advance their goals quickly and measurably.

### Crisis Communications

When a high profile crisis hits, the future operations of a business, the survival of venerable institutions, and the careers and reputations of leading individuals can all be on the line. Whether sparked by litigation, government investigations, financial issues, scandals involving senior executives, environmental hazards, regulatory or political scrutiny, or a range of other issues, an organization's communications strategy can play an important role in the outcome of the breaking crisis - enabling it to disseminate key messages and support its operations during the crisis and beyond.

Our approach to each situation melds our experience in legal and business issues, media relations, targeted and internal communications, politics and community relations, and our extensive track record as strategists for companies and organizations in myriad industries.

The firm's top professionals have worked with a wide range of clients in crisis situations, including public and private companies, national associations, prominent not-for-profit organizations, high-profile individuals, healthcare institutions, law firms and property owners, among many others.

With principals of our firm having previously held senior positions in government, we bring a unique perspective to crisis situations. This experience has become particularly valuable as business crises increasingly become political crises - with elected officials and government regulators not only responding to, but often driving the process.

When problems can be anticipated, we work with clients to develop crisis communications plans prospectively, preparing for contingencies and putting in place rapid response mechanisms and other strategies that create a framework for dealing with the media and other key audiences. The objective is to be ready when, or if, the crisis strikes.

During crisis situations, we can relieve pressure clients face by managing the communications process - from media relations to internal and external communications. This allows clients to focus on the important and complex business, legal or personal issues at stake. When we are introduced to a situation after a crisis has already caused damaging publicity, we help to contain the damage, restore a client's image and move forward.

At the onset of a crisis, we work with key leadership to identify and assemble a crisis communications team, working hand-in-hand with legal counsel to ensure that the communications strategy supports the legal strategy. We quickly collect critical information - both positive and negative - to understand the complex and critical issues at stake.

We seek to identify key internal and external audiences with whom communication is essential. In addition to the media, these audiences may include employees, shareholders, directors, government officials, customers, creditors, investors and other financial partners, local communities, employees, and other stakeholders. We determine who to contact, what to say and when.

We identify spokespeople and potential allies from outside the company. We then develop necessary materials and a communications matrix and timetable to ensure that we reach all audiences and have systems in place for communicating with them promptly and effectively as events unfold.

Even with a media maelstrom swirling around a negative issue, it may be possible for the business or organization to continue to market itself in a positive way. We assist our clients in moving forward on both tracks - focusing on the crisis at hand, without neglecting opportunities to move the business or organization forward by publicizing good news and projecting positive messages.

Our work in this area has included:

- Criminal and civil litigations, on behalf of plaintiffs and defendants, in which our work with the media helped to shape the environment in which the case was litigated.
- Corporate bankruptcies and restructurings.
- Major not-for-profit organizations threatened by scandal and blistering media coverage.
- Major labor disputes, including the health care industry and Major League Baseball.
- Incidents involving allegations of sexual abuse, in corporate settings and within arms of the church.
- Companies dealing with environmental issues, including one which spurred an international e-mail campaign urging a boycott of a chain of resorts.
- New York City's convention and visitors bureau on a crisis communications campaign that began a post September 11 turn-around.
- Legislative initiatives that helped save organizations and industries from ill-conceived governmental actions.
- Contentious public attacks that threatened the reputation of individuals in the judiciary and the legal profession and organizations in health care, hospitality, real estate, transportation and gaming

### **Public Affairs**

Senior executives of our firm have held important positions in government, giving our firm significant expertise in the public affairs arena. We have represented prominent public officials and political campaigns and have handled public relations for key figures in New York and Washington, DC. We have worked with corporate, civic and not-for-profit clients to develop public relations campaigns geared toward raising awareness of significant issues, obtaining project approvals, building coalitions and achieving important public policy goals in such fields as taxes, housing, real estate, institutional expansion, transportation, zoning, the environment and public safety.

Our knowledge and experience in dealing with government enable us to craft public relations campaigns that influence and inform the public debate, support the work of legal and government relations teams and yield tangible results for our clients.

