

REQUEST FOR COUNCIL ACTION



CITY COUNCIL MEETING DATE:

JULY 6, 2010

TITLE

**CONSULTANT AGREEMENT WITH
CONSENSUS, INC. FOR GO LOCAL
PROGRAM STEP 2 PUBLIC
OUTREACH (PROJECT 092505)**


CITY MANAGER

CLERK OF COUNCIL USE ONLY:

APPROVED

- As Recommended
- As Amended
- Ordinance on 1st Reading
- Ordinance on 2nd Reading
- Implementing Resolution
- Set Public Hearing For _____

CONTINUED TO _____

FILE NUMBER _____

RECOMMENDED ACTION

Authorize the City Manager and Clerk of the Council to execute the attached agreement with Consensus Inc. in an amount not to exceed \$150,000 for the expanded public outreach program for the City's Transit Vision, subject to nonsubstantive changes approved by the City Manager and City Attorney.

DISCUSSION

On May 12, 2008 the OCTA Board allocated \$5.9 million in Step 2 funding to Santa Ana for planning and development of a modern streetcar concept. On August 3, 2009, the City Council authorized staff to execute an agreement with the Cordoba Corporation and its team of consultants to conduct the Go Local Program Step 2 technical analysis. At the same time, the City Council approved a budget of \$50,000 for purposes of contracting with a public outreach firm to support Santa Ana's Go Local planning and development activities.

On January 4, 2010 the City Council authorized execution of a \$50,000 consultant services agreement with Consensus Inc. to initiate the public outreach program for the Santa Ana and Garden Grove fixed guideway project. The preliminary phase of public outreach included Stakeholders Working Group meetings in January and June, two public listening sessions for the Santa Ana-Garden Grove Fixed Guideway project in February, five public scoping meetings for the fixed guideway project in June, the development of content for the City's website, public meeting notices, and fact sheets (produced in English and Spanish).

On May 17, 2010, the City Council authorized the Public Works Agency to send a Request for Proposals to qualified firms to continue and expand the scope of the Go Local Program Step 2, also known as the Santa Ana Transit Vision, public outreach program. Proposals were received from three firms: Consensus Inc., Lee Andrews Group, and The Solis Group.

On June 23, 2010, a consultant selection committee ranked the firms based on their proven experience in conducting comprehensive public outreach campaigns, quality of staff assigned to the project, understanding of the project area and work tasks, familiarity with the

geographical area of the project, past performance, demonstrated ability to stay on schedule, and performance in an oral interview. The scores are shown below:

<u>Firm</u>	<u>Score</u>
Consensus Inc.	93%
The Solis Group	77%
Lee Andrews Group	41%

The primary reason cited for Consensus Inc. being ranked highest was the firm's excellent understanding of the project which is due, in part, to its experience in supporting public outreach activities for the project over the past six months. Other factors that distinguished Consensus Inc. were the strengths of the individual assigned as project manager and the firm's unique familiarity with the geographical area of the project.

Based on the evaluation committee's scoring and Consensus Inc's superior performance in the oral interview, staff recommends that Council award an agreement to Consensus Inc. to lead the expanded public outreach effort for the City's Transit Vision. The work is projected to take approximately 18 months to complete and the contract will be for an amount not to exceed \$150,000.

ENVIRONMENTAL IMPACT

There is no environmental impact associated with this action.

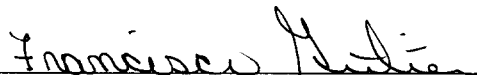
FISCAL IMPACT

Funds are available in the Measure M – Street Construction Fund (account no.03217661-66220, project 092505).

APPROVED AS TO FUNDS AND ACCOUNTS:



Raul Godinez II
Executive Director
Public Works Agency



Francisco Gutierrez
Executive Director
Finance & Management Services Agency

FB

RG/CK

Exhibit: Agreement

**AGREEMENT FOR PROVISION OF
PUBLIC OUTREACH SERVICES**

THIS AGREEMENT, made and entered into this 6th day of July, 2010 by and between Consensus Inc., a California corporation (hereinafter "Consultant"), and the City of Santa Ana, a charter city and municipal corporation organized and existing under the Constitution and laws of the State of California (hereinafter "City").

RECITALS

- A. The City desires to retain a consultant having special skill and knowledge in the field of public outreach, to inform the public regarding the Santa Ana Transit Vision, including the Fixed Guideway System and other transit projects.
- B. Consultant represents that Consultant is able and willing to provide such services to the City.
- C. In undertaking the performance of this Agreement, Consultant represents that it is knowledgeable in its field and that any services performed by Consultant under this Agreement will be performed in compliance with such standards as may reasonably be expected from a professional consulting firm in the field.

NOW THEREFORE, in consideration of the mutual and respective promises, and subject to the terms and conditions hereinafter set forth, the parties agree as follows:

1. SCOPE OF SERVICES

Consultant shall perform public outreach services to gain community understanding and solicit community feedback regarding Santa Ana's Transit Vision, including the proposed Fixed Guideway System, the Santa Ana Regional Transportation Center (SARTC), and related projects. Among other things, the public outreach campaign will communicate anticipated community benefits, potential community impacts, and possible economic development opportunities associated with proposed transit projects. Said services shall be provided in accordance with the City's Request for Proposals dated May 26, 2010, on file in the Public Works Agency and incorporated into this Agreement by reference, and as more fully described in Consultant's Proposal dated June 10, 2010, attached as Exhibit A, and incorporated by this reference.

2. DELIVERY OF WORK PRODUCT - OWNERSHIP

Consultant warrants and represents that it has the absolute right to enter into and perform this Agreement and will perform its obligations hereunder in accordance with standards and practices prevailing in the industry. Consultant's contribution to the Project, including works to be produced by Consultant hereunder, will not infringe or misappropriate the proprietary or personal rights of any third person or party. Consultant shall deliver to City any work product which results from the services provided. Said work product shall be submitted in hard copy and produced in a form compatible with City's information systems, as agreed between the Project Manager and Consultant.

In regard to all material produced as a deliverable under this Agreement, including but not limited to records, papers, drawings, specifications, programs, systems and other materials prepared by Consultant, Consultant agrees, for itself and its affected officers, employees, agents, contractors, and volunteer workers, that (a) other such material shall be the property of the City, and may not be copyrighted without prior review from the City, and (b) the authors of all such material, whether copyrighted or not, award to the City, and to its officers, agents and employees acting within the scope of their official duties, as a condition of payment to the Consultant, a royalty-free, nonexclusive, irrevocable license throughout the world for governmental purposes to disclose, publish, translate, reproduce, and use such materials.

