



It's Time to Reorient Your Digital Thinking

September 7, 2017



If there is one organization who **MUST** project a best-in-class mobile experience in Washington, D.C., it's CTIA. Your audience expects it. Your members require it.

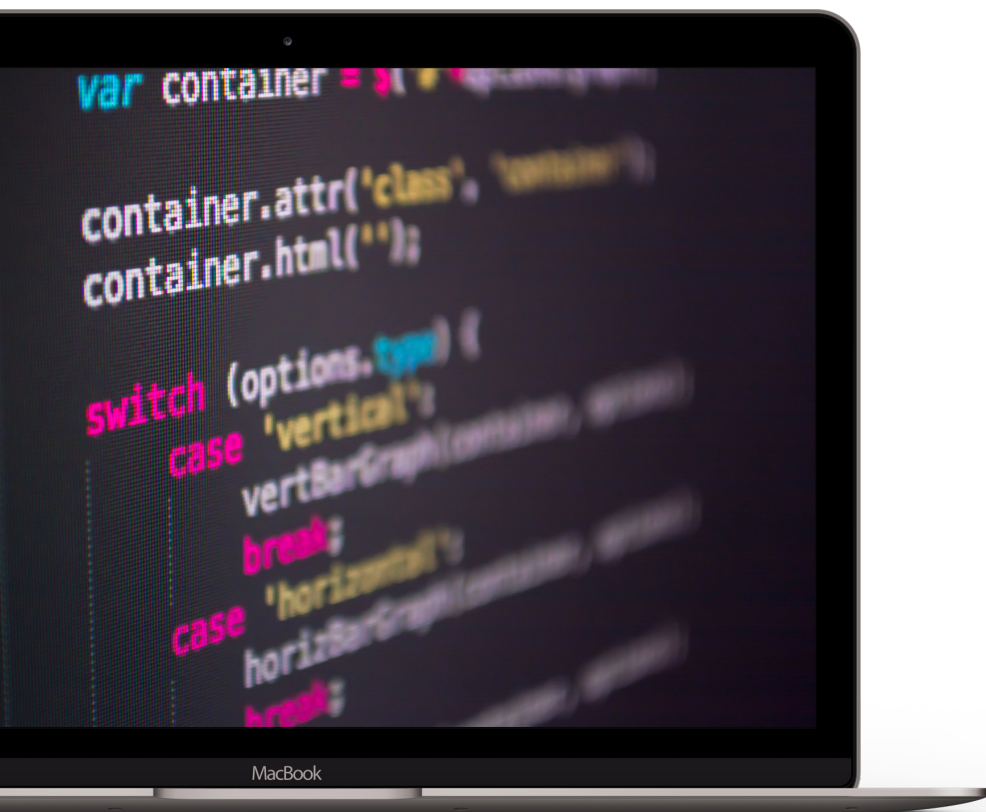
Your digital strategy can cement your leadership role in mobile communications by showcasing an innovative, engaging, thought-provoking and memorable experience that engages and provokes influencers, regulators, and the media while they're commuting, walking the halls of the Capitol or scanning the web during a Congressional hearing.

We're eager to help you raise CTIA's profile with a modern and forward-leaning digital approach that stresses a mobile forward strategy to engage and excite audiences about the future of wireless technology, including 5G.

A mobile forward strategy is essential.

Mobile forward is an evolution of "mobile first." It looks at the impact of mobile on the entire digital ecosystem and ensures your online infrastructure will adapt to tomorrow's mobile technology as easily as today's. What will mobile experiences look like one, two or even three years from now? Designing for the future will keep you ahead of the curve and on the cusp of emerging technology.

With Subject Matter as your partner, our team of strategists, designers and content specialists will work with you to anticipate the needs of key audience groups and to design a digital presence that responds appropriately. It's our comprehensive 360-degree look at the challenge – from platform to design to content to delivery – that will ensure success.



Platform First

A CMS That Has Mobile in Mind

The experience we envision begins with a CMS platform designed to support a robust mobile experience — a Headless WordPress. Because CTIA communications must accommodate the reality of a sluggish legislative process and the rapid advancement of emerging technology, your digital platform needs to be capable of supporting multiple content types and nimble enough to quickly introduce new content based on a changing legislative environment.

A Headless WordPress site is the most technologically advanced option for a message-driven website. Whether integrating infographics, data visualizations, interactive tools or narratives today or implementing Amazon Alexa and Apple Watch integrations in the future, the Headless WordPress solution will give us the platform we need to build your best-in-class mobile website.

A headless WordPress implementation will provide all the open-source and content management benefits of WordPress with additional design flexibility to help future-proof your website. For design, scale and performance, offline usage and route-based bundle splitting can be implemented to create a best-in-class mobile experience. Additionally, this CMS implementation decouples your content management functions from front-end designs allowing you increased flexibility to redesign or integrate new features without re-architecting your entire site.

Creating a **"Share"** **Worthy Experience**

To be memorable, association websites must stand out in a crowd. They have to convey messages, provide detail and, most importantly, capture attention. The best compliment to your website investment will be how often the content is shared. To ensure that level of excitement, we've conceptualized several "share" worthy experiences.

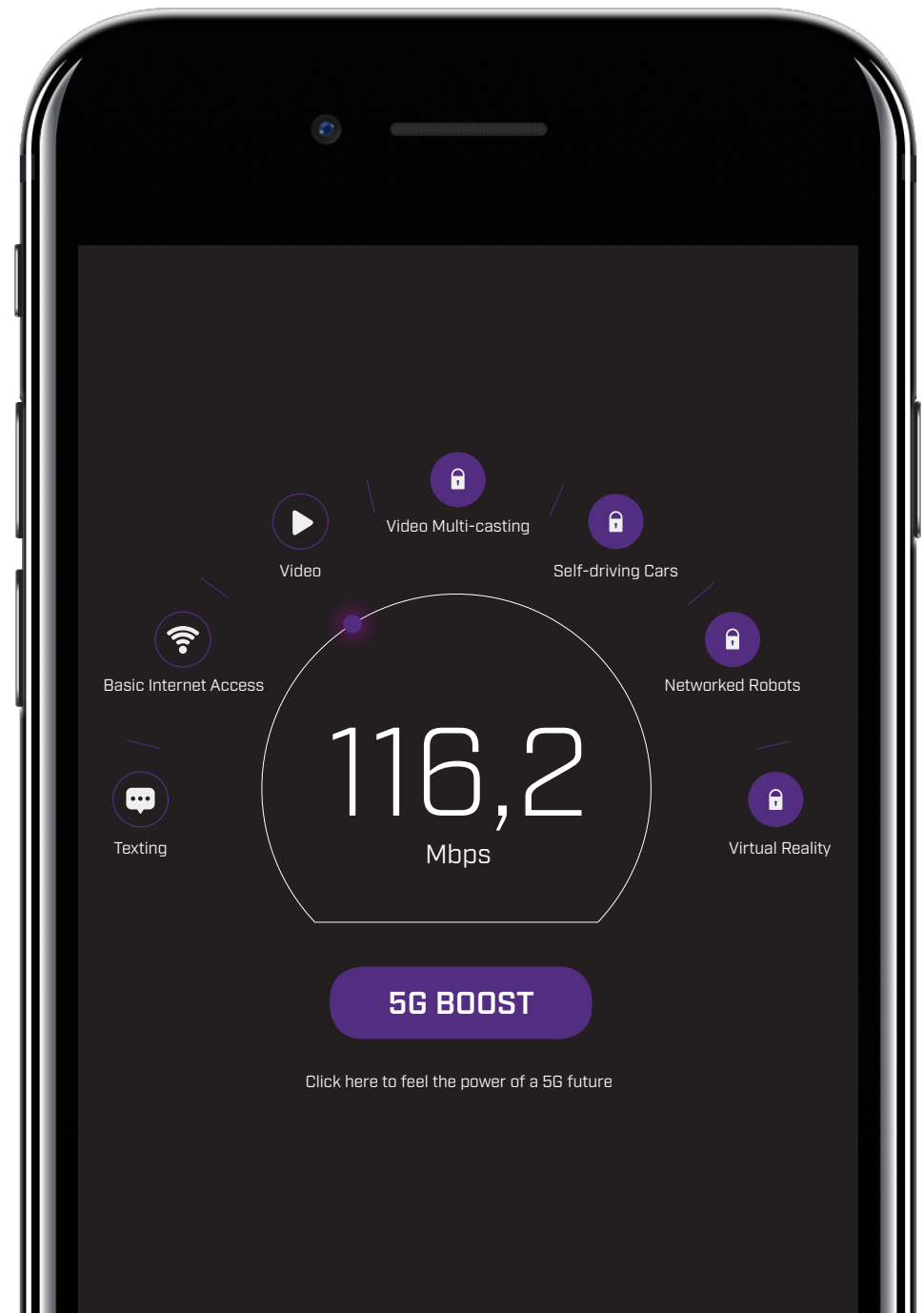


The 5G Speed Test

It's hard to get buy-in for a technology solution that an audience can't yet fully appreciate. This is a challenge inherent in advocating 5G.