### **Special Situations**

We help clients navigate complex communications challenges presented by high-stakes, high-profile special situations such as bankruptcies and restructurings, mergers and acquisitions, legal matters, financial transactions, corporate crises, government investigations and leadership changes, among others. Our professionals have decades of experience developing and executing comprehensive internal and external communications programs designed to ensure that critical messages are disseminated to the media and key audiences - including financial stakeholders, employees, customers/clients, government officials, business partners, union officials, and community members, among other constituencies – in a way that clearly articulates positions, shapes perceptions, assuages concerns, builds consensus and support, advances agendas and influences outcomes in a positive way. Our approach to each situation melds our experience in media relations, targeted communications, politics and community relations and law, with our extensive track record as strategists for companies and organizations in myriad industries.

### **Editorial Services**

Our firm includes outstanding writers whose work has been published in numerous daily newspapers and prominent national publications. Whether the goal is to be published or to communicate directly with target audiences, we consistently produce written materials that are clear, precise and compelling. Clients frequently ask us to write articles, commentary, speeches, white papers, annual reports, marketing materials, and other content for newsletters, dissemination to the media, distribution through direct mail or e-mail, or for their websites.

We take pride in being able to digest and understand the often complex substance behind our clients' businesses and organizations and develop written materials that capture that substance effectively – often relieving clients of the significant burden of producing articles and other materials for sophisticated audiences.

### **Internal Communications**

One of the hallmarks of an effective organization is clear and compelling communications with stakeholders. At key times – especially when an organization is in the public spotlight – it is essential to ensure that everyone who matters is kept informed and feels they are part of a team. We work with clients to develop tools – from Web and email newsletters to direct mail – that enable them to communicate successfully with a variety of audiences. Internal communications are essential during a crisis, but also are an important ongoing function even when the company is not in the spotlight.

We have worked with clients to develop effective internal communication programs that reach each internal audience – board members, employees, tenants, donors, and other stakeholders -- in a way that ensures consistency and support, and builds momentum. Keeping employees apprised of company news, earnings reports and other information can help to stimulate innovation, boost morale and increase

loyalty – in both strong and weak economic climates. We work with clients to develop strategies to engage, motivate, and inform employees and prospective employees.

### **Special Events**

Special events often are an integral part of a public relations campaign. We have conceived and implemented hundreds of press conferences, grand openings, product launches, ribbon cuttings, seminars, ground-breakings, award ceremonies, gala dinners, receptions and other events. Clients frequently rely on us not only to conceive events, but to implement them from start to finish, relieving them of a major responsibility. In addition to generating excitement and supporting marketing and sales, we create events the media want to cover and, in fact, we often generate major publicity for events in national and international media – creating a major impact for clients in terms of visibility and recognition.

### **Marketing Support**

Our public relations programs enhance and support a client's overall marketing effort in several ways. First, the insights and perspective we bring to the table in creating messages and themes for the media support, and often inform, the broader marketing program. Also, the publicity we generate delivers credibility that strengthens a marketing campaign. We have been extremely successful in using publicity to help market a wide variety of businesses, services, products, individuals and concepts. In addition, whether it's a brochure, a direct mail piece or a sales kit, we assist clients in developing content for creative collateral materials that attract attention, drive home messages and support business goals.

We also help clients market the publicity we generate – magnifying its impact by creatively extending its life and reach. We have developed a variety of creative tactics and strategies that multiply the original audience that sees or reads a publicity placement. We excel at marketing ideas – developing compelling ways of projecting complex issues and shaping public opinion or “selling” a point of view to key audiences.

### **Media Training**

We often work with clients to improve their ability to communicate effectively with the media -- whether on television, on the radio or in-person. We have worked with individuals ranging from nascent entrepreneurs to seasoned business leaders to top government officials. Through one-on-one sessions, we coach clients on essential interviewing techniques and presentation skills that prepare them to deliver messages with high impact that resonate with their key audiences.

### **Online and Social Media**

Reputations can be enhanced or undermined, confidence in brands can be elevated or eroded, by information posted by customers, employees, supporters, critics,

stakeholders or casual observers - with or without your knowledge - in the rapidly changing online media environment.

We utilize new and traditional communication and collaboration tools to develop an understanding of our clients' positions in the digital world -including blogs and online publications - and to craft messages that resonate with and influence key audiences. In recent years, new media engagement has shifted from a top-down approach to an open-dialogue model. Perceptions are controlled and transformed by influencers who appeal to niche audiences.

