



Office of the City Manager

To Whom It May Concern:

The City of San Marcos engaged Shelton & Caudle to provide a customized Media/ Crisis Communication Training to city directors, departmental managers and other staff who work frequently with media outlets. This company was chosen following a competitive request for proposal process.

Our training requirements posed a challenge to our experts: we had 54 people enroll in the course, well above the ideal class size. Participants included the city manager, assistant city managers, directors, police officers, fire fighters, health officials, public utility managers, planners, attorneys, recreation specialists, librarians and engineers.

Allen Caudle and Tony Shelton conducted two classes, one in July 2009 and the second in September 2009, with the assistance of veteran reporters and trainers Dan Molina and Dayna Steele. In spite of the large classes and diversity of the participants, our trainers were able to put everyone on camera and offer a fast-paced, entertaining, insightful and instructive course of training over eight hours. Their instruction covered:

- How to work with the media
- Exerting control in an interview
- Guidelines for dealing with the media
- Key messaging and how to bridge to your message
- Anticipating and handling tough questions
- Using social media
- Special considerations for Crisis Communications
- Delivering an initial media statement
- And exercises, vigorous discussions and practice.

Participants found the training exceptionally helpful to their work. The training raised their comfort level in working with the media and their confidence in knowing that they can communicate effectively with reporters, on a routine basis and during crises.

We recommend Shelton & Caudle for their expertise and effective approach toward Media/ Crisis Communications Training and thank them for their contributions to our organization.

Sincerely,

Melissa Millicam

Director of Communications/ Intergovernmental Relations