3. COMPENSATION

a. City agrees to pay, and Consultant agrees to accept as total payment for its services, the rates and charges identified in Consultant's Cost Proposal, attached hereto as Exhibit B and incorporated by reference. The total sum to be expended under this Agreement shall not exceed \$150,000.00 during the term of this Agreement.

b. Payment by City shall be made within thirty (30) days following receipt of proper invoice evidencing work performed, subject to City accounting procedures. City shall retain ten percent (10%) of the contract price for each project until the completed Project has been accepted by City. Payment need not be made for work which fails to meet the standards of performance set forth in the Recitals which may reasonably be expected by City.

4. TERM

This Agreement shall commence on the date first written above and terminate on December 31, 2011, unless terminated earlier in accordance with Section 13, below. The term of this Agreement may be extended by a writing executed by the Executive Director of Public Works and the City Attorney.

5. INDEPENDENT CONTRACTOR

Consultant shall, during the entire term of this Agreement, be construed to be an independent contractor and not an employee of the City. This Agreement is not intended nor shall it be construed to create an employer-employee relationship, a joint venture relationship, or to allow the City to exercise discretion or control over the professional manner in which Consultant performs the services which are the subject matter of this Agreement; however, the services to be provided by Consultant shall be provided in a manner consistent with all applicable standards and regulations governing such services. Consultant shall pay all salaries and wages, employer's social security taxes, unemployment insurance and similar taxes relating to employees and shall be responsible for all applicable withholding taxes.

6. INSURANCE

Prior to undertaking performance of work under this Agreement, Consultant shall maintain and shall require its subcontractors, if any, to obtain and maintain insurance as described below:

a. Commercial General Liability Insurance. Consultant shall maintain commercial general liability insurance which shall include, but not be limited to protection against claims arising from bodily and personal injury, including death resulting therefrom and damage to property, resulting from any act or occurrence arising out of Consultant's operations in the performance of this Agreement, including, without limitation, acts involving vehicles. The amounts of insurance shall be not less than the following: single limit coverage applying to bodily and personal injury, including death resulting therefrom, and property damage, in the total amount of \$1,000,000 per occurrence. Such insurance shall (a) name the City, its officers, employees, agents, volunteers and representatives as additional insured(s); (b) be primary with respect to insurance or self-insurance programs maintained by the City; and (c) contain standard separation of insureds provisions.

b. Business automobile liability insurance, or equivalent form, with a combined single limit of not less than \$1,000,000 combined single limit. Such insurance shall include coverage for owned, hired and non-owned automobiles.

c. Worker's Compensation Insurance. In accordance with the provisions of Section 3300 of the Labor Code, Consultant, if Consultant has any employees, is required to be insured against liability for worker's compensation or to undertake self-insurance. Prior to commencing the performance of the work under this Agreement, Consultant agrees to obtain and maintain any employer's liability insurance with limits not less than \$1,000,000 per accident.

d. The following requirements apply to the insurance to be provided by Consultant pursuant to this section:

- (i) Consultant shall maintain all insurance required above in full force and effect for the entire period covered by this agreement.
- (ii) Certificates of insurance shall be furnished to the City upon execution of this Agreement and shall be approved in form by the City Attorney.
- (iii) Certificates and policies shall state that the policies shall not be canceled or reduced in coverage or changed in any other material aspect without thirty (30) days prior written notice to the City.

e. If Consultant fails or refuses to produce or maintain the insurance required by this section or fails or refuses to furnish the City with required proof that insurance has been procured and is in force and paid for, the City shall have the right, at the City's election, to forthwith terminate this Agreement. Such termination shall not effect Consultant's right to be paid for its time and materials expended prior to notification of termination. Consultant waives the right to receive compensation and agrees to indemnify the City for any work performed prior to approval of insurance by the City.

7. INDEMNIFICATION

Consultant agrees to and shall indemnify and hold harmless the City, its officers, agents, employees, consultants, special counsel, and representatives from liability: (1) for personal injury, damages, just compensation, restitution, judicial or equitable relief arising out of claims for personal injury, including health, and claims for property damage, which may arise from the negligence, recklessness or willful misconduct of the Consultant or its contractors,

subcontractors, agents, employees, or other persons acting on their behalf which relates to the services described in section 1 of this Agreement; and (2) from any claim that personal injury, damages, just compensation, restitution, judicial or equitable relief is due by reason of the negligence, recklessness or willful misconduct of Consultant arising from this Agreement. The Consultant further agrees to indemnify, hold harmless, and pay all costs for the defense of the City, including fees and costs for special counsel to be selected by the City, regarding any action by a third party asserting that personal injury, damages, just compensation, restitution, judicial or equitable relief due to personal or property rights arises by reason of the terms of, or effects arising from this Agreement. City may make all reasonable decisions with respect to its representation in any legal proceeding.

8. CONFIDENTIALITY

If Consultant receives from the City information which due to the nature of such information is reasonably understood to be confidential and/or proprietary, Consultant agrees that it shall not use or disclose such information except in the performance of this Agreement, and further agrees to exercise the same degree of care it uses to protect its own information of like importance, but in no event less than reasonable care. "Confidential Information" shall include all nonpublic information. Confidential information includes not only written information, but also information transferred orally, visually, electronically, or by other means. Confidential information disclosed to either party by any subsidiary and/or agent of the other party is covered by this Agreement. The foregoing obligations of non-use and nondisclosure shall not apply to any information that (a) has been disclosed in publicly available sources; (b) is, through no fault of the Consultant disclosed in a publicly available source; (c) is in rightful possession of the Consultant without an obligation of confidentiality; (d) is required to be disclosed by operation of law; or (e) is independently developed by the Consultant without reference to information disclosed by the City.

9. CONFLICT OF INTEREST CLAUSE

Consultant covenants that it presently has no interests and shall not have interests, direct or indirect, which would conflict in any manner with performance of services specified under this Agreement.

10. NOTICE

Any notice, tender, demand, delivery, or other communication pursuant to this Agreement shall be in writing and shall be deemed to be properly given if delivered in person or mailed by first class or certified mail, postage prepaid, or sent by facsimile or other telegraphic communication in the manner provided in this Section, to the following persons:

To City: Clerk of the City Council
City of Santa Ana
20 Civic Center Plaza (M-30)
P.O. Box 1988
Santa Ana, CA 92702-1988
facsimile (714) 647-6956

With courtesy copies to:

Public Works Agency – Transportation Engineering Div.
City of Santa Ana
20 Civic Center Plaza (M-43)
P.O. Box 1988
Santa Ana, California 92702
facsimile (714) 647-5616

and

City Attorney
City of Santa Ana
20 Civic Center Plaza (M-29)
P.O. Box 1988
Santa Ana, California 92702
facsimile (714) 647-6515

To Consultant:

Consensus Inc.
17744 Skypark Circle, Suite 100
Irvine, California 92614
Facsimile (213) 438-1764

A party may change its address by giving notice in writing to the other party. Thereafter, any communication shall be addressed and transmitted to the new address. If sent by mail, communication shall be effective or deemed to have been given three (3) days after it has been deposited in the United States mail, duly registered or certified, with postage prepaid, and addressed as set forth above. If sent by facsimile, communication shall be effective or deemed to have been given twenty-four (24) hours after the time set forth on the transmission report issued by the transmitting facsimile machine, addressed as set forth above. For purposes of calculating these time frames, weekends, federal, state, County or City holidays shall be excluded.

