

***SUPPLIER CLEARINGHOUSE
CERTIFICATE OF ELIGIBILITY***



CERTIFICATE EXPIRATION DATE: **08-31-2014**

The Supplier Clearinghouse for the Utility Supplier Diversity Program of the California Public Utilities Commission hereby certifies that it has audited and verified the eligibility of:

***Mayo Communications
of West Hills, California as a WMBE***

pursuant to Commission General Order 156, and the terms and conditions stipulated in the Verification Application Package. This Certificate shall be valid only with the Clearinghouse seal affixed hereto.

Eligibility must be maintained at all times, and renewed within 30 days of any changes in ownership or control. Failure to comply may result in a denial of eligibility. The Clearinghouse may reconsider certification if it is determined that such status was obtained by false, misleading or incorrect information. Decertification may occur if any verification criterion under which eligibility was awarded later becomes invalid due to Commission ruling. The Clearinghouse may request additional information or conduct on-site visits during the term of verification to verify eligibility.

This certification is valid only for the period that the above named firm remains eligible as determined by the Clearinghouse. Utility companies may direct inquiries concerning this Certificate to the Clearinghouse at 800-359-7998 in Los Angeles.

VON: 11080148

Determination Date: 08-31-2011



C. PERSONELL - Strategic MAYO Team Overview

MAYO Communications Approach

MAYO Communications is consistently recognized as a top performer, as evidenced by the ability to leverage team resources to deliver 100 percent of projects on time and on budget. The tactics to be used—tools to target residents, business owners, environmentalists, opposition groups, politicians and others—to deliver the key messages to attract positive community and media attention can only be successful if rooted in a strong foundation based upon research and experience. MAYO believes in **Strategy First – Tactics Second.**

MAYO Communications, along with its business partners, brings years of experience developing award-winning media relations, lobbying, public relations, community relations and public education campaigns in Southern California and nationally. From orchestrating media events and news conferences to crafting media pitches and intriguing story angles, MAYO has secured coverage in every major news outlet. Our nice: Media placement. MAYO slogan: “We Don’t Guarantee Media, We Just Get It!”™. And all of our clients at MAYO Communications get it. We make it easy, because all of our people are seasoned and senior account executives handling tasks, which allow MAYO to provide a discount flat nonprofit monthly fee.

[A sampling of our past success media and education campaigns are posted Online www.MayoCommunications.com/ (Clients in the news) and at our sister site: <http://www.mayoprswitzerland.com/id12.html><http://www.MayoPRSwitzerland.com/> . (Award-winning case studies)

Qualifications of Personnel

Recent Public Education Campaigns (partial list)