The growing adoption of social media tools in our culture's everyday activities often necessitates an ongoing conversation between an organization and its community that will maintain and nurture these relationships. We work with clients to navigate the dynamic social media space, helping companies engage relevant bloggers and influencers, as well as more traditional online media outlets. We work across platforms to manage perceptions proactively and effec

## Practice Areas

### Corporate and Financial

Whether for a Fortune 500 global corporation or an enterprising “small-cap” business, our public relations strategies seek to define, elevate and clearly communicate a company’s value to stakeholders. We have established an outstanding reputation for producing fresh ideas and powerful communications campaigns that help clients tell their stories, shape perceptions and advance their specific business objectives. Whether the mission is business development, magnifying interest among investors and analysts, increasing employee morale, fostering future growth or navigating special situations, we develop and implement communications programs that move clients forward in meaningful ways.

The firm’s senior executives have a sophisticated understanding of business and finance, and have orchestrated highly successful communications programs for scores of major public and private companies in a variety of industry sectors. While we regularly handle media relations in connection with earnings reports – when all eyes are focused on the company – our approach also seeks to maximize opportunities between the quarterly announcements. These periods are the time to position the company to make the most of positive financial news, and to mitigate potential fallout from less favorable reports. We excel in this role. In addition, our extensive work with law firms has given us a clear understanding of corporate governance issues, enabling us to advise clients on the PR implications and communications options in various scenarios.

### Non-Profits and Institutions

Our public relations programs yield high-impact results for national and regional non-profits that want to raise their profiles, enhance fundraising capabilities, increase awareness of significant issues, reach and influence opinion leaders, and in some cases, chart new courses during challenging times. We understand the nature of the work our clients do, ranging from healthcare policy and community or economic development, to cause marketing and cultural affairs.

We understand their goals, and the not-for-profit environment, and are able to take a highly informed and individualized approach in developing our strategic campaigns. With their missions, goals and challenges in mind, we work to obtain major media coverage, as well as conceive and implement special events such as ribbon cuttings, groundbreakings and fundraising dinners and other celebratory occasions, that generate maximum additional media exposure.

### Professional Services

We offer a sophisticated array of public relations services that produce meaningful results for financial, business consulting, accounting and other professional services firms whose businesses involve serving other businesses. Using an aggressive, proactive approach, we generate high-impact exposure in targeted media outlets,

designed to help the firms communicate their value to the marketplace, project their expertise, establish credibility, expand into new areas and differentiate themselves from competitors.

In addition to securing placements and interviews in news and feature stories in major print and broadcast and trade media, we work with our professional services clients to develop contributed articles, white papers and other written materials that position the firm's professionals as thought leaders and enhance their ability to market their expertise. This is an area where our understanding of complex subject matter makes a difference. We are able to work with our clients on nuanced topics and issues and find ways of shaping them into ideas that can be presented to the media in a compelling fashion – and in a format that will resonate with the desired audiences. strategy can play an important role in the outcome of the breaking crisis - enabling it to disseminate key messages and support its operations during the crisis and beyond.

### **Cultural Affairs and Entertainment**

We have represented museums, performers and arts and cultural organizations whose talents, presence and missions help to shape their communities and our society. Having a clear understanding of our clients' objectives – whether they relate to marketing, reputation management, attendance or fundraising – we develop and implement campaigns designed to raise our clients' visibility and stature and strengthen their relationships.

Particularly in areas with a high concentration of cultural institutions, public relations can differentiate individuals and institutions and make sure their messages reach key audiences. In addition to proactive media relations, we have significant experience working with cultural affairs clients to conceive and publicize special events ranging from exhibit openings to fundraising galas to major award ceremonies.

### **Health Care**

We have a thorough understanding of the forces influencing the nation's healthcare revolution, and have worked with a broad range of clients in the field – from hospitals to medical practices to healthcare policy organizations .

Whether the goal is to raise awareness of key issues, increase the stature of an institution, publicize a medical breakthrough, support a development drive or market a practice, we have successfully developed and implemented effective communications strategies that produce clear and tangible results. Because we understand this complex environment, we are able to advise our clients on the most effective ways of communicating with the media and key audiences to deliver messages that will resonate.