The 5G Speed Test interactive is a mobile-only web application that helps overcome that conundrum by demonstrating the benefits of 5G by taking connection speed testing to the future. Through the use of dynamic and engaging graphics, this tool will compare the user's current connection speed to what would be possible with 5G.

For example, a user would run a [Google Fiber style](#) speed test, with the interface lighting up with key things you can do on your phone with your current speed, like stream video or use GPS technology. Activities only possible with 5G, like self-driving cars and remote surgery would be visible but remain locked. From there, the user is prompted to unlock the future with 5G. Once unlocked, the speed-test goes full throttle and delivers all kinds of engaging content illustrating a future only made possible through 5G. The Speed-Test & Comparison is an experiential and informational interactive vehicle.





SEATTLE SPACE NEEDLE
INTERACTIVE TIMELINE

Journey to 5G

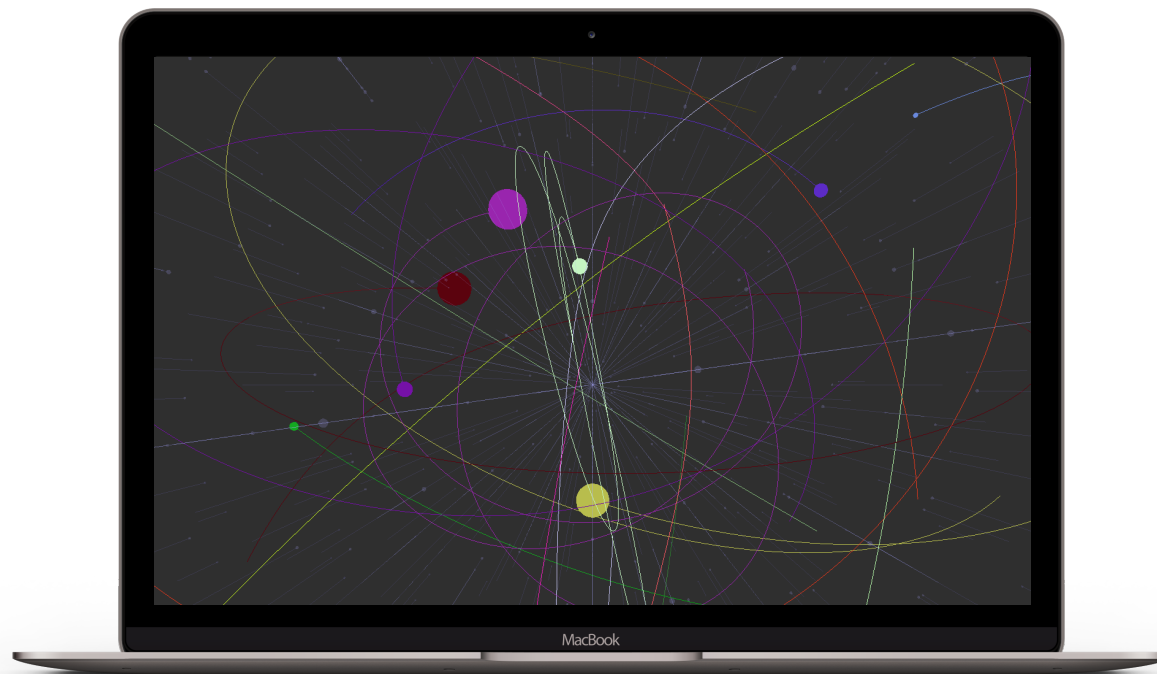
Audiences accustomed to incremental advancements in cell phones and other digital technology will have little appreciation for the giant leap forward 5G represents. Journey to 5G addresses this challenge by demonstrating the size of the leap and putting it in context.

And in a mobile digital environment your users have the opportunity to do more than simply tell the story, they can experience it.

On mobile, this idea will come to life in a way that captures the best of the platform. Experimental accelerometer technology will allow device orientation and motion, in addition to scroll, as methods for timeline exploration from 1G to 5G. Imagine: a user can move their device to the left or right and reveal new pieces of the story. On desktop, we see this as a scroll-based immersive multimedia experience that connects content, video and visual storytelling to take users on this wireless journey. Similar animation concepts are the [Seattle Space Needle](#) and [Gleec Chat websites](#).

Visualizing the Spectrum

For most of us the “spectrum” is a hard thing to see, let alone understand how the government manages it. But seeing is believing. This visualization tool places users inside a 3D space with waves of light flowing around them in different directions and in different colors. Each wave will represent a spectrum wavelength that users can interact with to learn more and dive deeper into content. Some examples of this type of animation are [here](#), [here](#) and [here](#). This experience would work on both desktop and mobile browsers.



Let's Get Started ...

We're excited by the opportunity to work with you to bring our Mobile Forward strategy to CTIA. We look forward to helping you bring your content into the future through intuitive and elegant experiences.



Two Things You Should Know About Us

- 1 We know a lot about your audience, your work and your mission.
- 2 We won't be satisfied by building you a great website—we'll be satisfied when we've designed a total digital strategy to meet your goals.



We Speak D.C.

Subject Matter brings a powerful asset to our communications planning—real-time intelligence provided by our government relations experts who know your issues. It's an added layer of awareness that can ensure your digital content has impact with policy influencers. Many of our key personnel identified on this project have decades of experience in the cellular telecommunications industry—from working on the Hill with key policymakers for organizations like CTIA, Verizon and Facebook to a former telecom beat reporter for Bloomberg and Forbes. Our team members have also worked with Samsung, T-Mobile, Hewlett Packard and Siemens on major communication and creative initiatives.

We Know D.C.

We specialize in communication with policy influencers. We research their behavior so that we are constantly in synch with their media consumption habits and content preferences. We know most of your audience gets their daily information online, that their mobile device is a more important information source than television, radio, printed newspapers or newsletters. We bring that insight into our strategic development process using it to inform our content development recommendations and approach to user experience.





Total Digital Strategy

A strong website design will look compelling, but a comprehensive digital strategy will ultimately bring you success. As the central hub for all of your communication efforts, your website needs to be conceived, designed and developed to support a complex content ecosystem and distribution strategy that maximize it's ability to deliver your message.

With a focus on **audience awareness, message discipline, content development, social media engagement and device habits**, a total digital strategy that guides our website development will ensure you reach your larger communication goals.

Our Website Design and Development Process

Building from your digital strategy, we design and develop comprehensive websites and create digital content that sparks engagement. Our clients include multi-national corporations, nonprofit organizations and D.C.-based trade associations. While the strategies we develop are unique to each challenge, every website we build follows a deliberate process that ensures strategy alignment every step of the way.



Our Website Design and Development Process (continued)

Strategy and Planning Phase (4 Weeks):

Through research, meetings with your team, audience analysis and our deep understanding of your issues and the DC landscape, this step in the process will produce a creative brief that will inform all critical decisions about the website moving forward.

Information Architecture (3 Weeks):

A content audit and card sorting exercise guide a refreshed approach to content organization on your new site, resulting in the delivery of user personas and a new sitemap that will inform how we structure the website we design and build to meet the needs of our audiences.

User Experience (4 Weeks):

During this phase, directions for the page structure are delivered as wireframes and we provide you with user journeys that demonstrate how audience personas will engage and experience the site. In addition, technical requirements are defined to provide more details that will help guide how we build the site.

Design: (4-5 Weeks):

We begin this phase by creating color composition to establish the overall design system for your site, including tone, typography and color palettes. We also provide annotated designs, which serve as a style guide for the creation of our style sheets. This allows us to create designs systems that more accurately reflect the use of content, fonts and imagery to support the overall strategy.

Content Strategy (4-6 Weeks):

Wireframes and designs are reviewed to establish a plan for incorporating new and existing content into the new site structure. Our content team begins work with you to create, edit and migrate content so that it fits seamlessly into the new site.

Development (8-10 Weeks):

Upon approval of all wireframes and designs, the site will come to life in this phase through execution of design and functionality. Hosting will be set up, the CMS built out and frontend and backend template development executed. Third party integrations, custom animations and search will be set up while content entry rounds out the website.

Quality Assurance (2 Weeks):

Rigorous quality control ensures the best quality product is ready for release. We strongly believe in a collaborative process, and your team will also have the opportunity to review and test the site.