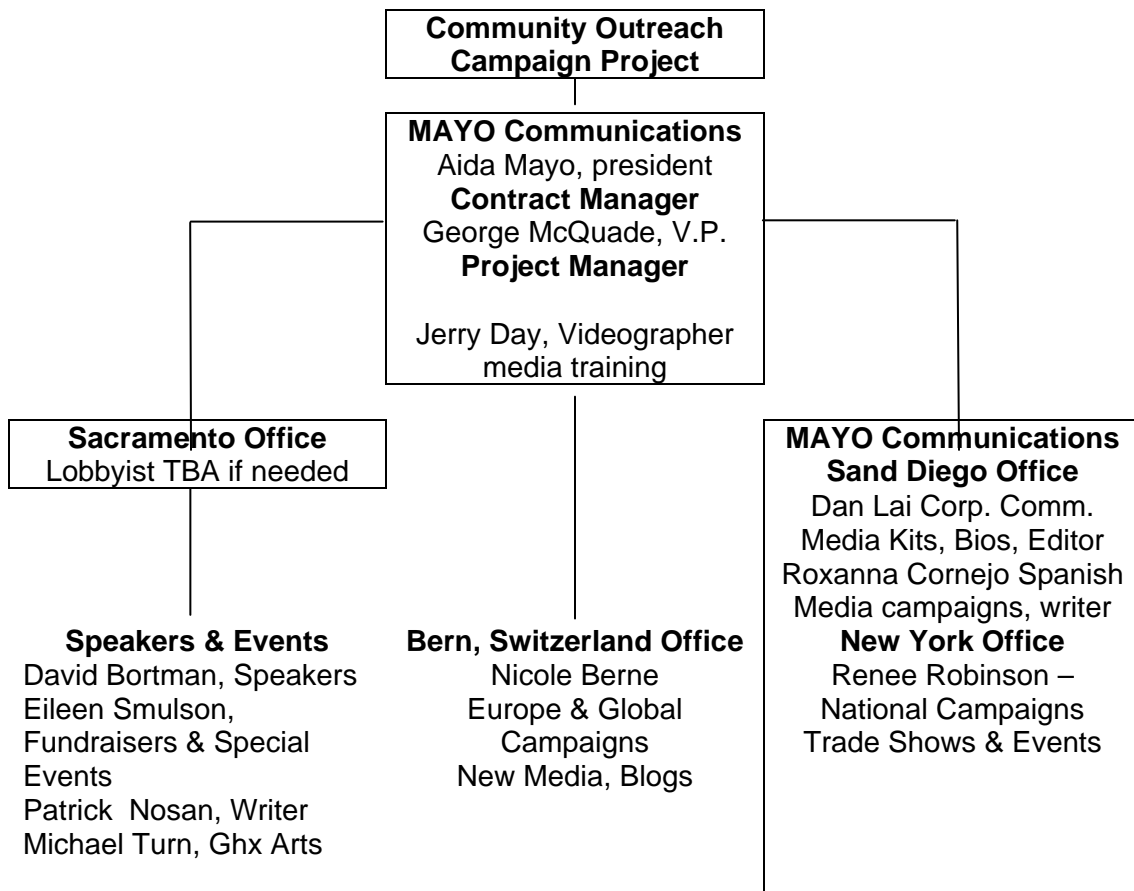
- 2010-11 LAEDC Economic Impact Study & Industry Outlook
- 2010-“Most Business Friendly City” – Cities of El Segundo and Lancaster
- 2009-LAX Study Economic Impact and News In SoCal
- 2008-Hospital Association of So. Cal. – “Hospitals in Critical Condition”
- 2008-Internet Piracy – P2P Technology: impacts to movie and music industry
- 2008-SCLC Statewide Water Campaign: “Once in Generation Policy”
- 2008-SoCal Water Op-Eds on Need for Better Water System
- 2006- Economic Impact of WGA Strike (80+ million media impressions)
- 2006 Prop 1B - \$20 Billion Bond radio/TV campaign
- 2006-08- University of Southern California – Economic Impact on Region
- 2005-Wal-Mart Superstores – Economic Impact on So. Cal.
- 2004-2011 LAEDC Economic Forecast & Industry Outlook
- 2004-Terror On The Tracks – Threats to our Public Transportation System
- 2004- “10 Day Lockout at LA/LB Ports E. Alameda Corridor Goods Movement
- Wal-Mart Superstores – Economic Impact on So. Cal.
- 2004-2011 LAEDC Economic Forecast & Industry Outlook and events



Project Staffing and Organization

The MAYO team has nearly 20 years of collective experience in creating and implementing public relations, community outreach, public education, social marketing and awareness campaigns. The team includes:

- MAYO Communications (www.MayoCommunications.com) is listed among the top 200 public relations and marketing communications agencies in the U.S. in the O'Dwyer PR Directory, NY, and is known for its results-driven approach to public relations. The agency is nationally and internationally recognized for its work in community outreach, consumer marketing and public relations, education campaigns, community relations, social and cause marketing, investor relations/financial communications, technology communications, crisis management, public affairs and corporate communications throughout the United States. MAYO is a full-service WMBE public relations firm based in Los Angeles. All accounts and service campaigns are handled no less than a manager. MAYO's features mostly level managers included in the flat nonprofit hourly and monthly rates.



