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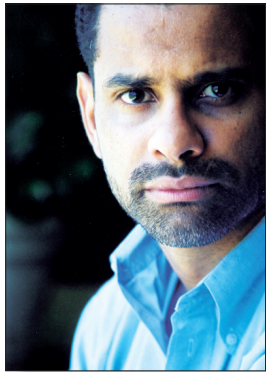
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## From The President

# On the Rebound

Since the beginning, MEE has always continued to press for progress in the face of obstacles. The past year was a challenging and demanding one, with the national economic crisis. The public sector took the biggest hit, as the Federal Stimulus package expired. Public health funding, particularly focused on prevention (MEE's sweet spot) was slashed at the federal, state and city levels, even while health disparities continued to grow for Americans living in poverty.

We met this challenging business environment head-on, striving toward our goals through strategic and operational shifts. MEE focused on charting a new future by adjusting our business course. We implemented cost-cutting measures and found efficiencies in our accounting and project-management practices. We also invested in ourselves for the long term, for example, by expanding our vision of how we deliver our community mobilization services. In two cities, we demonstrated success in using a trauma-informed approach to bolster underserved communities. In the Chicago area, we supported youth violence prevention by strengthening the adult safety net and promoting protective factors. In Washington, D.C., we began to reduce stigmas associated with youth suicide by engaging peer "bystanders" and local service providers.

As we looked at our revenue streams and portfolio of services, we saw opportunities to diversify them, creating stability and improving our competitive advantage. This year, we are seeing the fruits of our labor. MEE is on the rebound.

We see diversity in our revenues. We have gone from three large-scale businesses to four, taking our train-the-trainer com-

munity mobilization model to scale. Our client sources have expanded beyond the public/health sector to more public/private collaborations and to urban media/entertainment. With the launch of NStar, we will leverage the innovations of social media and other online strategies, augmenting our traditional offline outreach to continue to impact hard-to-reach urban markets. Our topic areas have expanded to include not only many areas of health, but also critically-important K-12 and post-secondary education. And we have moved from projects with small budgets and short duration to multi-year projects with six- and seven-figure budgets.

We have been striving towards leveraging the value of our many partnerships through maximizing the potential of existing alliances and fostering new relationships. I am confident that we have built a solid foundation for strategic growth going forward. I believe that we have emerged from the toughest economic times in our history as a better company. Our aim this year and beyond is to continue the progress we have made.

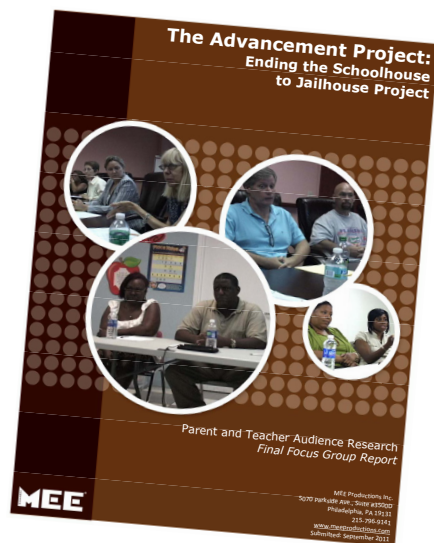
A handwritten signature in black ink, appearing to read "Ivan J. Juzang".