Deployment (1 Day):

Following the final round of client approval, the site will be deployed and the domain repointed.

All timelines described above include scheduled approvals from CTIA. A more detailed project plan describing specific tasks and review schedules will be delivered upon the agreement of a scope of work.

Initial Technical Considerations

Search:

We recognize your need a thorough search functionality and are confident we can implement a number of solutions that will improve search functionality. Without the benefit of a deep dive to understand your organizational and user search needs, our initial instinct is that leveraging the Headless WordPress CMS will have the added advantage improving the integrations of third-party search tools. Platforms like [Algoia](#) and [Coveo](#) allow you to deliver deep, multifaceted and geosearch results while we can crawl content inside of PDF documents and other files by implementing a more customized search system with [Solr](#) or [Elastic](#).

Security:

We will employ a multi-tier security program to protect the new website against malicious attacks:

1. We follow industry best practices and development standards, including those put out by OWASP, with code review taking place

throughout the development process to ensure adherence.

2. We use GIT version control and regular back-ups for disaster recovery. As a second step, we'll implement a pre-launch comprehensive codebase review – where a senior developer at Subject Matter will assess the codebase line-by-line to identify and address any vulnerabilities.
3. Third, we will distribute CTIA's website content using a Content Delivery Network (CDN) and implement a Web Application Firewall (WAF) to block malicious bot traffic to the site.

These steps will maintain fast load times while reducing the threat from nefarious traffic that may crawl your website in search of vulnerabilities. As a final security step, we'll work with you to partner with the right hosting partner who will ensure the servers hosting your site are as secure as possible.

Hosting:

Operating under the assumption that we will implement a headless WordPress CMS, our recommended approach is to pursue a managed hosting solution through WP Engine, which provides the highest quality service and technology. We believe this solution will provide a reliably secure hosting environment. We'll work closely with you and WP Engine to establish and facilitate a direct relationship between CTIA and WP Engine, allowing you to have direct access to your hosting partner to resolve any issues that may arise.

Content That Unlocks Your Stories For Your Audience

Capitol Hill policy makers, the cellular community, federal agencies, cellular technology partners, technology enthusiasts and more. These are your audiences. To properly design content, we begin with a comprehensive online strategy including an editorial schedule.

We bring a team of experts across our creative, video, content and interactive departments to conceive, create, develop and distribute stories that break through the noise and resonate with your targeted audiences. Whether we're creating something as simple as a data visualization or an interactive digital experience, our team can bring your messages and stories to life.



Content Capabilities

As with all of your communication efforts, your content strategy must work seamlessly with your website experience. Whether we're working with you to develop new content or simply ensuring our approach matches your current editorial process, our creative, content and video teams have the experience and knowledge to ensure we develop engaging content that aligns with your goals.

Video:

Our experienced team of video producers is ready to capture the unique stories, including the potential for technology on a 5G network, no matter the location. Whether we're on-location filming drones mapping farm fields in Colorado or capturing Meredith Attwell Baker direct to camera in our fully equipped broadcast studio in the heart of downtown Washington, D.C., we're prepared to produce anything from long-form videos to 30-second advertisements. We

can deploy anywhere in the country - or the world - to create fresh video content that will share the story of the potential of 5G enabled technology or tell other vital stories for CTIA.

Infographics, ads, pamphlets and posters:

This is content that can be used online or offline and distributed across a variety of channels to supplement the narrative we produce and drive additional engagement with our online storytelling. As we move forward with the process of building a rich interactive creative experience, we'll be armed with creative assets that can be easily repurposed to meet additional content needs for other channels. This type of content can serve as the workhorse of the narrative by complementing higher production value content like video with a steady drumbeat of attention-grabbing creative that can be quickly tailored to resonate on any communication channel, including social media.

Social media:

Effective use of social media can play an important support role to the immersive digital stories we build for your website. Our social media experts can take play a leading or supporting role in ensuring that a detailed social media strategy is developed and the tailored content to execute it is created so that we increase audience engagement with the digital experience we create for CTIA.org.

Content Migration:

Our team of writers, editors and developers is fully prepared to work closely with you to implement a seamless content migration process that maximizes resource efficiency while ensuring that every piece of content uploaded to the new site is tailored to support the enhanced design and optimized mobile experience.

Website

Strategy:	\$50,000
Website Design and Development:	\$325,000
Custom Search:	\$50,000-\$75,000
Optimized Security:	\$35,000 - \$50,000

Creative Digital Content

The budget described above includes the core elements necessary to stand up a best in class mobile-forward website using a Headless WordPress CMS. In order to provide an accurate estimate of the budget required to implement the digital storytelling ideas described in this proposal, we will work closely with you to define more specificity around the scope of those ideas. However, given the overall budget described in the RFP and our billing rates, we’re confident that these pieces can be effectively implemented within your budget limitations.

Cost Information and Cost Details

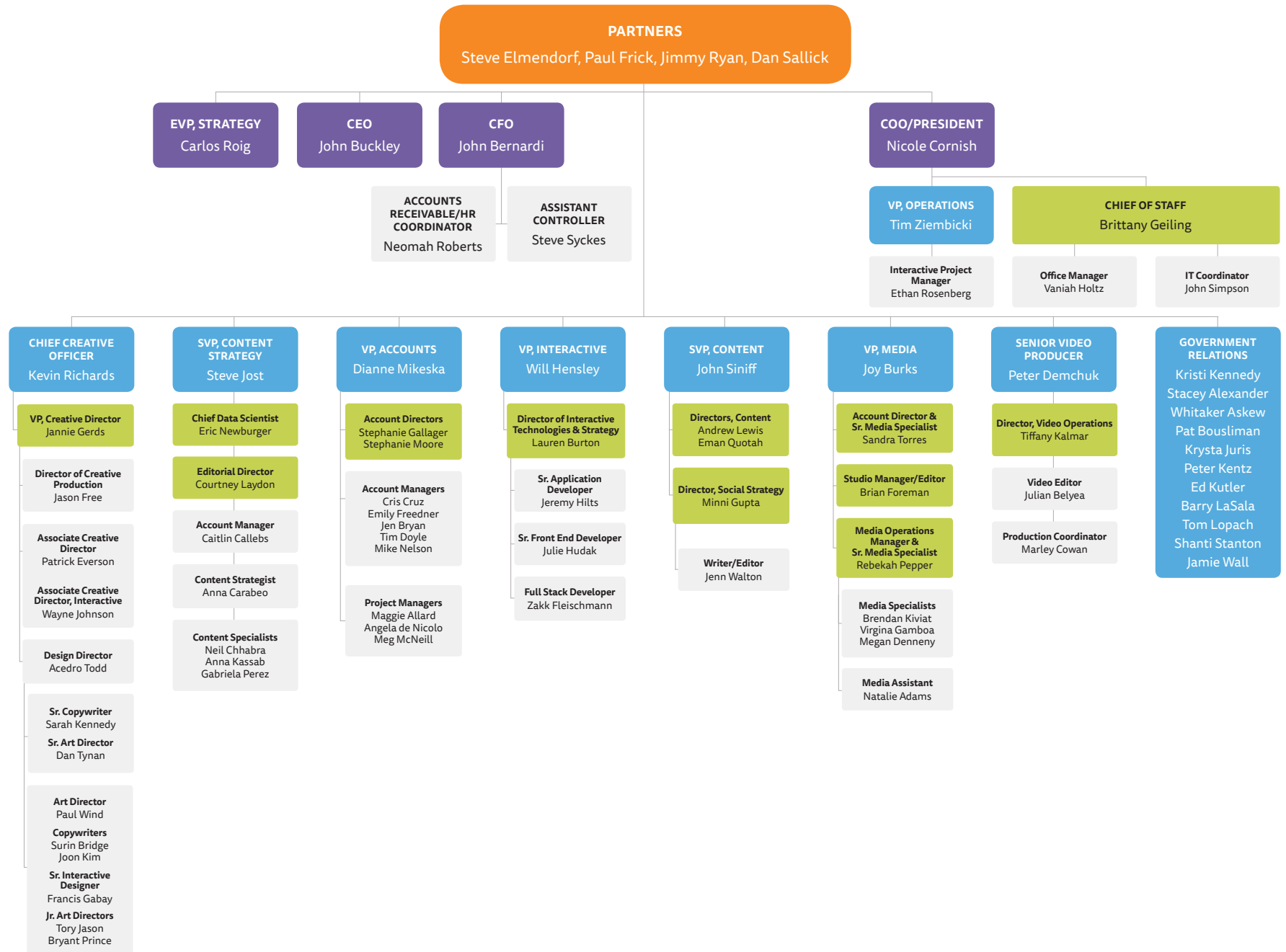
LABOR CATEGORY	RATE
EXECUTIVE	
Partner	\$300.00
Executive Vice President	\$275.00
Senior Vice President	\$250.00
Vice President	\$225.00
ACCOUNT MANAGEMENT	
Senior Account Director	\$225.00
Account Director	\$200.00
Client Manager	\$165.00
Senior Project Manager	\$145.00
Project Manager	\$125.00
Account Coordinator	\$100.00
MEDIA & DIGITAL ENGAGEMENT	
Senior Media Specialist	\$150.00
Digital Media Manager	\$150.00
Media Specialist	\$125.00
Studio Operator	\$125.00
Media Assistant	\$100.00
VIDEO AND EDITORIAL CONTENT	
Content Director	\$200.00
Senior Producer	\$200.00
Graphics Editor	\$200.00
Digital Editor	\$175.00
Senior Writer	\$175.00
Senior Editor	\$175.00
Writer	\$150.00