The MAYO Communications Team



Aida Mayo
President/Owner
MAYO Communications
Contract Manager

Aida Mayo brings a wealth of business-to-business strategy in public affairs and communications in nonprofit, high tech, consumer tech, transportation and the entertainment industry. As a former lawyer, Aida is the think tank and great negotiator of the agency. She enjoys an outstanding relationship with English and large Spanish media outlets such as Notimex's editors, EFE News Services (Spanish Wire Services), CNN Español and Radio Unica in Miami in addition to print media like *Hoy and La Opinion*, which profiled her agency on the front page of the business section as one of the most effective minority owned PR shops. Aida enjoys working for nonprofit and public works projects that improve the quality of life. She also takes pride in the fact that she can continue her international roots of South America globally with various campaigns such as global warming to international trade and the economy.

Aida oversees logistics, client budgets, and tactical plans for day-to-day and quarterly direction of public relations, public affairs, web content, media communications, trade shows, media tours and reviews editorial calendars for media placement through year 2009. Aida also performs client competitive intelligence to learn what the competition is doing and how MAYO's clients can obtain better results. She also oversees administrative and new business needs in partnerships such as media relations and public affairs with East Coast groups.

She maintains relationships with mainstream business, environmental and minority media (Spanish, Asian and African American), domestic and international, entertainment, film, broadcast, pay-TV, production, post, satellite and business media, as well as national and local consumer media, with emphasis on Southern California. Aida's background and experience in law makes her conscious about the legal and ethical aspects of every client and campaign she agrees to bring on board at MAYO Communications.

Aida often teaches conversational Spanish. She has a B.A. in Law from Buenos Aires University, Buenos Aires, and is a mother of two teenage boys.



George S. Mc Quade III
Vice President – Media Project Manager

George Mc Quade, vice president, MAYO Communications, is the lead consultant and will supervise the Community Outreach project. He is a former working member of the press and continues to write on the media in a monthly column for a publication in New York City and maintains several media blogs and website content.

George is an award-winning environmental, government and corporate communications expert and multimedia public relations and Social Media expert.

Managing new business and media relations, George and his staff earned “*Best Media Placement-Print*,” “*Best Public Affairs Campaign*,” “*Educations Campaigns*,” “*Corporate Communications*,” “*Best Online Tactics*,” “*Best Website designs*,” and “*Best Media Kits*” from the Public Relations Society of America (PRSA) and IABC, PC-LA. He also served as a PRSA board member for four years.

Most recently George serves as one of 14 board members and past President of the *Entertainment Publicists Professional Society (EPPS)* with NY/LA chapters and more than 500 publicists that represent Public Relations, TV, Film, music and entertainment companies and organizations in Los Angeles and New York.

His media and Public Affairs jobs have included: the nation's largest planning agency—Southern California Assn. of Governments (SCAG); Southern California Gas Company Media Relations and Corporate Communications management; the Housing Authority of the City of Los Angeles (HACLA). All of his senior management positions in government and corporate helped him earn award-winning community outreach and environmental media campaign experience. Even today, he consults The Gas Company for its annual Energy Expo at the Energy Resource Center in Downey. While at HACLA there were several toxic removal projects on public housing sites, which were discovered due to cancer clusters among residents. Those specific cases required sensitive community outreach, public hearings and resident hearings. Spanish collateral and communications were also provided.

George has a Bachelor of Arts degree with a double major in broadcast communications and journalism from Western Washington University, Bellingham, Washington. He is a nationally acclaimed photographer, and received his technical training at the U.S. Naval School of Photography in Pensacola, Fla. While earning his Associate Arts Degree, he served as Associated Students president at Everett Community College, Everett, Washington. He also worked on both his College and University newspapers and magazines as a writer and award-winning photographer.

The California State Firefighters Association presented him with a Medal of Valor and the Los Angeles City Council called him a hero for rescuing a noted UCLA Medical Center Cardiovascular Radiologist from his burning truck. George is also a hero to his Argentinean-born wife and attorney, Aida, and their two sons, Kevin and James.



Dan Lai
San Diego Bureau Corporate Communications Mgr.

Dan Lai is an account manager in the Economic, Housing, Medical, Life Science and Technology Division of MAYO Communications. He is based in MAYO's San Diego, California office.

Dan's background in public relations includes non-profit and federally funded organizations as well as agency experience. He has strategically implemented regional and national public relations and marketing campaigns for clients in the healthcare, transportation and biomedical fields.