11. EXCLUSIVITY AND AMENDMENT

This Agreement represents the complete and exclusive statement between the City and Consultant, and supersedes any and all other agreements, oral or written, between the parties. In the event of a conflict between the terms of this Agreement and any attachments hereto, the terms of this Agreement shall prevail. This Agreement may not be modified except by written instrument signed by the City and by an authorized representative of Consultant. The parties agree that any terms or conditions of any purchase order or other instrument that are inconsistent with, or in addition to, the terms and conditions hereof, shall not bind or obligate Consultant nor the City. Each party to this Agreement acknowledges that no representations, inducements, promises or agreements, orally or otherwise, have been made by any party, or anyone acting on behalf of any party, which are not embodied herein.

12. ASSIGNMENT

Inasmuch as this Agreement is intended to secure the specialized services of Consultant, Consultant may not assign, transfer, delegate, or subcontract any interest herein without the prior written consent of the City and any such assignment, transfer, delegation or subcontract without the City's prior written consent shall be considered null and void. Nothing in this Agreement shall be construed to limit the City's ability to have any of the services which are the subject to this Agreement performed by City personnel or by other consultants retained by City.

13. TERMINATION

This Agreement may be terminated by the City upon thirty (30) days written notice of termination. In such event, Consultant shall be entitled to receive and the City shall pay Consultant compensation for all services performed by Consultant prior to receipt of such notice of termination, subject to the following conditions:

a. As a condition of such payment, the Executive Director may require Consultant to deliver to the City all work product completed as of such date, and in such case such work product shall be the property of the City unless prohibited by law, and Consultant consents to the City's use thereof for such purposes as the City deems appropriate. However, any use of unfinished work product shall be at City's sole risk.

b. Payment need not be made for work which fails to meet the standard of performance specified in the Recitals of this Agreement.

14. DISCRIMINATION

Consultant shall not discriminate because of race, color, creed, religion, sex, marital status, sexual orientation, age, national origin, ancestry, or disability, as defined and prohibited by applicable law, in the recruitment, selection, training, utilization, promotion, termination or other employment related activities. Consultant affirms that it is an equal opportunity employer and shall comply with all applicable federal, state and local laws and regulations.

15. JURISDICTION - VENUE

This Agreement and all questions relating to its validity, interpretation, performance, and enforcement shall be government and construed in accordance with the laws of the State of California. This Agreement has been executed and delivered in the State of California and the validity, interpretation, performance, and enforcement of any of the clauses of this Agreement shall be determined and governed by the laws of the State of California. Both parties further agree that Orange County, California, shall be the venue for any action or proceeding that may be brought or arise out of, in connection with or by reason of this Agreement.

16. PROFESSIONAL LICENSES

Consultant shall, throughout the term of this Agreement, maintain all necessary licenses, permits, approvals, waivers, and exemptions necessary for the provision of the services hereunder and required by the laws and regulations of the United States, the State of California, the City of Santa Ana and all other governmental agencies. Consultant shall notify the City immediately and in writing of her inability to obtain or maintain such permits, licenses, approvals, waivers, and exemptions. Said inability shall be cause for termination of this Agreement.

17. MISCELLANEOUS PROVISIONS

a. Each undersigned represents and warrants that its signature hereinbelow has the power, authority and right to bind their respective parties to each of the terms of this Agreement, and shall indemnify City fully, including reasonable costs and attorney's fees, for any injuries or damages to City in the event that such authority or power is not, in fact, held by the signatory or is withdrawn.

b. Captions and headings in this Agreement, including the title of this Agreement, are for convenience only and are not to be considered in construing this Agreement.

c. All Exhibits referenced herein and attached hereto shall be incorporated as if fully set forth in the body of this Agreement.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement the date and year first above written.

CITY OF SANTA ANA

ATTEST:

MARIA D. HUIZAR
Clerk of the Council

DAVID N. REAM
City Manager

APPROVED AS TO FORM:

JOSEPH W. FLETCHER
City Attorney

CONSENSUS INC.

By: _____
Laura Sheedy
Assistant City Attorney

JENNIFER LABRADO
Vice President
Tax ID# _____

EXHIBIT A

CONSENSUS PROPOSAL

JUNE 1, 2010

25M-10

Proposal for:

City of Santa Ana Public Works Agency M-21

Santa Ana Transit Vision Public Outreach

June 10, 2010

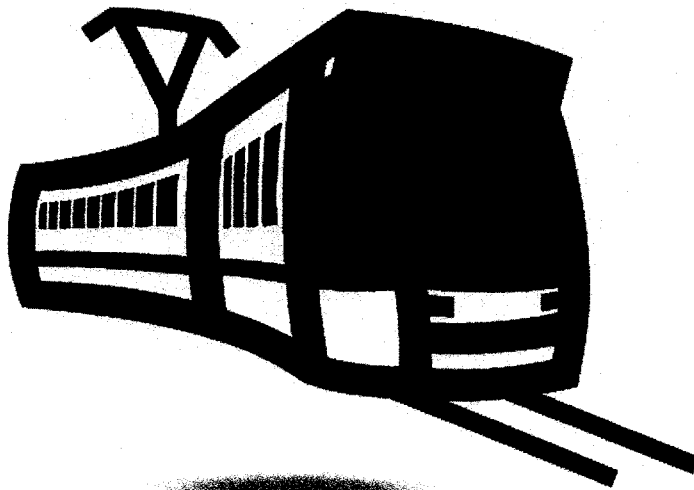


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Overview and Summary

Introduction

Consensus Inc. is pleased to present this response to the City of Santa Ana's Request for Proposal for its Santa Ana Transit Vision Public Outreach. Consensus Inc. has been leading the public outreach efforts for the Santa Ana and Garden Grove Fixed Guideway (a critical element of the City's Transit Vision) since January of this year and has also contributed to the development of messaging and branding efforts of other Transit Vision components. The outreach efforts conducted to date have increased the community's understanding and awareness of the project, while helping to create a more transparent and inclusive process. Although the process has just begun, since implementing some of Consensus Inc.'s strategic communications tactics, the project has not received any negative press and previous project opponents that have been included into the decision making process have been cooperative.

Consensus Inc. understands the diversity that exists within the City of Santa Ana and provides the third-party objectivity that is needed to ensure the success of the overall Transit Vision. Consensus Inc. has been instrumental in bringing a higher awareness of the Santa Ana and Garden Grove Fixed Guideway Project to the public with grass roots tactics such as door-to-door business walks, a Stakeholder Working Group, meeting one-on-one with key community and business stakeholders, and developing comprehensive public information materials that resonate with the community.