Ivan J. Juzang  
Founder/President

MEE in Action	2011	2012
Marketing/Social Marketing	DC Department of Mental Health - "I Am The Difference" Illinois Violence Prevention Authority - Neighborhood Recovery Initiative	DC Department of Mental Health - "I Am The Difference" Illinois Violence Prevention Authority - Neighborhood Recovery Initiative Scattergood - CATs (B-MEE) Louisiana Department of Health and Hospitals - SIDS
Media/Materials Development	National Campaign to Prevent Teen and Unplanned Pregnancy National Center for Victims of Crime The Knight Foundation University of North Carolina	GE All Faces University of North Carolina
Audience Research	The Advancement Project TV One	United Negro College Fund/Monitor Group NStar Life - NBC Universal/Steve Harvey
Workshops/Technical Assistance	PA NEN Annual Conference 2011 - "Let's Keep Moving Towards Better Nutrition" US Institute of Medicine Workshop on the Social and Economic Costs of Violence Johns Hopkins Bloomberg School of Public Health - Obesity Prevention Webinar National Assembly on School-Based Health Care The Assoc. of Black Psychologists - 43rd Annual International Convention Family League of Baltimore City - Professional Development Healthy Teen Network's Annual Conference - Bridging the Gender Divide Planned Parenthood Federation of America - National Advisory Board  <b>"Moving Beyond Survival Mode" Workshops/Video Screenings</b> The Central Texas African American Family Support Conference ACCESS Initiative Action AIDS North Office 2011 National Conference - National Center for Victims of Crime Job Corps National Health and Wellness Conference	National Conference on Health Communication, Marketing and Media: <i>"To Explore Innovative Communication Tools and Technologies"</i>  <b>"Moving Beyond Survival Mode" Workshops/Video Screenings</b> Guthrie Job Corps Center Prince George's County, MD Chicago Regional Workshop (MEE)
UrbanTrends	<i>Parent-to-Parent Outreach to Reduce Youth Violence: A Conversation with Dr. Joseph White</i>	<i>Engaging and Mobilizing the Grassroots Community: How to Work with CBOs</i>

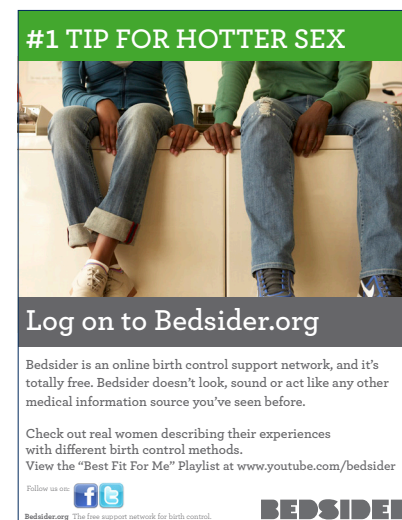


## The Advancement Project



MEE was hired by the civil rights advocacy group, The Advancement Project, to conduct qualitative, focus group research over a two-month period, with African-American and Caucasian parents and African-American, Latino and Caucasian teachers for its Ending the Schoolhouse to Jailhouse Project. Fourteen (14) focus groups were conducted in Philadelphia, PA; Jefferson County, CO; Jackson, MS; Houston, TX; and Miami, FL. The overall purpose of the research was to identify messages and strategies that can be used to motivate parents and teachers to advocate for changes in school disciplinary policies. The findings from this research were used by The Advancement Project and its community partners as they prepared a strategic communications plan to launch local advocacy campaigns designed to bolster existing project efforts.

## National Campaign to Prevent Teen and Unplanned Pregnancy



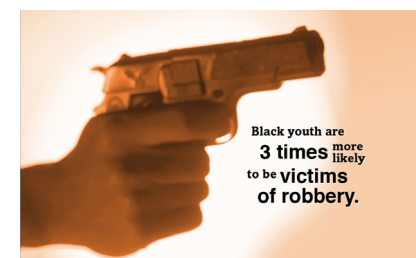
MEE was hired by the National Campaign to Prevent Teen and Unplanned Pregnancy to help promote BedSider.org its online birth control support network for women 18-29. MEE produced eight (8) videos of African American women discussing their personal experiences with various forms of birth control. The videos were featured on Bedsider.org as well as on the Bedsider YouTube playlist, “Best Fit for Me.” MEE also developed a series of Bedsider promotional flyers targeting African American women that were disseminated to MEE's National Community Network via email blasts and postings on Facebook and YouTube.

## The Knight Foundation's BME Challenge Pilot



MEE was hired by the John S. and James L. Knight Foundation to provide communications, public relations and event-planning support for its BME (Black Male Engagement) Challenge activities in Philadelphia. More than 1,000 Black men and boys in Philadelphia shared their personal stories of leadership on the BME Website. MEE planned and organized the BME Celebration Event, held in late October 2011 at Philadelphia's Franklin Institute Science Museum. National network commentator Jeff Johnson was the keynote speaker and moderator of the panel discussion, "The Old Heads and the New School: Bridging the Gap to Make a Better Community." The event recognized Black males who are working to make a difference in Philadelphia. It also connected Black male leaders from multiple generations and various neighborhoods so that collectively they can have an even greater impact. MEE also supported local BME's in applying for Knight Foundation grants to help them to further strengthen their work in the community and take their ideas from concept to reality.