Before joining MAYO Communications, he worked for Stoorza Communications supervising day-to-day media relations for I-Flow Corporation and 1-800 CALL DOC and was also responsible for Scripps Clinic and I/O Software. He produced a video news release for Unilab Corporation, receiving national coverage for a new cervical

cancer screening process. He also assisted in the highly successful national launch of Quidel Corporation's QuickVue Influenza Test during the 1999-2000 flu season.

Prior to joining Stoorza, Dan headed the communications efforts for the Wisconsin Area Health Education Center (AHEC) System. With Wisconsin AHEC, he handled media relations and internal communications, produced a quarterly statewide newsletter and gave the organization its first presence on the World Wide Web. He also previously worked for the Housing Authority of the City of Los Angeles' public relations department writing and editing news releases, annual reports, employee newsletters and shooting photography of external and internal events. His work earned national and regional recognition with the National Association of Housing Redevelopment Officials, Public Relations Society of America and International Association of Business Communications and Publicity Club, Los Angeles.

Dan has a master's degree in professional writing from the University of Southern California and a bachelor's degree in English from the University of California, Berkeley. He lives in San Diego with his wife – a family physician/geriatrician – and their three children.



Renee Robinson
New York Bureau Office Mgr. National Media Campaigns

Renee Robinson (since 2005) brings to MAYO with a wide variety of public affairs and high profile community outreach background experience including: booking performing artists internationally; background experience including: booking performing artists internationally; negotiated all contracts; responsible for all publicity and public relations for performing artists clients on the East Coast; distributing all press kits and handling events.

Renee is also in charge of developing productivity strategies and building relationships within the industry to benefit client goals, creating media kits and news releases, managing media events,

Her experience includes managing publicity and PR for Winifred R. Harris' Between Lines, Los Angeles, California (Fall 2004 to 2005). She generated planned giving letters, creating budgets, coordinating concert and day to day logistics of the company. She was also liaison with the artistic director. She created and distributed all artist contracts and booking venues.

Previously, Renee was a dance instructor at Los Angeles County Schools, Los Angeles, California (Summer 2004 to 2005). She taught dance to various middle and high schools in Los Angeles. Her previous entertainment experience involved managing the New York Harlem Productions Company, Los Angeles, and traveling with Gershwin's Porgy and Bess productions.

Renee has also work as an office assistant at David Mansfield, Attorney at Law, Central Islip, NY (2002-2003), where she transcribed case-file materials. She pays attention to detail and has a passion for working with people.

Finally she is a former English teacher, AEON, Shin Koshigaya, Japan, where she taught conversational English to adults and children. She was also involved in various committees including but not limited to: City at Peace-Charlotte, NC (1997-1998); recording secretary, Exec. Board of Directors and Children's Theatre of Charlotte, NC; University Search Committee, U. of North Carolina at Greensboro, NC.



Roxana Cornejo
Spanish Social Media
Spanish Media Mgr.

Roxana Cornejo is a bilingual professional public relations specialist and marketing expert, who loves to work in fast paced environments. "Spanish has two words for one word in English," she says, "so I have to be twice as fast." Her Hispanic community outreach skills are magnifying, and since her roots are Mexican she is a natural for any SoCal Spanish Community in effectively delivering campaign messages.

In 1998, Roxana trained under George Mc Quade at the City of LA Housing Authority as a public affairs assistant, writing news releases, pitching mainstream, housing and Spanish media. Additionally, she worked in the internal communications newsroom editing and translating stories about management and public housing residents into Spanish. Roxana is no stranger to high profile environmental hearings. Often when old facilities were to be torn down for new ones, she assisted the PR and marketing department in communicating in Spanish flyers and other tactics to keep position

information flowing during controversial hearings on everything from HUD inspections, toxic land cleanups to Section 8 cutbacks.

She reads, writes and speaks fluent Spanish. Her background includes internal sales, exportation and marketing; managing regional and international accounts in Mexico, Colombia, and Peru. For Thermo Fisher Scientific in San Diego, she handled sales and exports of scientific products for laboratories, universities, hospitals and medical offices. Roxana also provided customer support and marketing to customers.