As the incumbent outreach partner working on this effort, we believe that we have the community insight, technical knowledge and qualifications to deliver a quality, cost-effective and inclusive public outreach program for this project.

In addition, Consensus Inc. has a firm understanding of the City's Transit Vision—which aims to improve the livability of the City by bringing more economic development, more public transportation options, and greater interconnectivity of important destinations and landmarks throughout the City.

Consensus Inc. truly believes that the City's Transit Vision will bring numerous benefits to its historic neighborhoods, working class families, visitors and businesses. For example, this project will inject new energy to the historic downtown core, which is currently at a crossroads of either thriving or deteriorating. The Transit Vision will provide the necessary tools (transportation, zoning, and economic development) to assist with the continued revitalization of the area.

Our Experience

In addition to our in-depth knowledge of Santa Ana history and political fabric, Consensus Inc. also brings a vast depth of transportation experience to the project. From California High Speed Rail to Go Local Step One and Step Two projects to the Anaheim Fixed-Guideway—we have the experience and know-how to deliver an efficient, legally defensible public outreach program in accordance with

the California Environmental Quality Act and National Environmental Policy Act. Please also refer to the qualifications provided in the next section for greater detail about our experience in successfully preparing and executing outreach programs for complex transit studies.

Situation Analysis

Santa Ana is the fourth-most densely populated city in the U.S., preceded only by New York City, San Francisco and Chicago. Its residents are heavily dependent on transit, and while existing bus service provides good geographic coverage, the buses do not run frequently enough to adequately serve the area. With recent bus service cutbacks, nighttime service on many routes has been reduced or eliminated. And with a looming population growth of approximately 10 percent over the next 20 to 25 years, it is even more important that Santa Ana further develop its transportation infrastructure to accommodate that growth.

In keeping with those needs, the City of Santa Ana is working with the City of Garden Grove to design a new public transportation solution for residents, employees, and visitors to important destinations in Santa Ana and connecting to the future transportation center in Garden Grove.

The vision of Santa Ana's leadership is to increase livability in the city through proper land use decisions and increasing quality public transportation options, and they have developed a strategy for fostering new economic development through improving these qualities.

With this proposal, Consensus Inc. is recommending a plan that not only fulfills, but exceeds the requirements of the environmental review process. It has been designed to engage the public with the end goal of building consensus for an alternative, and then cultivating community advocates to lay the groundwork for future funding phases (Go Local Step Three). This process is not, however, without inherent challenges.

Issues and Challenges

The City's vision has sometimes been misunderstood and/or mischaracterized by certain vocal stakeholders—creating a politically charged environment that has attracted the attention of local media. Accusations about not adequately involving the public and backroom dealing have compromised perceptions about this being a public process, thereby reducing trust in government and city staff and affecting the integrity of the project.

What's the solution? The public plays an important role in helping to shape this vision. And only through frequent communication—with a keen eye to neighborhood demographics and communicating with the key publics in the manner in which they are most accustomed to communicating—can a successful outreach program be implemented. Santa Ana is known to be a low-income, disengaged community. By giving the public options for participation and making it convenient for them to participate, the City can bolster the integrity of the process while improving public perception of the project and building trust in city leaders. Implementing social media tools and delivering them to the public where they currently gather—activity centers, church and neighborhood

centers—is the single best way to accomplish this in today’s rapidly changing communications environment.

Why Consensus Inc.?

In short, Consensus Inc. has the staff, experience, and rich transportation history to best serve this complex communication effort. In selecting our teaming partners, assigning key personnel and developing our work plan, we considered:

- Previous knowledge and experience in Santa Ana
- Vast experience working on Go Local projects in Steps One and Two in cities throughout Orange County
- Sensitivity to the project context, recognizing that any transit improvements need to be seamlessly integrated into a mature urban corridor rich in community context
- The right expertise and experience to manage the scope and schedule while taking advantage of streamlining opportunities
- Staff who are focused, available and accessible with the right range of skills and experience on major transit projects
- The ability to develop, implement, and monitor responsive schedules focused on long-term results, as well as short-term milestones
- Proven experience in applying creative methods and innovative techniques to work smarter, deliver reliable results and advance decision-making

Consensus Inc. is proud to have served as the public outreach partner for the Santa Ana Fixed Guideway Project Connecting to Garden Grove and we look forward to continuing to help build understanding and acceptance of the city’s transportation planning vision within the community.

Qualifications, References and Relevant Experience

Firm Introduction

Consensus Inc. is a leading California strategic communications firm with a keen understanding of how community relations, media strategy and political outreach work seamlessly together to deliver results for clients. With offices in Irvine and Los Angeles, Consensus Inc. specializes in communicating complex, controversial information to communities, public officials and the media.

Since 1986, hundreds of companies have sought our advice to help communicate their stories to stakeholders, decision-makers and the media on a variety of important matters, including transportation, land use, real estate development, alternative energy, environmental remediation, aviation, education and more. Consensus Inc. counsels a wide range of clients in both the public and private sector and has worked extensively managing public involvement for transportation and rail projects including: Anaheim Fixed-Guideway Transit Corridor Study, Go Local Study, and Anaheim Transit Master Plan; California High Speed Rail Commission and California High Speed Rail Authority Feasibility Studies and EIRs/EISs; AMTRAK; Southern California Association of Governments Study of Commuter Rail Los Angeles through Orange County; Los Angeles County Metropolitan Transportation Authority Mid-Cities/Westside Commuter Rail project, the Exposition Metro Line Construction Authority's Culver City to Santa Monica line.

In 1993, Consensus Inc. became part of the team doing California's first study of High Speed Rail. A year later, Consensus Inc. was awarded the contract for statewide public involvement services. Currently, the firm is overseeing public involvement for the National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) studies of two High Speed Rail studies in California, Los Angeles to Anaheim and Los Angeles to Palmdale.

Our single-minded focus on achieving results consistently earns us industry accolades and awards, but more importantly, it forms long-lasting relationships with our clients, some of whom have been us with for more than 15 years. They trust us to effectively handle their most sensitive and difficult communications challenges, and we appreciate the opportunity to work with them.

Qualifications

A Detailed statement of the Consensus Inc.'s qualifications and previous experience in conducting similar work is provided below.

Resumes

One-page resumes for personnel who will perform work on this project are located on the following pages and include the percentage of time each team member will devote to this engagement.