Our healthcare clients also benefit from our broad expertise in public policy, crisis management and finance – areas that frequently intertwine with the medical industry. We also understand that the medical profession has an ethical responsibility to approach all marketing and publicity in an appropriate and disciplined manner. We

screen all media opportunities, and prepare our clients for interviews, to ensure that publicity is achieved in accordance with the highest standards of ethical conduct.

### **Real Estate**

In an industry driven by the imperatives of the marketplace, defined by value and quality, and nurtured by positive media coverage, we have helped numerous real estate developments and companies attain and surpass their goals. Whether the objective is to raise a company's profile, build an air of anticipation or cachet in the market for a property, support sales and leasing, or establish public support for project proposals, public relations can play a key role.

In hot markets or in cool economies, we excel in obtaining high-profile defining publicity, not only in the real estate pages – where we have extremely solid relationships – but in national magazines and in the business, feature, and general news sections of the daily local media as well. We go beyond announcing new leases or sales milestones and find ways to break through with the kind of high profile publicity that can have a transforming effect on our clients' businesses.

We have implemented major successful campaigns for properties throughout the region, creating buzz in the marketplace and beyond. With a breadth of experience in both commercial and residential real estate, we have developed and implemented successful public relations programs for many of the country's top developers, brokers, agents, architects, engineers and property managers.

### **Law Firms**

Public relations can be a potent marketing tool for law firms – helping to build credibility in key practice areas and markets, increase visibility and stature among clients, support recruiting, and establish a strong presence in existing – as well as new -- markets. Publicity enables lawyers to present themselves to the media as sources of information and analysis – and helps firms project themselves as leaders in industry sectors and practice areas.

We also understand how law firms function and how to navigate their internal cultures and external marketing challenges. We pride ourselves on understanding the often complex subject matter that attorneys work with – and we bring our own insights, relationships and skillful writing ability to bear as we develop prolific public relations programs. Our clients include The New York State Bar Association, major national law firms, small firms and solo practitioners. We position our attorney clients as thought leaders or as advocates for the public, commenting on specific cases where appropriate, and sharing insights and commentary on a wide range of topics.

We recognize the special responsibility of the legal profession to observe stringent standards of ethics and professionalism in their media appearances. We screen all publicity opportunities closely and thoroughly prepare interview subjects in advance. Also, law firms are sometimes called upon to engage public relations counsel for their own clients in high-profile media cases. We understand the sensitive nature of these

arrangements, and have handled many such matters with outstanding results.

### **Travel and Hospitality**

We work with clients in the travel and hospitality industries to obtain consistent high-profile exposure that builds and strengthens product and brand awareness -- whether for a luxury property, attraction, cruise ship or destination. We build reputations, create highly strategic publicity campaigns and develop and implement compelling, customized programs. Our publicity reaches each sector of our clients' target audiences – from consumers and travel influencers to the financial community and potential strategic partners.

Our combined experience in the hotel, travel, real estate, political and business-to-business arenas, coupled with our experienced team's perseverance, tenacity and creative approach, serve our clients' goals most effectively.

### **Technology**

To build and protect brands, gain market share, attract investors and realize their potential, technology companies must distinguish themselves in the marketplace. Credibility gained through the media can cut through the clutter of hype, shape perceptions, and effectively reach key audiences including investors, the financial community, customers and strategic partners. We have developed and implemented innovative communications strategies for numerous technology clients, including technology oriented venture capital firms, network and security consultants, software and e-commerce companies, telecommunications firms, analysts and technology solution providers in financial services, media and human resources.

### **Consumer**

Whether for a company that is a long-established market leader or a new upstart, our results-oriented publicity campaigns inject an element of excitement and sizzle as they add a new dimension to the overall marketing effort.

We propel brands to new heights of visibility by conceiving and executing exciting, transformational product publicity campaigns that raise a brand far above the crowded field of competitors – swiftly and cost-effectively. These campaigns often result in significant coverage – quickly, frequently and sustained over time – in major media nationally and in local markets around the country, on network television and local stations and in print media ranging from national news magazines to daily newspapers to local community publications.

Our efforts are strategically focused and designed to support the overall efforts of marketing and sales teams. Also, our experience in corporate and financial communications, as well as crisis and issue management, enable us to bring an additional dimension to the services we provide to consumer products companies facing special challenges.

**Education**

Working with not-for-profit educational organizations, public school systems and higher education institutions, we create campaigns that assist our clients in communicating effectively with the community at large, government officials and policy makers, students and parents, faculty and employees and grant-making organizations.