## National Center for Victims of Crime



MEE was hired by the National Center for Victims of Crime to produce a 15-minute educational video that served as the centerpiece for the National Centers' community outreach resource kit for the Black Children Exposed to Violence and Victimization project. The video featured interviews with a survivor of childhood victimization, a child therapist and a youth service provider from the Boys & Girls Clubs of America. The video and resource kit will be used by the National Center and its National Coalition membership, network and affiliates to foster a deeper understanding by their respective constituents about the seriousness of this issue and the need for appropriate, culturally-sensitive intervention for Black children and youth exposed to violence or victimization.



## TV One



MEE was hired by TV One as part of a strategic team with Darryl Cobbin's Brand Positioning Doctors to develop and implement a research project that would provide a snapshot of the current and potential TV One audience as part of the network's strategic development planning process. MEE conducted a total of six (6) focus groups with African American women (5) and men (1) between the ages of 23 and 49. The groups were held in Philadelphia, Atlanta and Chicago. The deliverables were a research report, a PowerPoint presentation and a video report. MEE conducted several formal and informal presentations, most notably with senior TV One personnel and company-wide staff.

As a next step, MEE had the opportunity to work on a smaller branding project that primarily consisted of development of a branding survey and new program concept testing.



## University of North Carolina: Sexual Concurrency Among African-American Couples



**THE UNIVERSITY  
of NORTH CAROLINA  
at CHAPEL HILL**

2011 was the second year of MEE's collaboration with The University of North Carolina to develop a media campaign that addresses the HIV risks of sexual concurrency. It targets African American men and women, ages 18 to 34. Sexual concurrency is when sexual partnerships overlap in time. Our efforts will discourage concurrent partnerships in eastern North Carolina.

MEE led media development and placement for the awareness campaign. We developed and produced an innovative radio campaign using storytelling techniques based on novellas. MEE raises awareness of sexual concurrency using the stories of four character's relationships and infidelity over a series of ads. It presents authentic representations related to sexual risk behaviors of sexual concurrency, while emphasizing the benefits of healthy, monogamous relationships. MEE also developed the radio placement schedule to be implemented in 2012 after the pre-campaign, baseline research is completed.

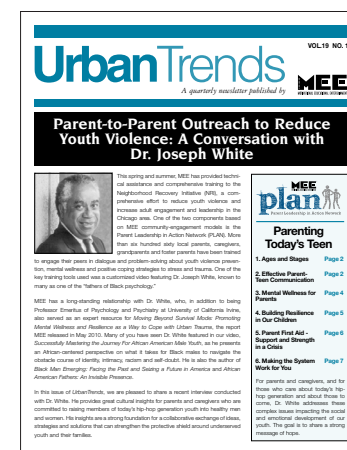
## "I Am the Difference" (DC-DMH Youth Suicide Prevention) Campaign



This 3-year project is a youth campaign predicated on promoting both positive coping behaviors for individuals and encouraging supportive behaviors by peers with stressed or depressed friends. It is a unique suicide prevention campaign that never uses the word "suicide" on any campaign media (except on the Website, where symptoms of stress and depression are described in more detail). The empowering spirit of the campaign is captured by the slogan "I am the Difference."

MEE was contracted by the DC Department of Mental Health in 2010 to develop a suicide prevention campaign. In 2011, MEE developed and produced the campaign media based on focus group testing. The media were print ads including postcards, posters and a brochure; promotional materials included stress balls, sticky notes, pens and rubber bracelets; and four radio PSAs, placed on a local DC radio station. Campaign materials were distributed to campaign partners at a citywide mental health conference. 2012 has seen the implementation expand to incorporate community mobilization activities initiated by a series of Chat & Chews with youth service providers. Radio ads also continue on a rotating schedule.