Editor	\$150.00
Digital Media Specialist	\$150.00
Producer	\$150.00
Content Specialist	\$125.00

CREATIVE DEVELOPMENT	
Creative Director	\$225.00
Associate Creative Director	\$200.00
Senior Art Director	\$200.00
Senior Copywriter	\$175.00
Art Director	\$175.00
Senior Designer	\$150.00
Copywriter	\$135.00
Designer	\$125.00
Jr. Copywriter	\$125.00
Illustrator	\$125.00

INTERACTIVE DEVELOPMENT	
Technical Director	\$225.00
Interactive Strategist	\$200.00
Senior Interactive Art Director	\$200.00
Senior Developer	\$185.00
Interactive Art Director	\$175.00
Developer	\$175.00
Senior Interactive Designer	\$150.00
User Experience Specialist	\$150.00
Technical Writer	\$150.00
Interactive Designer	\$125.00
Quality Assurance Specialist	\$125.00

ORGANIZATIONAL CHART



Project Team

MANAGEMENT

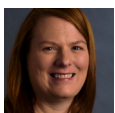


PAUL FRICK

Partner and Co-founder

Paul is a Subject Matter founder and partner. He has more than 30 years' experience designing and executing communications strategy in both the public and private sectors. At Subject Matter, he directs work for a wide range of association, corporate, government and non-profit clients, and helped lead legacy firm Home Front Communications' expansion into content and digital development and engagement.

Paul will serve as a senior strategic advisor on the project focusing on ensuring that every decision we make throughout the project helps your digital content resonate with policymakers and stakeholders in Washington.

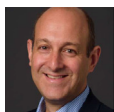


KRISTI KENNEDY

Government Relations

For nearly 20 years, Kristi has tackled complex policy issues – as a Hill staffer, government relations professional and attorney. An experienced communicator with an extensive network on Capitol Hill, she represents corporations, trade associations and interest groups on a wide array of legislative matters; with particular experience in the communications sector.

Kristi, together with Barry, will serve as a sounding board for our content and creative teams, providing feedback from her policymaking point of view to help our teams strike the right message and tone in everything we produce for CTIA.



DAN SALLICK

Partner and Co-founder

Dan is a Subject Matter founder and partner. In 1999, Dan and Paul founded Subject Matter legacy firm Home Front Communications, which grew into a fully integrated communications and advertising firm. At Subject Matter, he leads all strategic and creative executions to inform audiences and influence policy.

Dan will serve as a senior strategic advisor on the project. While he'll have a hand in decisions across the project, Dan's focus will be on elevating the design and creative direction of the website and other digital storytelling content for CTIA.



BARRY LASALA

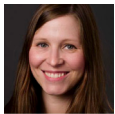
Government Relations

Barry brings decades of DC-based advocacy, political and legal experience to the team, with a focus in telecommunications, technology and broadband policy issues. Prior to joining Subject Matter, Barry served as Director of Federal Government Affairs at Microsoft Corporation, where he managed the company's strategic, legislative and political relationships.

Barry will be the second-half of the Government Relations team that will serve as a sounding board for our teams. Together with Kristi, he'll help us strike the right tone and message for CTIA to ensure that everything we communicate online helps advance your policymaking priorities.

Project Team (continued)

ACCOUNT SERVICES



DIANNE MIKESKA

VP, Accounts

Dianne leads the account and project management team, ensuring that both strategy and execution meet and exceed clients' goals. As VP of Accounts, she serves as the senior account lead on many of our largest interactive clients, including the Association of American Railroads, McDonald's and Virginia Economic Development Partnership.

In her role as the head of the Accounts Team, Dianne will provide guidance and support to your day-to-day contacts, playing an important part behind the scenes in making sure the project runs efficiently.



TIM DOYLE*

Account Director

Tim brings two decades of experience in journalism and strategic communications to his role as a Subject Matter account director. Throughout his career, Tim has worked closely with trade associations and global companies. As a former reporter for Bloomberg News, Forbes and SNL Kagan, Tim covered the technology, telecommunications and media industries before joining the Consumer Electronics Association where he led day-to-day policy communications.

*Tim will serve as your senior day-to-day contact and will be closely involved in virtually every aspect of the project. Part strategist, part conductor, Tim's role is to ensure our work exceeds your expectations while running on-time and on-budget.



EMILY FREEDNER

Account Manager

Emily leads projects from inception to execution, including managing the people, resources and scope to ensure each deliverable meets a client's goals. Emily works closely with the most senior members of our team and helps manage major interactive projects, including our work with Airlines for America.

Emily is your second day-to-day contact on the team and is responsible for coordinating our internal teams to meet the demands of the project. She'll play a critical role in providing clear communication between our team and yours.

Project Team (continued)

INTERACTIVE

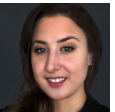


WILL HENSLEY

VP, Strategy

Will has deep experience directing digital advocacy and communications projects for corporate, non-profit and trade association clients at Subject Matter. Previously, he held roles with Blue State Digital and Bayer Corporation, where he led political and government affairs outreach through integrated communications initiatives in the technology, health care and agriculture industries.

Will serves as a senior strategic advisor on digital projects helping to offer strategic insights that bring creative, content and technical ideas together to offer you customized, effective digital communications solutions.

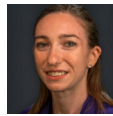


JULIE HUDAK

Senior Front End Developer

Julie develops websites and interactive tools for many of our largest clients as a member of our Digital Team. She has led the front end development for Airlines.org, FreightRailWorks.org, GlobalHealthNow.org and NHSPI.org, in addition to her work on the Allstate Small Business Barometer online tool. Before joining Subject Matter, Julie worked as a Front End developer at an interactive engineering company honing her skills.

The Front End Developer takes the approved designs and programs the front facing pages of the site including all functionality (animations and interactions).



LAUREN BURTON

Technical Director

Lauren works closely with our web development team to create customized websites and digital tools. Before joining Subject Matter, Lauren was director of Interactive Strategies at Case Foundation, where she led technical strategy, data aggregation and visualization, and oversaw the redesign of the company and affiliate websites.

As Director of Technology, Lauren will oversee the technical strategy, architecture and build for the project to ensure the highest quality product delivery.



TIM ZIEMICKI

VP, Operations

Tim manages and schedules client projects across all departments to ensure their prompt and successful delivery. He handles the day-to-day management of company-wide systems and internal operations. His experience includes delivering solutions, and developing and guiding multi-channel campaigns for clients such as Nextel, Discovery Education and the U.S. State Department.

As VP of Operations, Tim will manage the overall timeline and scope of the project to ensure on-time and on-budget delivery.



ETHAN ROSENBERG

Interactive Project Manager

Ethan builds and implements creative interactive solutions for our clients. Previously, Ethan worked as a multimedia editor at U.S. News & World Report where he handled day-to-day data visualization for the news section and led design efforts on various 2016 Election interactive projects.

As Interactive Project Manager, Ethan will ensure the day-to-day operations of the project are running on time. This includes management of the scope, schedule, budget and deliverables.

Project Team (continued)

CREATIVE



KEVIN RICHARDS
Chief Creative Officer

Kevin leads the total creative function of the agency. His job is to inspire cross-disciplinary ideas that are on-strategy and well crafted — everything from traditional advertising and design to guerrilla tactics and digital experiences. His true talent lies in building campaigns on a simple and memorable idea. Kevin's work engages audiences, generating results for clients and hardware for the agency. Before joining Subject Matter, he worked at various consumer ad agencies while leading teams on branding and digital campaigns for Sprint, Identity Guard and Virginia Lottery.

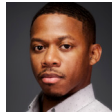
Kevin will partner with account service and interactive development to provide strategic direction to creative teams and production resources. He will ensure our concepts, designs and messages are not only highly resonant, but engaging and effective.