Our services include developing and implementing overall communications strategies, designing and executing publicity campaigns, counseling senior leadership in communications strategy and acting as media spokespeople.

For higher education clients, we have developed communications programs that bolster development, student recruitment and faculty retention programs.

For non-profit educational organizations, we have devised public relations campaigns to support legislative and public policy initiatives.

Working with officials at public school systems, we have worked to assure that clear and accurate messages are delivered in sometimes extremely contentious situations.

## Principals

### **LISA LINDEN, CEO**

Lisa Linden, CEO of Linden Alschuler & Kaplan, Inc., is one of the top public relations professionals in the field, having helped scores of clients to define themselves, communicate effectively, build their brands and identities, and develop strategies that yield high-profile, high-impact publicity. With 30 years of experience in the private and public sectors, she has advised high profile political figures, having held key consulting and staff positions on Presidential, Congressional and statewide campaigns. She and her firm have developed and implemented results-oriented public relations programs for a diverse group of clients, including celebrities, political figures, business leaders, prominent public and private companies and non-profits.

Prior to co-founding her firm, she was a Senior Vice President at Howard J. Rubenstein Associates, Inc. Prior to that, she was Deputy Chief of Staff and Press Secretary to State Senator Roy Goodman. Ms. Linden also served as Press Secretary to the U.S. Senate Small Business Committee in Washington, DC, chaired by then-U.S. Senator Lowell Weicker, Jr., where she publicized the activities of the committee, its 19 Senators and its Chairman. She is a member of the Board of Directors and Executive Committee of NYC & Company, the City's convention & visitors' bureau. As Co-Chair of the Crisis Communications Committee, she played a key role in the post September 11th media events that have helped tell the story of the City's tourism industry comeback. She is a Member of the Boards of Directors of the New York League of Conservation Voters, The NYLCV Education Fund, and the Broadway Association.

### **STEVEN ALSCHULER, President**

A leading communications strategist, Steven Alschuler consistently conceives innovative public relations programs that enhance clients' business plans and advance them toward their overall objectives. He has devised and implemented highly effective campaigns for scores of clients in the fields of law, public affairs, crisis management, professional services, education, health care, issue management and a variety of others.

For over two decades, his forward-thinking, results-oriented approach has enabled hundreds of companies - from little known start-ups to global corporations - to reach and influence key audiences, improve their market positions and shape their images through targeted, high-impact media exposure. Mr. Alschuler writes and speaks frequently on issues related to public relations and communications. He is included in the "2000 Outstanding Writers of the 20th Century" by the International Biographical Centre, has co-authored a book on national health issues, and has written numerous articles on behalf of clients which have appeared in prominent newspapers and publications.

Prior to co-founding this firm, Mr. Alschuler was a Senior Vice President at Howard J. Rubenstein Associates, Inc. Prior to that, he served as Press Secretary to New York State Senator Roy Goodman, the State Senate Committee on Investigations, Taxation, and Government Operations, the Legislative Commission on Public-Private Cooperation and the Special Committee on the Culture Industry. Mr. Alschuler is listed in Who's Who in America , Who's Who in the World and Who's Who in Finance and Industry.

**LLOYD A. KAPLAN, Chairman**

A top strategist, writer and problem solver, Lloyd Kaplan has met the public affairs, publicity and crisis management needs of a wide range of highly visible institutional, corporate and non-profit clients. He played a major role as chief of staff to First Deputy Mayor John Zuccotti at City Hall in the crucial campaign to restore the city's credibility in the aftermath of the fiscal crisis—and again, in the private sector, to bolster downtown after 9/11.

He has guided the course of publicity for key residential and commercial developments throughout the region and planned defining events and awards ceremonies for some of the leading artists of our times. He has worked with outstanding business, government and civic leaders, major architects, designers and writers and written for mayors, governors and national leaders over the course of a career spanning more than three decades.

Formerly Executive Vice President at Rubenstein Associates, he was Deputy Housing Commissioner for New York State, Chief of Staff at City Hall for First Deputy Mayor John Zuccotti, Special Assistant to New York Mayor Abraham Beame and Director of Public Affairs for the New York City Planning Commission. He has served on the Mayor's Panel to Improve Police Management and the Citizen's AIDS Commission and has taught at several universities. A graduate of New York University, he has a Master's degree from Yale University.