## MEE's Community Engagement Models for the Illinois Violence Prevention Authority



In 2010, MEE was selected by the Illinois Violence Prevention Authority (IVPA) to replicate two of our most successful community mobilization models as part of the Governor's Neighborhood Recovery Initiative (NRI), a comprehensive community effort to reduce youth violence and increase adult engagement and leadership in Chicago-area neighborhoods. MEE conducted two workshops for service providers in Chicago in December 2009 and August 2010, following the release of *Moving Beyond Survival Mode: Promoting Mental Wellness and Resiliency as a Way to Cope with Urban Trauma*. The report offered sobering insights into the daily realities of today's urban youth and revealed that mental and emotional issues impact behaviors in many areas, including substance abuse, interpersonal violence and sexual health. One of the key findings is that the top sources of stress are poverty and a lack of jobs. Through our work with NRI, MEE is addressing those stressors, while also supporting implementation of strategies that increase positive coping behaviors and

surround youth with protective factors that include a stronger safety net of community adults.

Starting in 2011, MEE trained 23 community-based agencies in the Chicago area to implement our Mentoring-Plus-Jobs (M+J) and Parent Leadership in Action Network (PLAN) models. Other (non-MEE) NRI project components include: school-based counseling; expanding Safety Net Works, an existing youth-development program; and a re-entry program for ex-offenders.

NRI's work is based on feedback from the Governor's Anti-Violence Commission and focuses on rebuilding Illinois' most vulnerable neighborhoods and offering multiple strategies to protect young people and build their self-esteem and leadership capacity. MEE's willingness to share our models and our train-the-trainer approach has transferred our two decades of insights about creating awareness and influencing the behaviors of urban populations to help reduce the risk factors and promote

the protective factors associated with violence.

Sharing what we know with agencies and community-based organizations in Chicago transfers important peer-to-peer education skills and job opportunities to residents of neighborhoods where they're needed most. The Mentoring-Plus-Jobs component—developed from evidence-based approaches that we have used successfully with at-risk populations across the country—has provided part-time jobs (doing community outreach) plus mentoring and social/emotional skills development and support for approximately 2,000 youth (ages 15-21) each year from Chicago-area neighborhoods with the highest rates of poverty, violent crime, domestic distress and youth disconnected from their schools or community. PLAN – the parents' component – has provided more than 1,000 adults each year with opportunities for leadership in the community and jobs as peer educators.







## Scattergood CATs (B-MEE)



From November 2011 through February 2012, MEE implemented Black Males Engaged and Empowered (B-MEE), a MEE/NStar Life pilot project aimed at overcoming the stigma among African American male adolescents and young adults associated with discussing mental wellness. The community outreach project, partially funded by the Scattergood Behavioral Health Foundation, used MEE's trauma-informed CATs model to disseminate important behavioral health information in low-resource neighborhoods. A team of up to 20 young African-American males ages 17-21 worked on evenings and weekends doing peer-level community outreach in several zip codes that have low rates of usage of the City's existing behavioral health services, and high unemployment, dropout and community violence rates. These were identified in conjunction with the Philadelphia Depart-

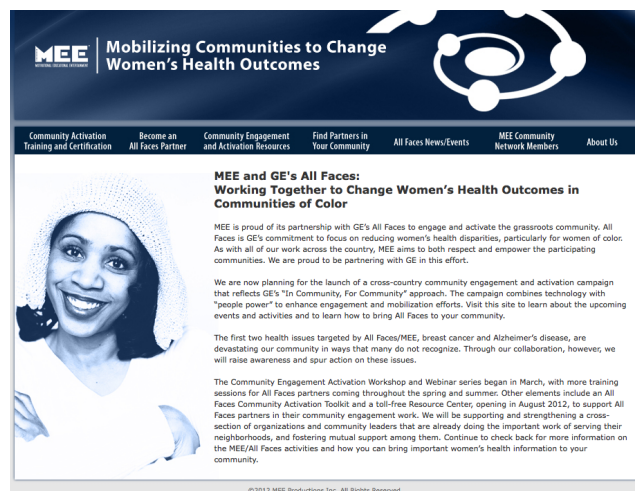
ment of Behavioral Health and Intellectual Disabilities.

Through initial training and weekly "booster" sessions, the CATs members were prepared to engage Philadelphia youth and young adults in dialogue about: 1) protective factors, positive coping strategies and mental wellness, with the goals of preventing mental health issues by promoting psychological strengths; and 2) overcoming the stigma associated with using behavioral health services. High-traffic locations in the targeted areas were serviced multiple times during the course of the outreach efforts.