Some of her other skills include a clear understanding of the principles of exporting hazard/non hazardous products or chemicals. She is a certified Notary. During her freelance days as a working member of the Spanish press, she grabbed the opportunity to acquire experience as a graphic designer, and reporter/writer for newspapers. Some of the companies include: NBC Channel 4, La Opinion Newspaper, and La Vision de Atlanta Newspaper.

In addition to translation and writing news releases, advisories and editing stories in English and Spanish, Roxana also has good experience in coordinating hearings, media tours and press conferences. Her well-rounded communications experience also includes designing newspaper pages and layouts for advertising, special editions; annual reports, brochures and newsletters, alerting the media of upcoming events and procurement/clerical functions.



***Nicole Berne, Social Media Expert
GM, Bern, Switzerland *Global Markets***

Nicole Berner brings a wide-range of international experience and resources to our music, arts, government and entertainment clients, and customers who do business or are based in Europe. **She speaks German (native language), English, Italian and French. She is MAYO's International news blogger.** He father is in charge of the City of Bern Utilities Dept. so she understands government operations well.

While working at MAYO Communications in Los Angeles, Nicole assisted several accounts in music, movie, and technology monitoring media relations in Europe, posting news releases and blog messages all over the world. She writes news releases, business and marketing plans and offers strategic relations for MAYO at all

new business meetings. Her work experience includes work this year at **Dr. Schenker Kommunikation AG (Public Relations Agency) Bern, Switzerland**, handling own projects in public and media relations, public affairs, corporate communications (CI/CD/DB) and crisis communications, coaching, issue management, ghost-writing, sales and account management, acquisition concepts, spearheaded strategic concepts for business development plans and organized business functions and events.

Nicole also performed marketing communications for various departments in a job at Hotel **Allegro Bern AG, Kursaal Bern AG**. Nicole is a member of Bernese Association of Business Administration (GBEB), Switzerland; Alumni of the University of Applied Science (PHW) Switzerland; She specializes in:

- Communication strategies and marketing/advertising concepts
- Strategy concepts in process, change and quality management
- The formulation of a business plan
- Conception of a quality management system (ISO 9001:2000) for the hotel and restaurant Ottenleuebad in Sangernboden, Switzerland
- Has project experiences in Russia

Education: Master English “Media & Art”

Aug. 02 – Oct. 06 University of Applied Science (Fachhochschule, PHW Bern) Berne, Switzerland; Bachelor of Arts in Business Administration and “Marketing & Communication” 2001 - 2002 Maturity, Economic School Thun, Switzerland Professional Maturity of Commercial Type; EF International Language School Redondo Beach, CA (Student of English as a Second Language)

Hobbies: Likes the outdoors, traveling, and teaches skiing in her spare time.



**Leland Dolley, MAYO
Strategist & Former
City of Alhambra
Attorney**

Lee Dolley, former City Attorney for the City of Alhambra and Longtime 710 Freeway advocate has been practicing governmental and public/private partnership law for four decades. He was responsible for bring together environmental groups and a Joint Powers Agreement to obtain funding and do community outreach for the badly needed East Alameda Corridor Project. He is also a statewide strategist on every issue from groundwater supplies to green gas emission regulations in SoCal. He has been instrumental on several community outreach projects including the 30-year battle to complete the 710 Freeway in Pasadena. He last told the media, "This is one of the most important bills the governor could sign into law that would clean up the air we breath, relieve traffic congestion and make both sides of 710 Freeway happy."

"Congratulations should go out to all of the parties, who supported bill and who have the vision to see a better future and improved the quality of life issues in Southern California."

Professional assistance is often needed to fairly and impartially address a variety of sensitive situations which usually required total confidentiality, and sometimes nondisclosure that an investigation was even underway. Frequently circumstances which may come upon a city required expert advice to the City Council or the City Manager and department heads as to which alternative actions would be available to the governing body or staff.

Over the past 40+ years, Dolley has the privilege of working with some fine people who understand local government, how it works (both the good and the bad) and more importantly, how to solve and tackle the problems that governments face. These are the experts who are part of MAYO Communications staff and roster of consultants.