PROFESSIONAL EXPERIENCE

As vice president for Consensus Inc. in Orange County, Jennifer Labrado brings an understanding of the region's issues, politics and communities to our firm. Jen designs and directs strategic communication and outreach programs for key Consensus Inc. clients. She has an extensive understanding of Orange County's politics, players and unique characteristics, and expertise in multi-modal and transit oriented development projects. She holds membership in numerous professional organizations, and her work has been recognized by both the Los Angeles and Orange County chapters of the Public Relations Society of America (PRSA).

SELECTED PROJECT EXPERIENCE

- **Public Involvement Program for the Anaheim Fixed-Guideway Transit Corridor Study (EIR/EIS) –City of Anaheim.** Jen serves as principal in charge for the public involvement program and is tasked with overseeing the entire public outreach strategy. The public outreach strategy is designed to educate stakeholders, elected officials, and other target audiences and ensure maximum public input throughout the study.
- **California High-Speed Rail Authority, Public Involvement Program for the Anaheim to Los Angeles segment.** Jen designs and directs the public outreach efforts for the Anaheim to Los Angeles section of the California High-Speed Rail project. She directs strategy to educate local and regional stakeholders about the project and obtain their input to incorporate into the environmental review process.
- **Orange County Transportation Authority (OCTA), Public Involvement Program for the I-405 Environmental Phase.** Jen develops and directs the strategy and implementation of the public involvement program for OCTA's I-405 Improvement Project. The public involvement program is being conducted to meet the requirements of CEQA and NEPA while broadening the dialogue surrounding this regional corridor. The program utilizes both traditional outreach and social media tactics to reach and engage stakeholders.
- **Orange County Transportation Authority (OCTA): Public Involvement Program for South Orange County Major Investment Study (SOCMIS).** As project manager, Jen developed and directed the public involvement program identifying the transportation needs and opportunities for the 14 cities in South Orange County. The public involvement program fostered active public engagement and feedback from the public was used in the development of an improvement alternative with local support.
- **Public Involvement Program for the Riverside County – Orange County Corridor Major Investment Study (91MIS)—Orange County Transportation Authority (OCTA).** As deputy project manager, Jen led all public outreach activities and designed and implemented a countywide public involvement program for OCTA's Riverside County – Orange County Corridor Major Investment Study to improve mobility between the two counties. The outreach strategy utilized multiple tools and resources including community meetings, surveys, roundtables, elected official briefings, mainstream media outreach, newsletters, email alerts, fact sheets, websites and effective partnering with government and community organizations.



JENNIFER LABRADO
Vice President

Firm
Consensus Inc.

Project Role
Project Manager

Education
B.A. American Studies
University of California, Davis

Industry Tenure
11 years

Membership
Women's Association
Samurai WFS
Urban Land Institute - Orange County
Public Relations Society of America - Orange County

Project Availability
100%



**TARANEH
ARHAMSADR**
Assistant Account
Manager

Consensus Inc.

Deputy Project Manager

M.A., Public Administration
San Francisco State University

B.A., Environmental Analysis
and Design
University of California, Irvine

4 years

Fluent in Farsi

55%

PROFESSIONAL EXPERIENCE

Taraneh offers a wealth of experience in environmental issues and both traditional and new media strategies. As a public affairs associate in Orange County, she worked with environmental and public works clients on community outreach projects, organizing information sessions to build support for Orange County Water District projects, as well as other public and private ventures. Taraneh represented the Orange County Water District's Groundwater Replenishment System, a revolutionary program that boosted the county's water reliability. To raise awareness about the system in the local community, Taraneh organized and took part in a variety of outreach events, including the coordination of meetings with community groups and creative representation of the project at local events. These efforts contributed to widespread support of a project that was controversial at the outset. Taraneh possesses a diverse media background. She has organized multimedia campaigns to raise awareness about pressing social issues such as safe surrender laws for infants, and worked as a member of a documentary team that created short films about real women in America.

Taraneh received her Bachelor of Arts degree in Environmental Analysis and Design from the University of California, Irvine and a Master of Arts degree in Public Administration with an emphasis in Environmental Policy from San Francisco State University.

SELECTED PROJECT EXPERIENCE

- **California High-Speed Rail Authority: Public Involvement Program for the Anaheim to Los Angeles segment.** Taraneh oversees the public outreach efforts for the Anaheim to Los Angeles section of the California High-Speed Rail project. She directs outreach activities designed to educate local and regional stakeholders about the project and obtain their input to incorporate into the environmental review process. In addition, Taraneh develops high-level public information materials and prepares the outreach staff for briefings with key stakeholders. She works closely with the project team to develop outreach strategies that best fits the needs of the various communities along the high-speed train corridor.
- **Iberdrola Renewables: Tule Wind Project Outreach Program.** Consensus Inc. is currently implementing a comprehensive community outreach and support building program for the Tule Wind Project in connection to their initiation of the CEQA and NEPA processes. Taraneh handles public outreach activities for Tule Wind Project. She develops key messages for the project and coordinates briefings and presentations with key community members. This project will be one of the first wind projects developed in San Diego County and is facing substantial challenges in the form of community concern, and existing misinformation related to San Diego Gas & Electric's highly controversial Sunrise Powerlink project.



MICHELLE SINNING
Senior Account
Manager

PROFESSIONAL EXPERIENCE

Based in the Irvine office, Michelle directs public relations and outreach programs for transportation, renewable energy, real estate development and wastewater issues. She has extensive experience in advertising and public relations, working for firms in San Diego and Indiana, managing branding efforts for clients in the transportation, construction, real estate, and economic development industries. She has expertise in crisis and reputation management, providing strategic counsel on soil and groundwater contamination and sensitive health care industry issues. Her clients included the Bloomington Economic Development Corporation, for whom she worked more than five years to promote the city as a "Best Place" to work, live and play – earning media coverage for the city and its success stories in the *Wall Street Journal*, *Entrepreneur Magazine*, *Chicago Tribune* and other top tier publications. Michelle has written feature stories for *The San Diego Daily Transcript*, *San Diego Business Journal*, *California Real Estate Journal*, *Western Real Estate News*, *Business Facilities* and *Multifamily Executive*. She is a graduate of the University of Wisconsin, Stevens Point, with a Bachelor of Science degree in Communication (with concentrations in public relations and journalism). She is an accredited member of the Public Relations Society of America.