MEE's in-house multimedia design team developed and printed thousands of customized postcards that were distributed during outreach.

The team also developed an interactive Website ([www.mee productions.com/bmee](http://www.mee productions.com/bmee)) where youth and young adults in Philadelphia went for more comprehensive information about mental wellness, along with a dedicated Facebook page. Youth were actively engaged in a "by and for" process in which their input and feedback was incorporated into the messages, focused on four primary content areas: promote physical and mental well-being; promote safety and peaceful environments; have a life plan; and engaging the system. Members of B-MEE's Community Action Team (CATs) also disseminated mental health content messages via text to their peer social networks, using the innovative GOBA (Go Out, Be Active) communications platform.

## GE Healthymagination All Faces

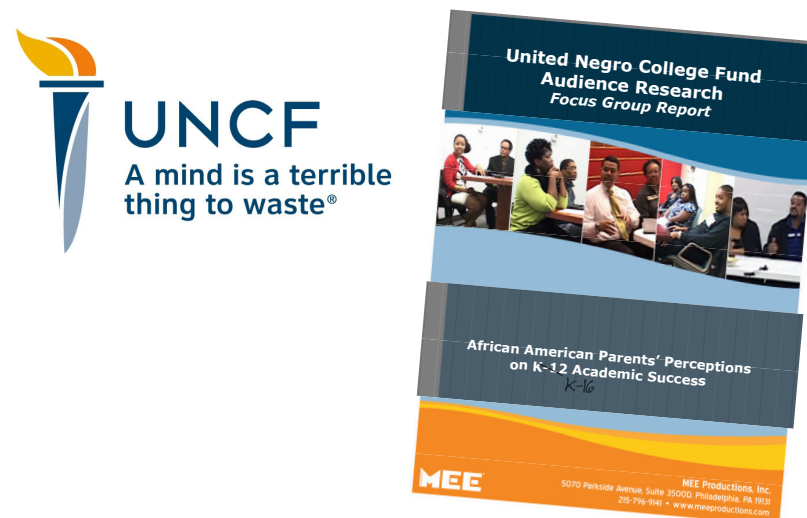


MEE was hired by GE Healthymagination for the All Faces Campaign [to lead its “In Community, For Community” efforts] which focuses on improving women's health outcomes in communities of color. The first two health issues MEE will assist with will be breast cancer and Alzheimer's disease, which are devastating the African American community in ways that many do not recognize. MEE's goal is to raise awareness and spur action on these issues.

MEE is developing a Community Activation Plan and managing a 12-month, community engagement and activation campaign that re-

flects a diversity of women and is particularly relevant to women of color (particularly African American and Latina). Strategies include a series of workshops, a Community Activation Toolkit and a Virtual Resource Center to support All Faces partners in their community engagement work. MEE will share real-world, grassroots communication strategies that can easily be customized to the needs of these various partners. We will be able to send All Faces partners back into their organizations with new knowledge and a fresh perspective on engaging a cross-section of women in their home communities.

## United Negro College Fund/Monitor Group



MEE was hired by the United Negro College Fund (UNCF) to conduct qualitative, focus group research in January and February 2012 with parents and guardians of youth (ages 5 – 18) who attend public, charter or private/parochial schools. The purpose of the research was to understand participants' current attitudes towards the public education system, their willingness to embrace the education reform movement, and the extent to which they grasp the key decisions necessary to navigate their children to and through college. This research also assessed UNCF brand awareness and credibility with this audience. The findings from this research are being used to inform UNCF decision-making as it considers expanding its mission to include engaging and empowering parents and communities to demand improvements to their school systems, in an effort to improve the pipeline to and through college.

## SIDS Risk Reduction & Safe Sleep Campaign



MEE has been hired by the Louisiana Department of Health and Hospitals to develop and implement a three-year, statewide multimedia and communications outreach campaign to promote safe sleeping environments for infants. The goal is to lower the risk of SIDS and infant deaths resulting from unsafe sleep practices. MEE's campaign will have a special emphasis on targeting lower-income African American women ages 18-29. The campaign will involve message development, audience research (including media testing), materials development, media placement and community outreach. The campaign will initially focus on New Orleans; Baton Rouge and Alexandria.