IKO GABAY
Senior Interactive Designer

Iko provides design expertise for a diverse range of interactive client projects, including Airlines for America, The U.S. Census Bureau and The Bureau of the Fiscal Service. Before joining Subject Matter, he was the Creative Editor at Momentimedia GmbH, a Germany-based agency, where he led the creation of compelling creative campaigns from the ground up for companies such as Siemens, Philips, Panasonic, Sennheiser and Hewlett Packard, and for institutions such as IFA Berlin and CeBIT.

Iko will serve as the lead user experience designer for the project by researching and understanding your audiences and their motivations, and developing user journeys, a site-map and wireframes that will lead them to the most relevant content on the site.



WAYNE JOHNSON
Associate Creative Director, Interactive

As Associate Creative Director for Interactive, Wayne Johnson brings more than 11 years of experience in the digital space focused on website design and strategy. Wayne's previous experience includes a wide range of high-profile clients and websites, including CIA.gov, Treasury.gov and VAforVets.com.

Wayne is responsible for leading the creative conceiving process to offer you various creative directions to take the website. He then works closely with the Design Director and Chief Creative Officer to bring that chosen direction to life online. He'll also serve as your window into our creative process – meeting with you regularly to explain our creative choices.



SARA KENNEDY
Senior Copywriter

A skilled and experienced copywriter, Sarah thrives on collaborating with clients to conceptualize fully integrated, digital and print campaigns. Sarah's experience includes an extensive variety of clients, from consumer packaged goods to large financial institutions, and she serves as the senior copywriter for our content on the Airlines for America website, Airlines.org.

Sarah will work closely with both the Creative and Content teams to write the sharp, motivating copy and calls-to-action that will drive users to click through the site to find the content they're most interested in.



ACEDRO TODD
Design Director

Acedro is skilled in a variety of design disciplines ranging from conceptual, branding, interactive and art direction. His website designs for clients, including McDonalds, PBS and the American Speech-Language-Hearing Association, help to influence change in consumer behavior through ideas, creativity and the use of various media. He brings exceptional creative thought and craftsmanship; delivering projects from brief to consumer in partnership with clients, technologies and the rest of the Subject Matter team.

Ace will lead the production of website designs and oversee the user experience design for the site. He will work hand in hand with the ACD for Interactive to deliver compelling visual designs that will bring the content on your website to life.

Project Team (continued)

CONTENT



JOHN SINIFF
SVP, Content

John is a veteran journalist who brings a newsroom's approach and perspective to Subject Matter's diverse campaigns and content. He works with clients to develop effective content strategy matched by high-level execution. John specializes in crafting authentic stories — whether op-eds, blog posts or strategy documents — that inform and persuade.

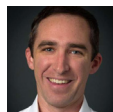
John will play a critical role in developing the content strategy for the new CTIA website and overseeing the implementation of that strategy through the development of new content and the migration of existing content.



MINNI GUPTA
Director of Social Strategy

As Director of Social Strategy, Minni builds evidence-based content strategies for clients across Twitter, Facebook and other social media platforms. Minni brings experience in leading social listening and public policy communications for clients such as T-Mobile and Samsung, where she worked closely with CTIA.

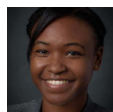
Minni's expertise will be applied to content across the site. She'll help our team of content producers and designers produce and promote content that is designed for easy distribution across social channels – facilitating the distribution of your message to wider audiences.



ANDREW LEWIS
Director, Content

Andrew crafts highly targeted digital content strategies, manages a team of social and digital professionals to execute each campaign and analyzes content performance across platforms to gain audience insights and actionable next steps. As Director of Content, Andrew's work spans across many of our largest accounts, including the Association of American Railroads, Nestlé and the American Road & Transportation Builders Association.

Andrew will lead the content migration process by providing editorial oversight to ensure that each piece of content moving from the old site to the new site is made consistent with the tone and design of the new website templates. He will also provide input and insight into the overarching content strategy for your new site.



JENN WALTON
Writer/Editor/Proofreader

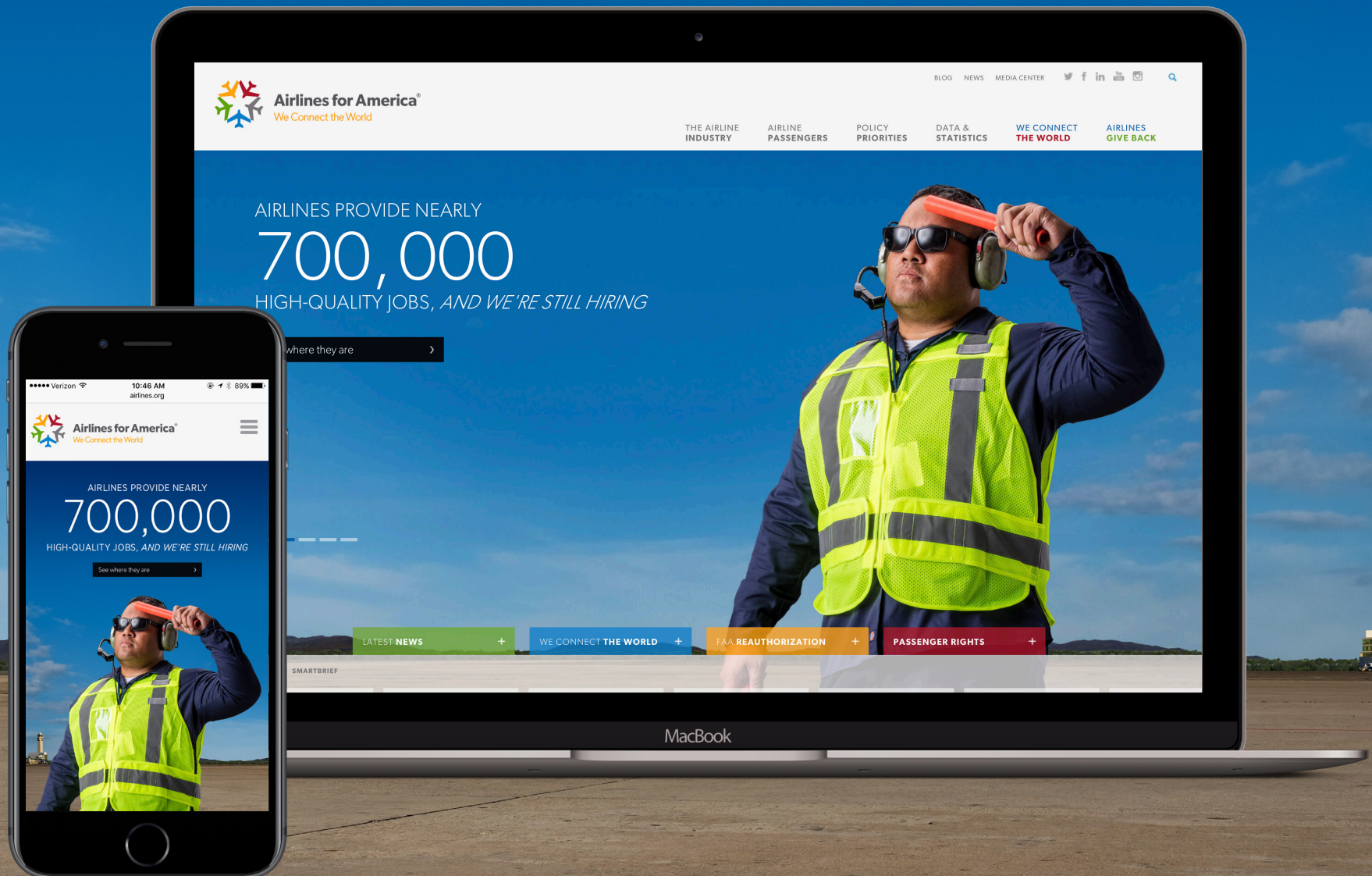
Jenn works closely with Subject Matter's content team and clients to write, edit and distribute strategic editorial digital content. In her role at Subject Matter, Jenn helps communicate complex, technical language into clear, digestible content for clients, including the Johns Hopkins Bloomberg School of Public Health, Forum on Energy and Rhombus Energy Solutions. Prior to joining Subject Matter, Jenn worked as a Paralegal Specialist for the Department of Justice in the Antitrust Division.