SELECTED PROJECT EXPERIENCE

- **City of Anaheim: Public Involvement Program for the Anaheim Fixed-Guideway Transit Corridor Study (EIR/EIS).** Michelle serves as project manager and is tasked with developing a public involvement program and an aggressive public outreach strategy for the project. The public outreach strategy is designed to educate stakeholders, elected officials, and other target audiences and ensure maximum public input throughout the study.
- **California High Speed Rail Authority: Public Involvement Program for the Anaheim to Los Angeles Segment.** As deputy project manager Michelle manages the public outreach efforts for the Anaheim to Los Angeles section of the California High-Speed Rail project with emphasis on media relations. This comprehensive program meets the requirements of the environmental process while building awareness and engagement throughout the corridor and the region.
- **Orange County Transportation Authority (OCTA): Public Involvement Program for the I-405 Environmental Phase.** As project manager Michelle assists with strategy development and oversees task delivery of the public involvement program for OCTA's I-405 Improvement Project. The public involvement program is being conducted to meet the requirements of CEQA and NEPA while broadening the dialogue surrounding this regional corridor. The program utilizes both traditional outreach and social media tactics to reach and engage stakeholders.
- **Iberdrola Renewables: Tule Wind Project Outreach Program.** Consensus Inc. is currently implementing a comprehensive community outreach and support building program for the Tule Wind Project in connection to their initiation of the CEQA and NEPA processes. Michelle develops the outreach and social media strategy for Tule Wind Project. During initial stages of the project Michelle oversaw the creation of all social media platforms that include a Twitter page, Facebook page, and YouTube channel.

Consensus Inc.

Media Relations

B.S., Communications
University of Wisconsin,
Stevens Point

15 years

Accredited Member, Public
Relations Society of America

40%

PROFESSIONAL EXPERIENCE

Lilian De Loza has been with Consensus Inc. for more than 16 years and leads the public-sector outreach and communications practice. She brings a wealth of knowledge and experience in outreach to multicultural communities and public involvement programs that comply with the California Environmental Quality Act and National Environmental Policy Act (CEQA/NEPA). She has also developed and implemented numerous successful community relations programs for retail, transportation, housing, public facilities and environmental remediation projects. Her commitment to diversity issues extends to her work with Hispanas Organized for Political Equality (HOPE) - Leadership Institute, of which she is an alumna. Prior to working for Consensus Inc., Lilian served as an aide to the late Los Angeles Mayor Tom Bradley and former Council Member Rita Walters. In these capacities with the City of Los Angeles, she served as their liaison to the Latino community. Lilian holds a Bachelor of Arts degree in Sociology from Occidental College, has studied in Cuernavaca, Morelos, México, and is fluent in Spanish.

SELECTED PROJECT EXPERIENCE

- **California High-Speed Rail Authority (CHSRA): Public Involvement Programs for the Feasibility and Environmental Studies of a High-Speed Rail System in California.** Lilian has developed and implemented statewide public involvement programs for CAHSRA for more than 14 years, including strategic communications and media relations programs for various feasibility and environmental studies.
- **Metro Gold Line Foothill Extension Construction Authority: Gold Line Foothill Extension Community and Media Outreach.** Lilian provides strategic counsel to the community outreach team and Authority leadership to support the Phase 2A Extension from Pasadena to Azusa.
- **California Department of Transportation (Caltrans).** Lilian directs the public outreach services for the Caltrans District 7 I-405/Arbor Vitae Interchange project. Consensus Inc. pioneered the use of UStream for Caltrans by broadcasting live footage and a chat feed of a public meeting on the internet.
- **Exposition Metro Line Construction Authority (EXPO).** Lilian directs and coordinates all public outreach for the second phase of the Expo Line between Culver City and Santa Monica. In early 2010, the Final Environmental Impact Report (FEIR) was certified and the preferred alternative was selected. Consensus Inc. continues to work with the Expo Authority and provides timely and relevant information regarding design/build and construction updates to stakeholders throughout the corridor.
- **Los Angeles County Metropolitan Transportation Authority (Metro): Public Involvement Programs for the San Fernando Valley East-West Transit Corridor (Orange Line) MIS/EIS/SEIR Bus Rapid Transit Project and Northern Canoga Extension EIR.** Lilian developed and managed the Public Involvement Program for the San Fernando Valley East-West Transit Corridor (Orange Line MIS/EIS/EIR) and Northern Canoga Extension EIR.



LILIAN DE LOZA
Vice President

Firm

Consensus Inc.

Project Role

QA/QC / Integrity

Education

B.A. Sociology
Occidental College

Industry Tenure

16 years

Languages

Fluent in Spanish

Project Availability


2010

PROFESSIONAL EXPERIENCE

Abraham Mercado plans and implements outreach activities for public clients, as well as support campaigns for private clients. Abraham is also involved in coordinating community meetings, developing public information materials, and interfacing with project stakeholders. While working for Consensus Inc., Abraham has worked on multiple projects requiring bilingual-bicultural outreach to stakeholders and works to identify key issues related to building stakeholder support, creating and implementing outreach strategies, dealing with diverse communities, developing and maintaining contact with elected officials, and responding to stakeholder concerns.

SELECTED PROJECT EXPERIENCE

- **City of Irvine: Grassroots Outreach and Marketing for the IBC i-Shuttle Outreach Phase II.** The City of Irvine contracted Consensus Inc. to conduct a strategic communications and marketing program for the Irvine iShuttle. The iShuttle is a commuter service that connects the Tustin Metrolink Station with key employment centers in the City of Irvine and John Wayne Airport. Abraham serves on the outreach team and implements the day-to-day activities of the business and residential marketing programs.
- **City of Anaheim: Public Involvement Program for the Anaheim Fixed-Guideway Transit Corridor Study (EIR/EIS).** Consensus Inc. is currently engaged as the outreach sub-consultant for the Anaheim Fixed-Guideway Transit Corridor Study and is charged with leading the outreach efforts on behalf of the city. Abraham coordinates public meetings, maintains key community concerns and executes public outreach activities for the project.
- **California High-Speed Rail Authority: Public Involvement Program for the Los Angeles to Palmdale segment.** Abraham maintains the key stakeholder database and handles support building activities for the CHSRA project.
- **California Department of Transportation (Caltrans): Public Outreach Services for Arbor Vitae On/Off Ramp.** Abraham handles bilingual support building activities and stakeholder outreach to facilitate involvement from local business owners and impacted residents surrounding the Arbor Vitae interchange.
- **Los Angeles County Transportation Authority (Metro): Public Outreach for the Canoga Transportation Corridor, Orange Line Extension Project, Canoga Park, California:** Abraham coordinated and staffed public meetings, maintained a log of key community concerns in the stakeholder database, and conducted bilingual outreach for the Metro Orange Line project. Over an 18-month period, Consensus Inc. held scoping meetings, public hearings, presentations to key groups and leaders to elicit public participation and feedback on the alternatives and the scope of the EIR.
- **Orange County Transportation Authority (OCTA): Public Involvement Program for the I-405 Environmental Phase.** Abraham developed public information materials, maintained the key stakeholder database, and developed outreach strategies for the project.



ABRAHAM MERCADO
Assistant Account
Manager

Firm
Consensus Inc.