David Bortman
Speaker & Events Coordinator
MAYO's Speaker's Bureau

David Bortman joined MAYO in 2007 and brings a wealth community outreach, public affairs, lobbying experience, a web of industry attorneys and a network of 40 organizations he belongs to mostly as the speaker program director.

- Board of Directors, Greater West Los Angeles Chamber of Commerce
- California Lawyers for the Arts, Los Angeles County Bar Association
- Board of Directors, Women in Theater
- Chair of Women in Film's West Hollywood Breakfast and monthly mixers
- Past Chairman, Muscular Dystrophy Association Telethon Comm, Chicago

- Past Co-Chairman, Entertainment Industry Business Council
- Member, Beverly Hills Rotary Club, and several SoCal Clubs
- Member, Executive Committee, Entertainment Law Section, Beverly Hills Bar Association
- Member of State Bars of California, Michigan and Illinois



Eileen Smulson
MAYO Special Events Manager

Eileen Smulson joins MAYO Communications as Events Program Director with more than 15 years experience in sales and marketing, strategic planning and special event coordination.

She created a start-up business in events management, fundraising and professional organizing. Eileen has the ability to develop systems and procedures to increase productivity and efficiency. She is adept at building strategic partnerships and collaborations with various constituents, and is an excellent communicator, skilled at public presentations and development of written publications.



Jerry Day
MAYO Videographer ** Media Training

Jerry Day is an award-winning newsman and Emmy award-winning videographer with more than 20 years of experience. Jerry offers assistance in counseling, editor and photographing clients during media training sessions. He also provides corporate, entertainment and public affairs video programs. Day's specialty is

documentary, news and public affairs projects from Alternative Car Expos in Santa Monica featuring hydrogen vehicles and technology to Southern California Transportation and Land Use Coalition projects. His video documentaries of events help increase public awareness and involvement in California's public planning and policies, with support from Urban Land Institute, USC and SCAG.



Michael Turner
Community Outreach, newsletters, graphics

Michael Bearsworth works with MAYO Communications, Inc., as a Los Angeles-based public relations and marketing consultant, who has won numerous awards for his community outreach. He has more than 30 years of marketing, public relations and fundraising experience. Prior to establishing his company, Michael was Director of Public Relations and Marketing for the Los Angeles Jewish Home for the Aging, the largest residential care facility for the elderly in the Western United States. He held that post for seven years. Other positions include: Director of Program Marketing at KCSN-FM (California State University, Northridge) and Director of News at KFJM and KFJM-FM (North Dakota).

Michael serves on the boards for the Los Angeles chapters of the Public Relations Society of America and the Sales and Marketing Executives International. He is also active with the Los Angeles chapter of the Association of Fundraising Professionals. Michael is past president of the Public Communicators of Los Angeles, Print, Interactive, Radio and Television Educational Society and the Healthcare Public Relations and Marketing Association of Southern California.

He has published articles in national trade journals and delivered presentations at national and regional conferences on Creating Media Buzz for Your Business, Crisis Communications, Reputation Management, Media Relations for Special Events, Building a Successful Fundraising Program, and Developing Effective Marketing and Public Relations Programs.

Michael Turner has a master's degree in journalism and mass communications from Iowa State University and a bachelor's degree in radio, television, film, and journalism from San Diego State University. He is an adjunct professor of communications at the University of Phoenix.

MAYO ACCOMPLISHMENTS & CAPABILITIES

A new independent **University of Southern California (USC) fiscal impact Study** and economic impact on City of Los Angeles (2006- 2008). The report showed a \$5 billion impact and for every dollar spent by USC in LA County, an additional 63 cents of output was created elsewhere in the regional economy.

International Trade Education Programs (nonprofit) helped to secure \$400K in grants and donations from Port of Los Angeles, Shell Oil Company, ConocoPhillips and Watson Land Co. in campaigns with the Foreign Trade Association. Organized, promoted and assisted LA Chamber of Commerce National Trade Week campaign committee.