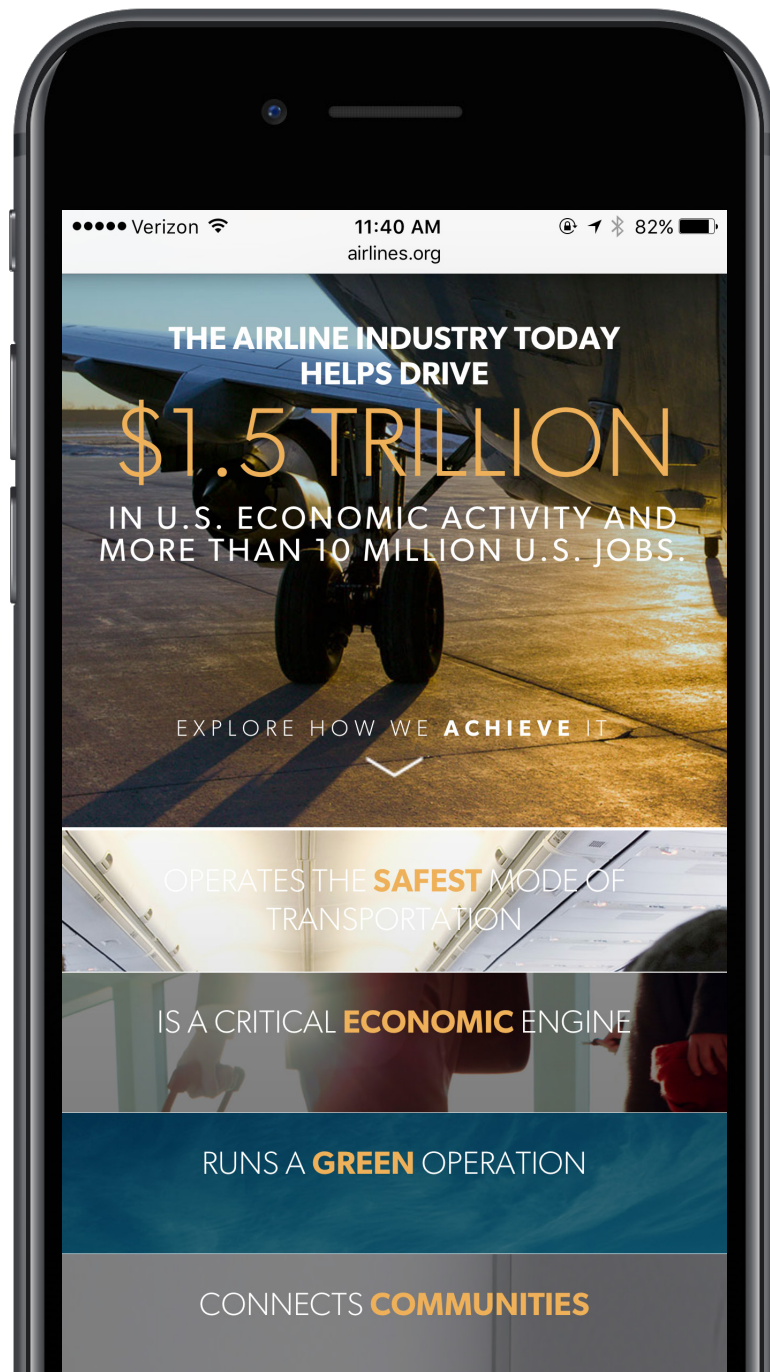
Jenn will serve as a writer and editor for new and existing content being published on the site. She'll help ensure that your narrative content and storytelling effectively position your message in the right tone and voice for the new website.

CASE STUDIES

AIRLINES FOR AMERICA

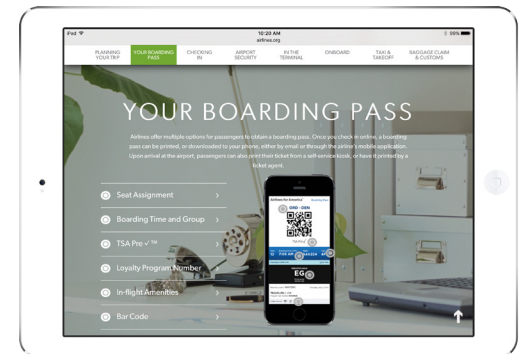
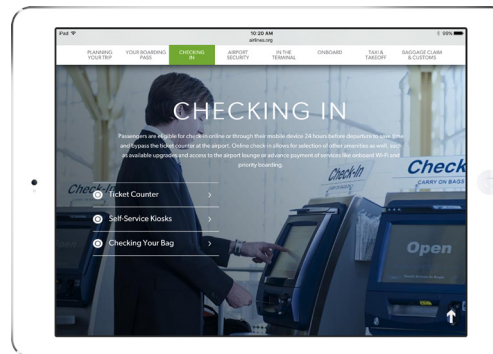
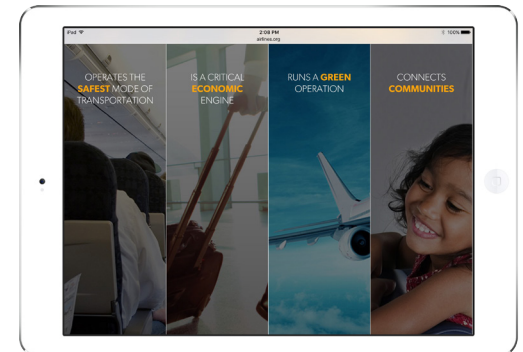
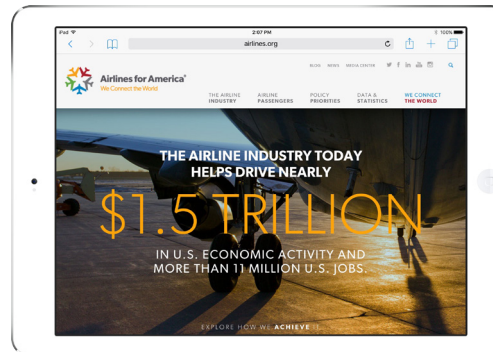
Advocates for the U.S. Airlines Industry

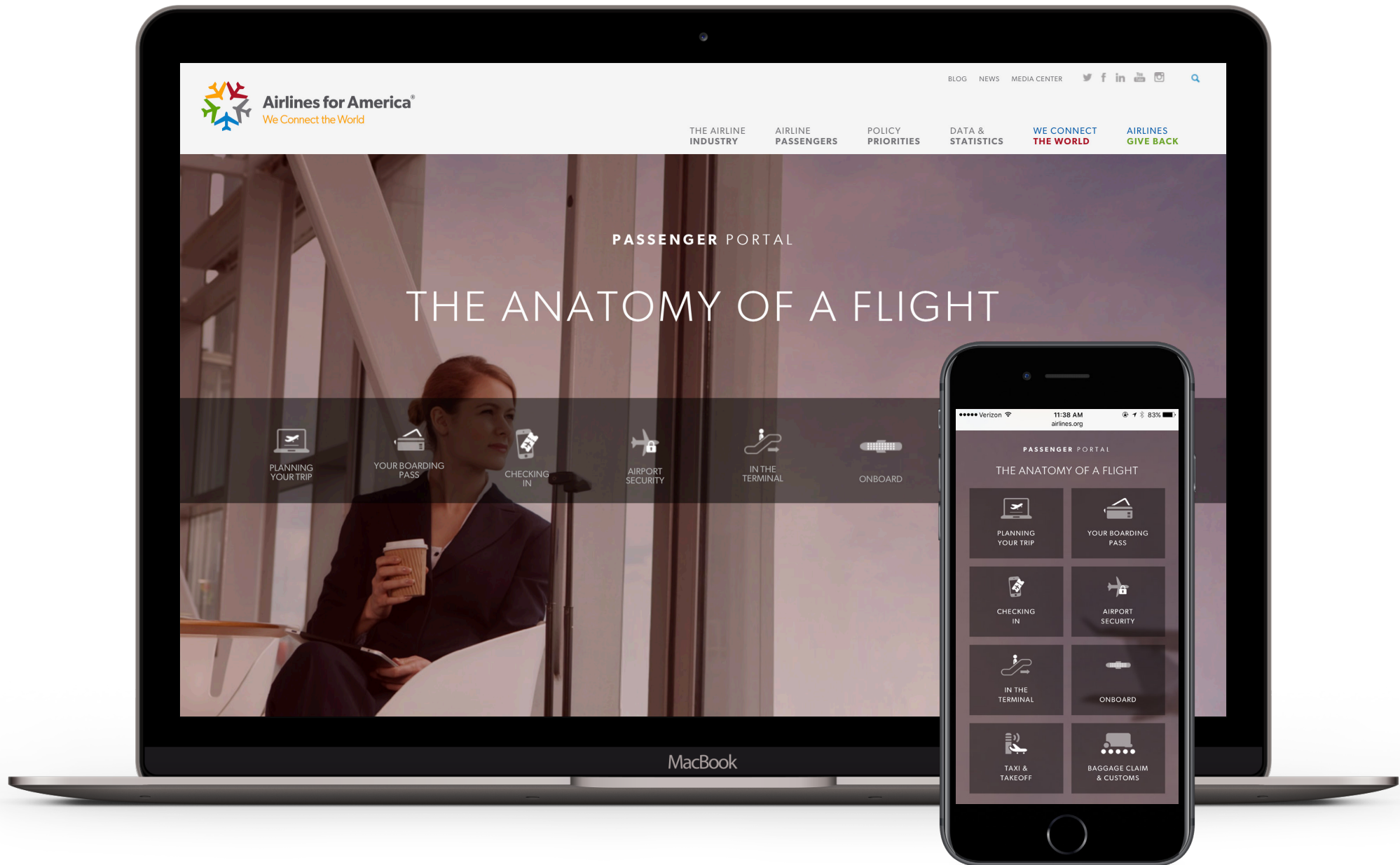




Airlines for America advocates on behalf of its member airlines and works to shape crucial policies that promote safety, security and a healthy U.S. airline industry. We designed and developed a website that effectively communicates the essential role of the industry in supporting the nation's economy and its efforts to reduce its environmental impact. The site features interactive experiences, including a passenger portal that helps consumers navigate every aspect of the flying experience and a dynamic data center where users can explore the economic impact of commercial aviation.