**COLLEEN A. ROCHE, Principal Managing Director**

Throughout her career, Colleen Roche has built a reputation as an insightful communicator, skilled writer and editor, crisis communications expert, and able manager. She has excelled as a media strategist, and has developed expertise in press relations, event planning and crisis management. As leader of Linden Alschuler & Kaplan's not-for-profit / government affairs group, she has placed significant stories for her clients in the Wall Street Journal, New York Times, Washington Post, USA Today, Los Angeles Times, Associated Press, International Herald Tribune, Atlanta Journal Constitution and New York Magazine, among other publications. Her clients have also appeared on local and national television and radio including 60 Minutes, The Today Show, CBS Evening News with Katie Couric, CNN, FOX National News, Good Day New York, NY1, and NPR's All Things Considered.

Ms. Roche came to the firm in April 1999 having served for four years as Press Secretary to Mayor Rudolph W. Giuliani, where she ran one of the busiest press operations in the nation. Always professional and composed, Colleen juggled the demands of City Hall while overseeing the press offices for dozens of other city agencies. Prior to her City Hall experience, Ms. Roche served in the Cuomo Administration as Communications Director for the New York State Division of Criminal Justice Services honing her skills as press secretary, writing speeches and op-eds, and creating and designing annual reports, newsletters, and other publications. While Deputy Director of Public Information for Robert M. Morgenthau, New York County District Attorney, she handled press on some of the most sensational crimes and complex investigations in recent New York City history.

**HANNAH K. ARNOLD, Principal Senior Executive Vice President**

A communications strategist, publicist and writer, Hannah Arnold spearheads creative and effective communications campaigns on behalf of a range of clients seeking to raise their profiles, navigate special situations, manage crises and advance their goals. Ms. Arnold's clients have included Fortune 500 corporations, major national law and professional services firms, consumer products companies, organizations undergoing restructurings as well as prominent associations. She combines an extensive knowledge of the media, a substantive understanding of her clients' needs and an energetic approach to produce meaningful results.

An experienced writer, Ms. Arnold has worked with clients to create nearly every form of written communication, including op-ed pieces, contributed articles on a variety of business, financial and legal topics, white papers, speeches and press materials. She has also developed strategic internal communications programs, enabling organizations to convey information in a way that helps to shape perceptions of key constituencies, from employees and customers to investors and business partners. Ms. Arnold has written on the importance of communications in the bankruptcy process for publications including the Bankruptcy Strategist. She also authored the historical introductions to The Twinkies Cookbook and The Wonder Bread Cookbook, books she conceived and that were published by Ten Speed Press. Previously, Ms. Arnold served as press secretary to New York State Senator Roy M. Goodman, the Senate Committee on Investigations, Taxation and Government Operations, and the Senate Special Committee on Arts and Cultural Affairs.

**SUZANNE DAWSON, Principal General Manager**

Suzanne Dawson has a rich background in corporate communications, having worked with many prominent companies across a full spectrum of industries including financial services, professional services, transportation and logistics, utilities and energy, industrial, commercial real estate and healthcare. She is a strategic communications advisor, specializing in CEO positioning, corporate brand building,

corporate governance, mergers and acquisitions and crisis situations for US and multinational companies. With a wealth of experience and relationships in the business and financial media, Suzanne spearheads PR campaigns for clients that help them build and maintain competitive advantage and market share. In recent years, Suzanne has counseled clients in a number of high profile transactions and corporate events. Her clients are frequently featured in top-tier national and international media, and leading trade publications.

Prior to joining Linden Alschuler & Kaplan, Suzanne was Director of Media Relations at Gavin Anderson & Company, where she specialized in generating high-profile media coverage for major international corporations and CEOs, positioning them in top-tier press on a daily basis. Previously, Suzanne was Director of Corporate Communications for an international oil investment company which partnered in a joint venture in the former Soviet Union. She served as key media contact and spokesperson, directing all contact with government officials, shareholders, analysts, and the financial and business press. She also previously worked for Warner Cosmetics (division of Cosmair, Inc.) as Assistant Manager for Public Relations, launching special events and managing media relations. Prior to public relations, Suzanne was a ship broker engaged in the worldwide oil trade.