## Merck HPV Beauty Salon Campaign



MEE will be implementing an 18-month, non-randomized pilot study to assess the feasibility and effectiveness of using Black beauty salons as settings for culturally-sensitive health education about the impact of HPV and cervical cancer, along with HPV vaccination. The pilot project, which will take place in Philadelphia, is underwritten by Merck, Inc., makers of the Gardasil vaccine. MEE will be recruiting eight salons in North and West Philadelphia, educating stylists about HPV so that they can share information with their customers, and then offering in-depth education sessions with more than 200 women, ages 18 to 55. We will be targeting African American salon customers, ages 18-26 who are able to make their own vaccination decisions; and mothers or guardians (primary caregivers) of African American girls who are 9-17 years old. The goals of the project are to help women make informed choices, by increasing their knowledge and awareness about HPV, as well as to increase intentions to



vaccinate among young women and their influencers/caregivers.

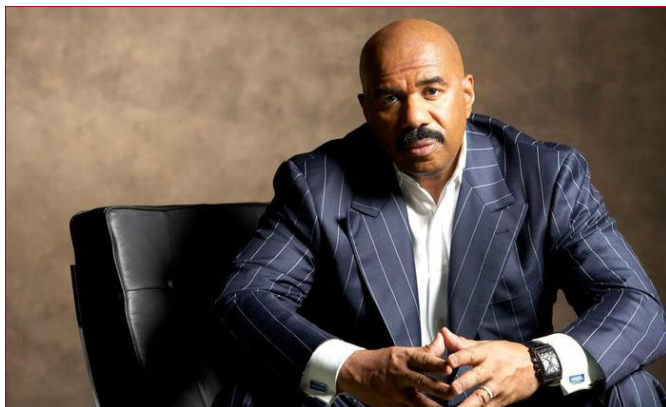
This research project represents a unique private-sector/academic partnership that leverages and builds on the skills and expertise of MEE's public health communications and social marketing expertise targeting underserved audiences. Our research partners include two nationally-recognized thinkers about how culture and environment impacts sexual health promotion, along with a local researcher who has developed and is implementing a community-based, multi-focused intervention to increase awareness and uptake of the HPV vaccine among young women in Philadelphia.



## NStar Life – NBC-Universal/Steve Harvey



MEE was hired by NBC Universal, through NStar Life, to conduct audience research with African American women aged 25-54 in Philadelphia, PA and Dallas, TX in March and April 2012. The goal of the project was to establish a deep understanding of the urban adult women audience and garner insights on how to attract this audience to daytime programming and to NBC and its extended affiliates. The information gleaned from this research will inform the launch of NBC's newest daytime show, The Steve Harvey Show.



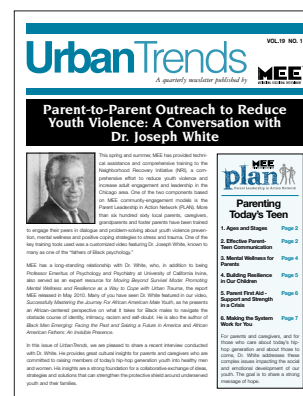
## UrbanTrends



### Engaging and Mobilizing the Grassroots Community: How to Work with CBOs

In the latest issue of Urban Trends, MEE provides some of the latest insights on how to develop unparalleled and authentic community access to often hard-to-reach populations. They are culled from lessons learned in public health outreach/education campaigns in Philadelphia, PA; Chicago, IL; Oakland, CA; and Washington, D.C., among other cities.

By continually thinking “outside the box,” MEE has been able to generate effective word-of-mouth among a cross-section of target audiences. When residents have a real chance to be heard, even to “vent,” there is built-in sustainability because the community takes ownership of our message and process from the beginning.



### Parent-to-Parent Outreach to Reduce Youth Violence: A Conversation with Dr. Joseph White

This issue of UrbanTrends features an interview conducted with Dr. Joseph White, who was a key instructional tool in MEE's customized training for its community mobilization project in Chicago. He provides great cultural insights for parents and caregivers who are committed to raising members of today's urban youth into healthy men and women. His insights include ideas, strategies and solutions that can strengthen the protective shield around underserved youth and families.