Ensured the success of **Los Angeles Economic Development Corporation brand** for more than 10 years winning 1st PRSA awards for education campaigns. Also, branding Chief Economist Jack Kyser, *LAEDC* as the West Coast's "*Go to Economist*". The award-winning education campaigns included "*Wal -Mart Superstores; Rand Corp. study by Counterterrorism Expert Elsa Lee, Advantage SCI; "First Economic Warcast"* (economic impact of going to war) and "*10 Day Lockout at the Ports*" along with two [*annual Forecasts*](#) on everything from TV/Film production, industrial space, goods movement, fashion to manufacturing and education. More than 250 million media impressions annually.

OnTrac, MAYO branded the first "*Quiet Zone*" and secured \$250 million federal grant to build tracks under intersections in Orange County, model for the rest of the country. Educated Congress and the media on the impact of reducing noise and traffic accidents.

MAYO led the media campaign that resulted in the passing of California's \$20 billion "Prop B" measure in 2006. An intense three month education campaign on air, traffic and port security, which competed with a dozen other initiatives of less financial impact.

Working with four former Calif. Governors for Southern California Leadership Council on public police, job creation and environmental issues such as water, ports and transportation. Several educational environmental campaigns for statewide legislation.

MAYO worked with SafeMedia, Boca Raton, FL. to educate movie, music industries and Cal-State University system about illegal downloading of copyrighted materials over P2p networks on campus Internet stations. MAYO positioned the hardware and software company with Cisco, AT&T, MPAA and RIAA. The anti-piracy education campaign resulted in beta tests with AT&T to prevent illegal downloading of copyright materials (movies, film, etc) and reduction of bandwidth. Doubled sales of *Safemedia's Clouseau® - Patented Threat Protection* and the only kernel based end-to-end network security solution on the market

Branding PERI Software Solutions, rebuilding reputation and kept the company from suffering devastating loss from U.S. Dept. of Labor multimillion dollar fines. We positioned PERI as an upcoming industry leader in end-to-end business solutions in MAYO conducted a national smart grid technology with *National Assn. of Regulatory Commissioners and Utilities*. The education campaigns helped in securing multimillion dollar contracts with SEMPR Energy, PG&E and The Gas Company, despite H1 Visa violations with DOL, which were eventually levied and paid by the company. The company just open a university for software engineers, too, without problems.



"Best Public Education" said PRSA
"Wal-Mart Supercenters – The Economic Impact"

Objectives: The Los Angeles County Economic Development Corporation (LAEDC) was planning to release an economic impact study on a move to allow Wal-Mart Inc. to open 40 "Supercenters" – upsized stores that sell the retailer's general offerings alongside a full-service grocery operation – in Southern California. The company said it could save consumers money and create new jobs in the region. LAEDC needed to educate the public about this issue that could potentially affect every community in California, especially Southern California. Wal-Mart, which paid for the \$65,000 study, felt it would be less biased and more fairly reported if public education campaign and media distribution was handled by LAEDC's agency of record, MAYO Communications. Wal-Mart's decision to release the study was based on the fact that its results had more pros than cons as far as the economic impact on California's economy was concerned. Previously the communities were not well informed on the issues and much of the media coverage was unbalanced and negative toward Wal-Mart. Wal-Mart, LAEDC and MAYO agreed that there was a better chance of getting out a balanced perspective on the true impacts of Supercenters coming to California if LAEDC and MAYO educated the public through the media.

Target Audiences: Our primary audience was the print, TV and radio media in Southern California and the local public. Our secondary audience was the skeptical labor groups, California mayors, especially the mayor of Los Angeles, and other community and anti-Wal-Mart groups.

Implementation: "Wal-Mart" had already become an emotional word in the media and public, accused of eliminating jobs and busting unions with lower wages. On our recommendation, after LAEDC completed the study, Wal-Mart decided that LAEDC's PR firm, MAYO Communications, should release the study findings as the firm always does with the corporation's other studies. LAEDC has a reputation of being neutral, credible and consistently delivering accurate and useful data to the media and public. Additionally, Chief Economist and Vice

President Jack Kyser, LAEDC, has a good image and reputation with the media. Director (now Vice President) Greg Freeman, Public Policy, LAEDC, who authored the Wal-Mart study with a team of economists, including Kyser, went over it with a fine-toothed comb. We pounded out Wal-Mart talking points and counseled them on the media.