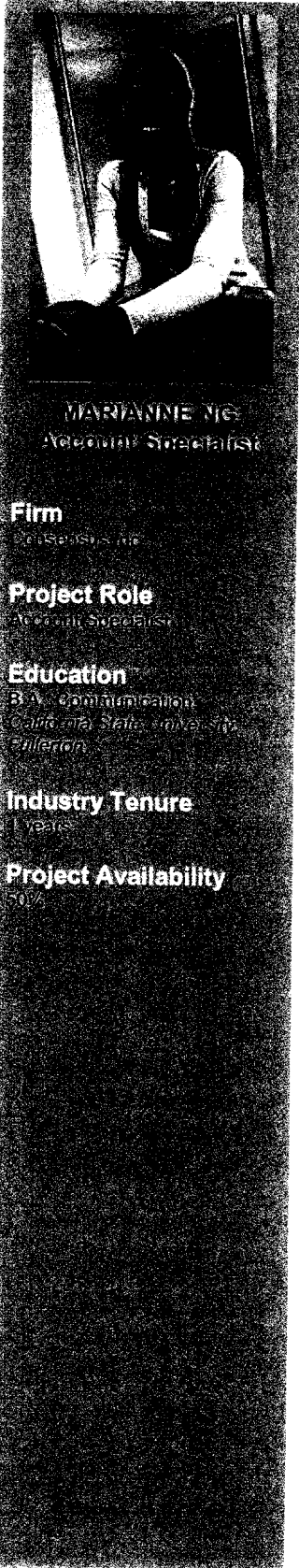
Project Role
Bilingual Community Outreach
(Bilingual)

Education
B.S. Business Administration
B.A. Social Science
California State University
Fresno

Industry Tenure
1 years

Languages
Bilingual Spanish

Project Availability
100%



MARIANNE NG
Adequacy Specialist

Firm

Consensus Inc.

Project Role

Adequacy Specialist

Education

B.A. Communication
California State University
Fullerton

Industry Tenure

1 year

Project Availability

100%

PROFESSIONAL EXPERIENCE

Marianne has extensive experience executing public outreach campaigns for transportation, land use and infrastructure issues. She is an active community organizer and has strong insight into multicultural issues and event planning for diverse audiences. Marianne is an active member of the Public Relations Student Society of America (PRSSA) and was the Programs Director for the 2009 PRSSA National Conference where she organized, executed and evaluated a 2,000-person conference while supervising over 75 student volunteers. Marianne is a graduate of California State University, Fullerton and holds a Bachelor of Arts degree in Communications with an emphasis in Public Relations.

SELECTED PROJECT EXPERIENCE

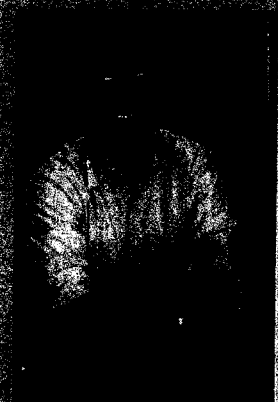
- **City of Anaheim: Public Involvement Program for the Anaheim Fixed-Guideway Transit Corridor Study (EIR/EIS).** Consensus Inc. is currently engaged as the outreach sub-consultant for the Anaheim Fixed-Guideway Transit Corridor Study and is charged with leading the outreach efforts on behalf of the city. Marianne is responsible for coordinating public meetings, maintaining key community concerns and executing public outreach activities. The public outreach strategy is designed to educate stakeholders, elected officials, and other target audiences and ensure maximum public input throughout the study. Outreach activities include implementing public workshops and open houses at key project milestones, including early scoping, scoping, and the release of the Draft Environmental Impact Report/Draft Environmental Impact Statement (DEIR/DEIS).
- **California High-Speed Rail Authority: Public Involvement Program for the Anaheim to Los Angeles segment.** Marianne leads outreach activities of the high-speed rail project and prepares key messages for community outreach activities, develops public information materials and staffs briefings with key stakeholders. Marianne works closely with the project team to execute outreach strategies that best fits the needs of the various communities along the high-speed train corridor.
- **Iberdrola Renewables: Tule Wind Project Outreach Program.** Consensus Inc. is currently implementing a comprehensive community outreach and support building program for the Tule Wind Project in connection to their initiation of the CEQA and NEPA processes. Marianne handles all outreach activities for Tule Wind Project. Most recently, Marianne has prepared public information materials, developed a fact sheet and updated the project Web site. Marianne also staffs all outreach activity centers.
- **Regency Centers: Heritage Plaza Community Survey/Focus Groups Program.** Regency Centers is updating and remodeling its Heritage Plaza center as part of its strategy to retain its current tenants and secure its position in the area. Heritage Plaza serves a diverse community with many homeowner associations, schools, ethnicities and audiences in Irvine, California. Marianne serves on the outreach team and has implemented activities of the marketing and focus group program for a large activity center outreach event at Heritage Plaza. For the event Marianne developed a stakeholder contact list and located venues for the event.

PROFESSIONAL EXPERIENCE

Jesús implements strategic communication and outreach campaigns for public transportation and land use planning projects. Before joining Consensus Inc. Jesús served as the community partnership manager for the Transportation and Land Use Collaborative. He has experience working on general plan updates in the Los Angeles area where he played an integral role on the outreach team for the development of land use, transportation, and healthy community elements. He also has extensive experience in bilingual and bicultural outreach to Spanish-speaking communities. A graduate of the University of Southern California, Jesús holds a Bachelor of Science degree in Public Policy, Management, and Planning and a Bachelor of Arts degree in Spanish. He is Fluent in Spanish.

SELECTED PROJECT EXPERIENCE

- **Metro Gold Line Foothill Extension Construction Authority: Gold Line Foothill Extension Community and Media Outreach.** Jesús provides outreach support to the community outreach team and Authority leadership to support the project. Jesús is part of an outreach team executing an integrated program of traditional and online communications is designed to maintain momentum and stakeholder support building towards the Extension's planned groundbreaking in 2010 and service in 2013.
- **California High-Speed Rail Authority (CHSRA), Public Involvement Program and Media Relations for the Project Level EIS/EIR Los Angeles to Palmdale Section.** Jesús is working to educate local community based organizations along the Los Angeles to Palmdale and providing them with information about the proposed statewide infrastructure project and the environmental review process.
- **Exposition Metro Line Construction Authority (EXPO): Phase 2 Public Affairs Services.** Jesús is executing and coordinating all public outreach for the second phase of the Expo Line between Culver City and Santa Monica. Consensus Inc. developed a communications and outreach program that is proactive, responsive, transparent, authentic, and respectful of the myriad of stakeholders along the corridor.
- **California Department of Corrections and Rehabilitation: Environmental Impact Report for Madera Secure Community Re-Entry Facility.** Jesús executes the bilingual public outreach program for the Madera Secure Community Re-Entry Facility. Most recently he assisted with translation of a facility fact sheet and helped develop new messages in Spanish. The scope of work activities for this project include translation services, public outreach to the Hispanic community, community meeting interpretation and translation services, and media relations
- **Community Redevelopment Agency of Los Angeles (CRA/LA): Market Study and Implementation Strategy for the Central City Community Plan.** Jesús is handling all stakeholder outreach activities and planning all public meetings for the CRA/LA as they support the Los Angeles Department of City Planning in its work to update the Central City and Central City North Community Plans.