Visit [Airlines.org](https://airlines.org)

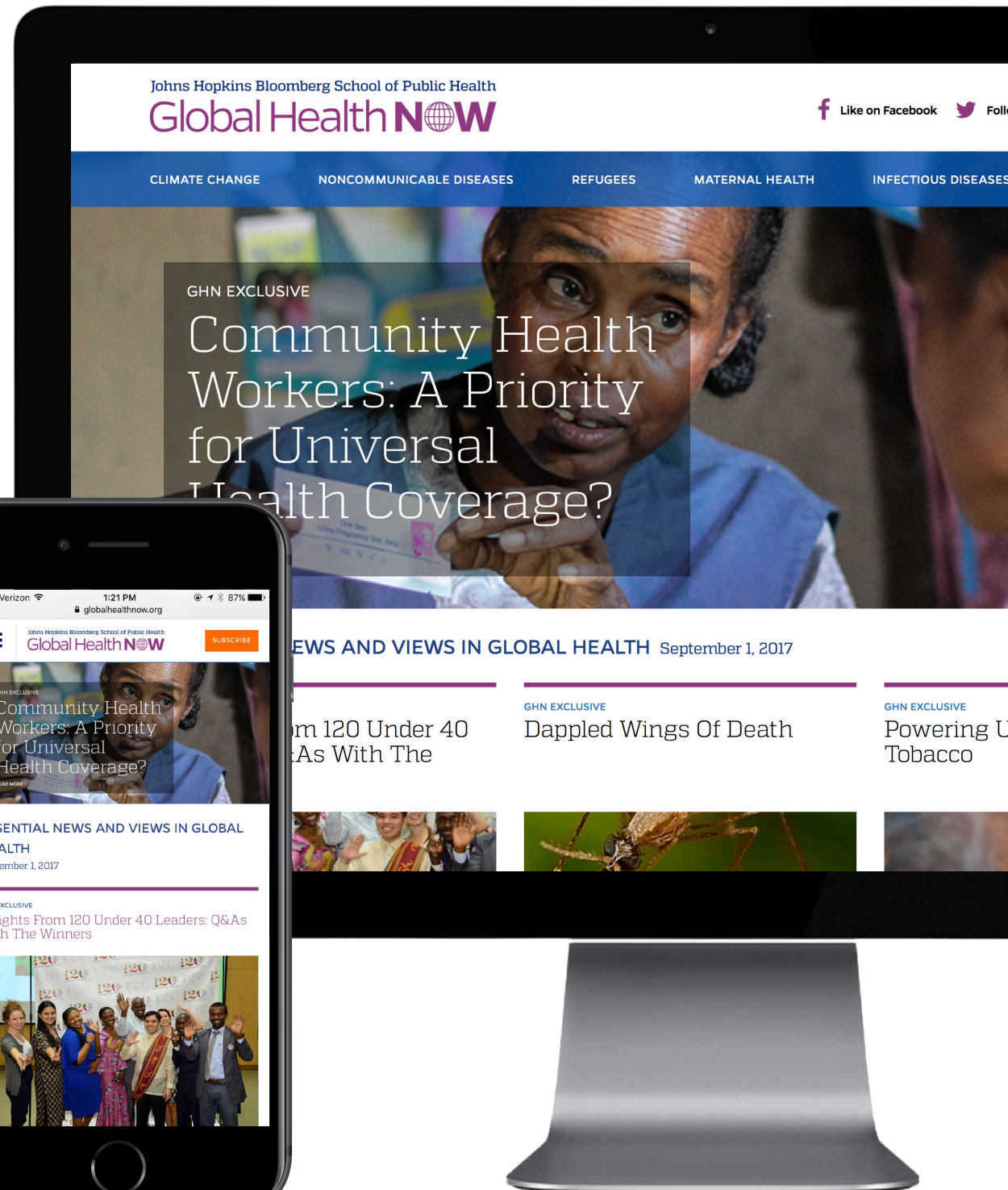
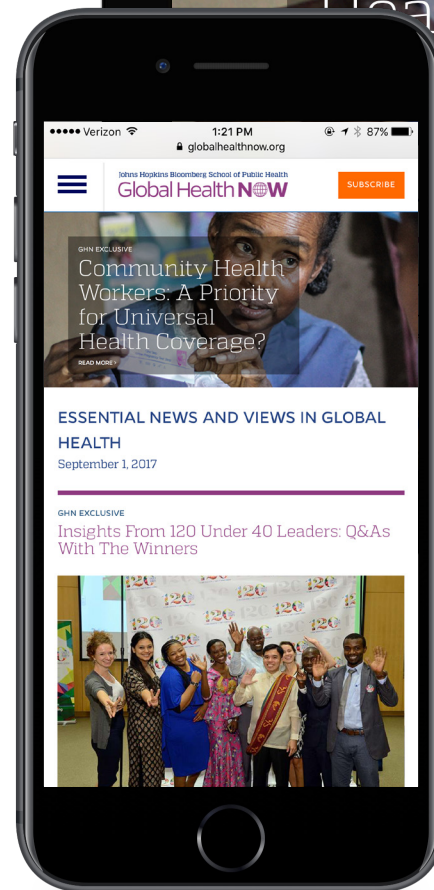