MAYO received word that the labor unions were trying to get a hold of the study to hold their own news conference criticizing it before its release. MAYO decided to work out of the box – instead of going the usual route of allowing the media to review the 42-page study in advance, we decided to release it the morning of a news conference at LAEDC headquarters in order to control message points and minimize the affects of any negative predispositions against Wal-Mart.

To allow the media access to Greg Freeman and any of the team of economists, we held a news conference and remained available to answer questions and provide Wal-Mart contact information should questions about the company itself arise. Our strategy team agreed that we would only respond to questions surrounding our client's study results, keeping news conference focused on the economic impact data and away from any anti Wal-Mart sentiment. As a further protective measure, we limited the news conference to credentialed media only. This allowed us to eliminate the possibility of protestors or anti Wal-Mart hecklers. At the news conference we announced that there would be a short statement from study author Greg Freeman followed by a question and answer time, after which the media could sign up for one-on-one interviews with Freeman and other economists on hand.

Due to so many high profile stories occurring locally and nationally, not to mention the War on Terrorism and Iraq War, we decided to hire freelance photographer Rena Macure, who worked part time for the Associated Press, to help get images out to newspapers that could not attend but wanted a high resolution image. We were also competing with an ongoing grocery strike in Southern California, an issue that some might attempt to use negatively toward Wal-Mart since the company was also trying to sell groceries in their new Supercenters. We made sure that the media knew that the study was launched about a month before the labor dispute and strike even began. Also, we informed them that the study found that for every job lost due to a Supercenter's arrival in a city, it created seven new ones and it could literally save each resident in California \$500 a year in groceries because of its lower prices.

Budget: The budget for the entire campaign was \$10,000, which included phone calls, faxes, printing, media kits, news advisories and news releases. It also included follow-up media calls and interviews after the news conference. We were under budget and there were no surprises or financial challenges.

Results: Only a handful of media called to reserve a spot at the news conference the night before, but by the time the news conference started we ran out of media kits for the standing room only crowd. The media, including Lou Dobbs, CNN, and Jeff Daniels, producer of CNBC, each wanted one-on-one interviews with study author Greg Freeman after the news conference. It was so busy that the other economists who reviewed and contributed to the study also did media interviews; sometimes there were three or four separate media interviews happening simultaneously in offices and suites throughout the building. The media interviews went longer than the one hour news conference.

Upon returning to the office numerous reporters and writers from publications all over California and the nation had called saying they wanted the study and an interview. Days after the event radio stations, including KCRW and KPCC, asked to have Greg Freeman on live to debate the issue of Wal-Mart developing in other cities throughout Southern California. Then when the first Supercenter opened in the Palm Springs, CA area, again the phone rang off the hook for reaction and comment. Media interest mushroomed and continued to have legs through May and June. The LAEDC study results continued to pop up nationally in other states when Wal-Mart pros and cons were debated, with study results being used in stories from the Wall Street Journal to Time Magazine.

Writers who covered the story found that most of the pros outweighed the cons in having 40 Supercenters locate in California. While Wal-Mart worried that labor union representatives and Wal-Mart opposition leaders would question and criticize the study, the only negative media comment came from the Los Angeles Times, which sent two reporters and was upset that they did not receive the study in advance. Our response was that Wal-Mart chose not to give the media an advance copy.

MAYO created such a positive statewide buzz with the campaign that it caught a lot of politicians, the opposition and the media off guard. The reason was that we chose not to hype the report, stating only that the Wal-Mart study was ready to be disclosed and there would be a news conference announcing its results. Six months later, MAYO continued to receive calls from the media asking for a copy of the study and Greg Freeman's availability to comment on Wal-Mart issues in other cities, not only in California, but nationwide. Even though the LA Times was critical at first, the paper reported unbiased in two more stories, covering both sides of the issue – which did not happen before. Its major competition, the Los Angeles Daily News, profiled our story on the front page of its business section.

Wal-Mart was so pleased with the results; they've asked LAEDC to do another study, but this time studying the economic impact on surrounding businesses in Southern California. Stay tuned.