## NStar Entertainment

NStar Entertainment's mission is to become the preeminent source of research-informed entertainment for Urban America. The first film to be produced by NStar is *Live 2 Tell*, an original screenplay written by the late-rapper Tupac Shakur while he was incarcerated. Preston Holmes, a prolific film producer and close confidant of Tupac, will produce the film. Preston produced and worked closely with Tupac on three films - *Juice* (Tupac's first film), *Gridlock'd* (one of his last) and *Tupac: Resurrection* (nominated for an Academy Award). *Live 2 Tell* is budgeted at \$12 million. NStar has secured commitments for 75% of this financing and is seeking the remaining \$3 million in production financing through either equity or debt (including monetizing the tax credits) financing. NStar's goal is to begin pre-production in early October 2012, followed by a six-week production schedule. Tupac's mother, Afeni Shakur, informed NStar producers that *Live 2 Tell* is one of the most important pieces of Tupac's legacy. It is not a story about Tupac, but the story he wanted to tell.

MEE has assisted NStar with the development of a *Live 2 Tell* Submission Package that contains a complete business model for NStar's first film, including distribution and marketing plans that MEE will execute for NStar. MEE has also performed initial audience testing of the script.

## NStar Life

NStar Life is a grassroots (offline) and new media (online) research and marketing company that generates word-of-mouth by connecting urban audiences to what matters most to them: entertainment, popular culture and community life. NStar Life provides insights and access to urban audiences for corporate America, media companies and other clients. NStar Life integrates information gained through MEE's primary audience research, and then provides ongoing, authentic access to urban audiences. It leverages online and mobile technology (as organizing tools), along with MEE's grassroots community mobilization services.

NStar Life's mission is to be the only fully-integrated, online/offline community targeting Urban America. MEE is partnering with NStar Life to be its provider of audience research and grassroots marketing services.

## Executive Officers

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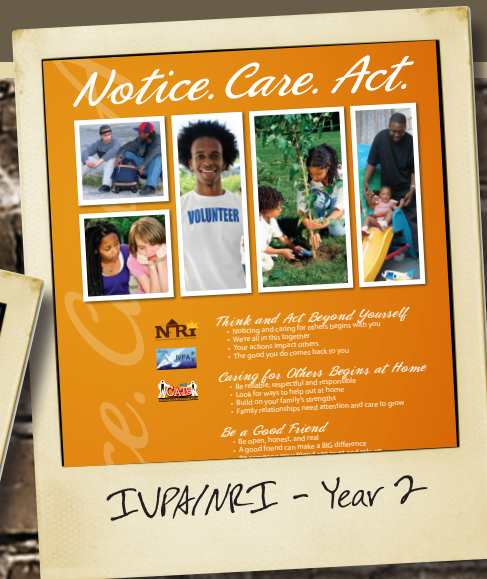
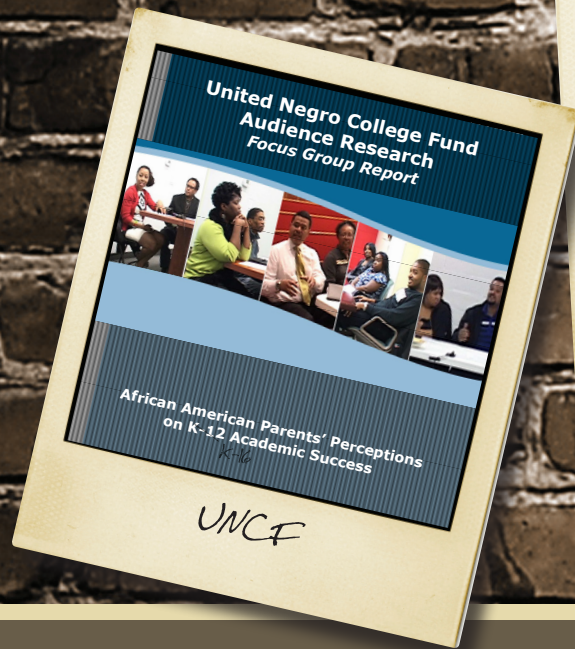
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