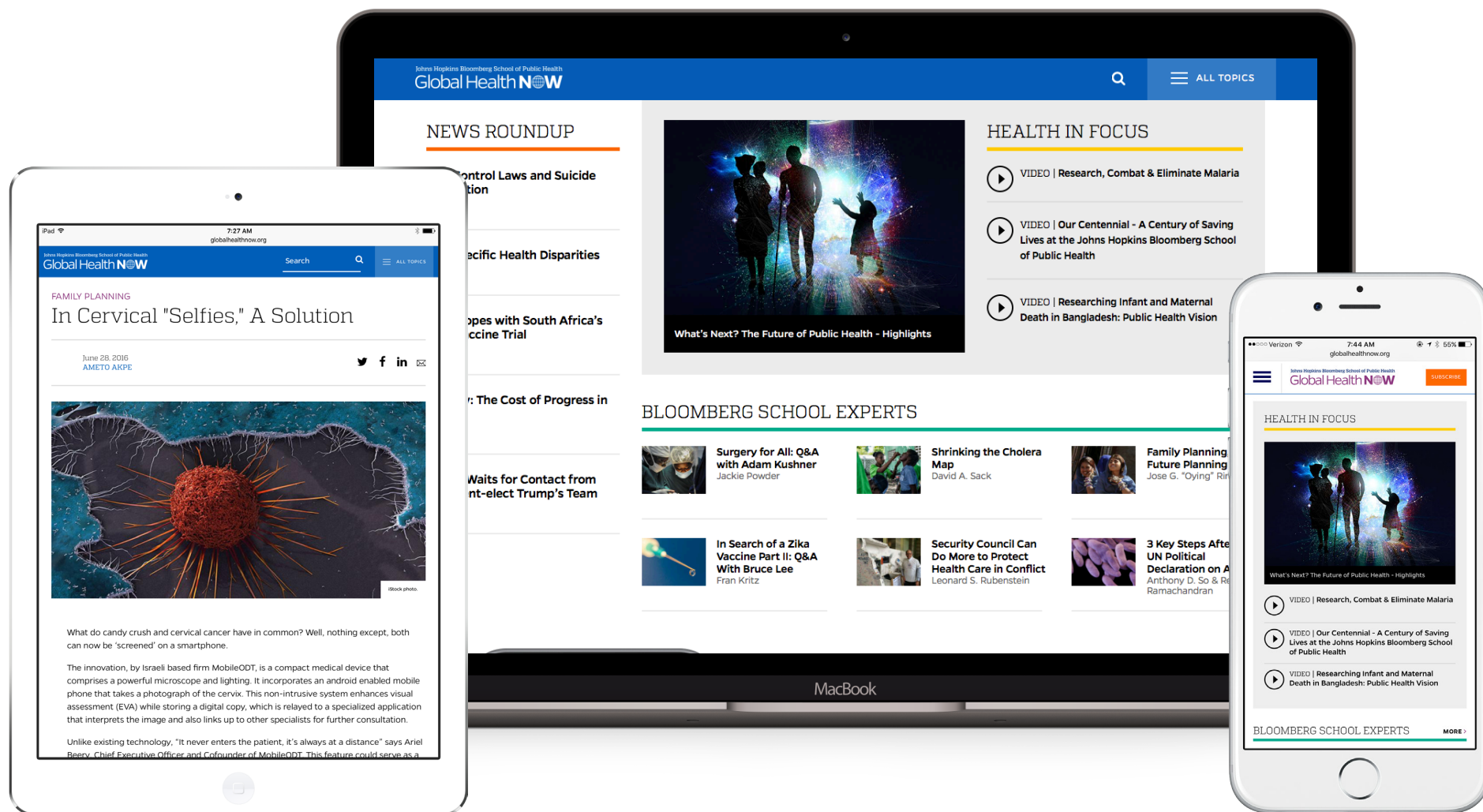


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In its 100 years of existence, the Bloomberg School has conducted research, trained generations of public health leaders and applied its expertise to save countless lives across the globe. Subject Matter collaborated with Bloomberg Philanthropies on a series of high-impact initiatives to elevate the School's Centennial and ensure that global health remains a top domestic and international priority for the next 100 years.

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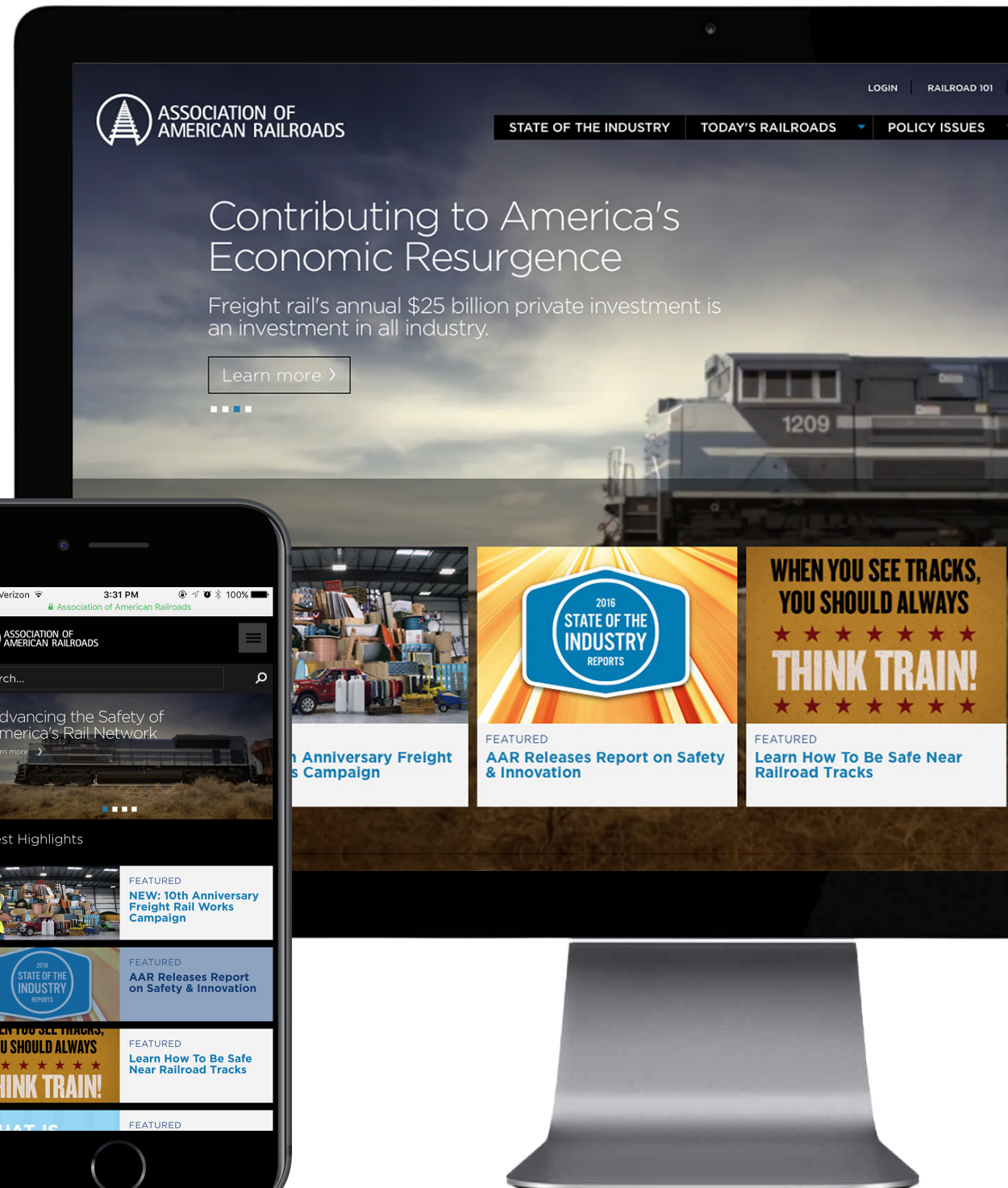
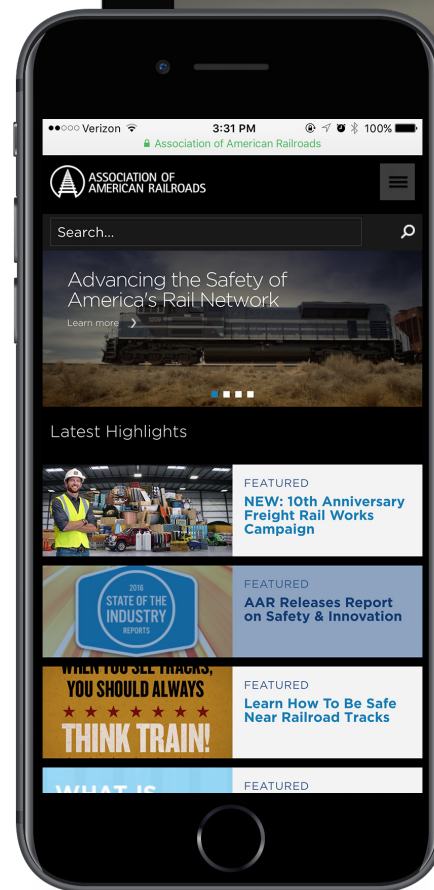




When the Association of American Railroads embarked on a website redesign, the goal was not just to put a fresh face on the same old Washington association fare. They aimed much higher. The result is a complete re-imagining of how a Washington policy advocate can share content in the D.C. idea marketplace. AAR.org is a breath of fresh air that informs, educates and engages with high-end content that is efficiently packaged for the organization's target consumer. This award-winning website and the companion campaign hub FreightRailWorks.org were designed and developed by our team to provide an exploration of the freight rail industry.

Visit AAR.org

Visit FreightRailWorks.org



FREIGHT RAIL WORKS

Brought to you by
the Association of American Railroads

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INNOVATION

SAFETY

Discover Freight Rail's Innovation and Safety HQ

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SAFETY

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INNOVATION

Remember Railroads When Talking Infrastructure

The Big Cost of Heavier Trucks

Jobs, Output & Taxes: Freight Rail's Economic Impact

How America's Freight Railroads Became Great Again

54 TONS IS HUGE.

Find out how much freight is moved for you annually.

SEE WHAT FREIGHT RAIL SHIPS FOR YOU >

POLICY

Freight Rail Proves Private Industry Can Deliver Prosperity

Market based solutions, not regulation, can make America more prosperous. Freight railroads are proud.

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Proposals to Reregulate Railroads Would Hurt the Economy

Proposals under consideration by the U.S. Surface Transportation Board will undermine freight rail innovation and private investments.

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Why a New President & Congress Must Support Smart Policy

Proposed regulations threaten freight rail's competitive environment, which in turn threatens the prosperity of the U.S. economy.

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Freight rail moves a staggering volume of goods annually. Take a closer look to understand the industry's full impact.

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Thanks



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