JESUS CUELLAR
Account Specialist

Firm
Consensus Inc.

Project Role
Account Specialist/Bilingual

Education
B.A. Spanish
B.S. Public Policy
Management & Planning
University of Southern
California

Industry Tenure
7 years

Languages
Fluent in Spanish

Project Availability
30%

EDMUNDO DIVIGNAU
Graphic Designer
SUBCONSULTANT

Firm

Yonah Marketing

Project Role

Graphic Designer (Bilingual)

Education

B.A. Fine Arts with an emphasis in Graphic Design
California State University
Fullerton

Industry Tenure

9 years

Languages

Bilingual Spanish

Clients

City of Anaheim, Essex
California, Palise

Marvold Lane, Footmill
Extension

Irvine Shuttle

OCTA Various Projects

California State Assemblyman
Jose Solari

Consensus Inc.

Qualifications

Proficient in

Adobe Illustrator, CS4

Photoshop, CS4

InDesign, CS4

Image Ready, CS4

Adobe Fire

Corel Draw

Microsoft Office

Keynote

Project Availability

35%

PROFESSIONAL EXPERIENCE

- Lead all creative development for client's needs and translate the vision of an organization to design applications
- Provide creative vision and art direction for the support of all marketing collateral materials
- Guide new business development efforts and set company branding strategy
- Perform all pre and post press production processes and maintain close oversight of design and production budgets
- Organize mechanicals, pre-flight packages, press checks and manage direct mail campaigns
- Operate a wide variety of professional photographic equipment as well as creative photo shoot direction

SELECTED PROJECT EXPERIENCE

JB3D Environmental Wayfinding (Orange, CA)

Project Coordinator – Graphic Designer. August 2008 – November 2009.

- Support project manager in all aspects of workflow
- Project management of design development and production
- Assisted in plan and specifications analysis in order to provide clear, trackable and coordinated interpretations of the design/drawings for construction
- Monitored in-shop and third party vendors work, to ensure compliance with company standards, procedures, specifications and codes
- Retained effective working relationships and acted as liaison with clients, vendor and City staff
- Conducted research findings and submitted multiple city ordinance permits at municipalities throughout Orange, Los Angeles and Ventura counties
- Clients include: The Irvine Company, Shea Properties, Grubb & Ellis Company, LBA Properties, Herbalife at LA LIVE and Season Place

Hogle-Ireland, Inc. (Irvine, CA)

Graphic Designer. January 2006 – August 2008

- Manage the full development of concept formation, design and final press check, including thumbnail drafts, photography, layout and production of out-put materials
- Created layout design for newsletters, fliers, postcard notices, invitations, factsheets and collateral materials
- Produce large scale poster maps for community presentations alongside PowerPoint slideshow tailored to our clients needs and brand
- Monitored large format plotter and out-put materials

Orange County Transportation Authority (Orange, CA)

Marketing/Public Communications. October 2001 – December 2005

- Engaged in a collaborative environment with graphic design projects and marketing campaigns
- Responsible for layout and design concepts, color correction, created mechanicals, developed and maintained photo library, shot photography and aided in press check
- Large format poster printing, contact sheets, fliers
- Coordinated and planned public service outreach events
- Maintained and troubleshooted printing equipment

Relevant Experience

City of Anaheim

Public Involvement Program for the Anaheim Fixed-Guideway Transit Corridor Study, Go Local Study and Anaheim Transit Master Plan



Consensus Inc. is currently engaged as the outreach sub-consultant for the Anaheim Fixed-Guideway Transit Corridor Study and is charged with leading the outreach efforts on behalf of the city. As part of the Go Local Program, the City of Anaheim was selected by the Orange County Transportation Authority (OCTA) to advance the study of a fixed-guideway system through the environmental study process and to complete conceptual engineering and design for the project. The Anaheim Fixed-Guideway project is envisioned to operate as a high-capacity system, providing convenient and efficient transfers to Metrolink, Amtrak, Bus Rapid Transit (BRT), local bus, and future high-speed train services connecting at the Anaheim Regional Transportation Intermodal Center (ARTIC). This connection will link Orange County's "backbone" Metrolink commuter rail system to the City of Anaheim's major employment and activity centers in the Platinum Triangle and The Anaheim Resort™.

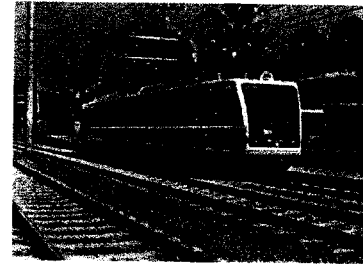
The public outreach strategy is designed to educate stakeholders, elected officials, and other target audiences and ensure maximum public input throughout the study. Outreach activities include implementing public workshops and open houses at key project milestones, including early scoping, scoping, and the release of the Draft Environmental Impact Report/Draft Environmental Impact Statement (DEIR/DEIS). In addition, Consensus Inc. is engaging stakeholders in the environmental process by conducting informational briefings and presentations to key community groups, with particular attention to environmental justice outreach. Consensus Inc. developed comprehensive public information materials for the project, including a project fact sheet, web site, e-mail blasts and newsletter to better inform the public about the project's Purpose and Need, alternatives under consideration and key project milestones. Consensus Inc. was also involved in Phase 1 of the project, which included implementing a targeted public involvement program to develop a Transit Master Plan in affiliation with OCTA's Go Local Program (Step One). The Transit Master Plan strived to meet the City's current and future mobility needs, with consideration for how commuters, including residents, workers, and visitors travel—while simultaneously exploring new modes of transportation that will enhance their ability to get places safely and efficiently.

Client Contact

Jamie Lai, Transit Manager
City of Anaheim
200 S. Anaheim Blvd., #246
Anaheim, CA 92805
714.765.5049

Metro Gold Line Foothill Extension Construction Authority Social Media Campaign to Raise Awareness and Fund the Gold Line

Consensus Inc. is assisting the Foothill Extension Construction Authority with a community outreach program about the importance of funding the Foothill Extension from Pasadena to Montclair. At the start of the program in 2008, the Los Angeles County Metropolitan Transportation Authority (Metro), the funding agency for the project, ranked the Foothill Extension low on its priority list and refused to fund it. The campaign included a strategically coordinated effort that conducted traditional outreach at activity centers, engaged local news outlets, and leveraged these efforts through its "I Will Ride" Blog (www.IWillRide.org), Twitter Feed, Facebook Page, and Activity Center Outreach/Stakeholder Videos. When Consensus Inc. was hired in spring 2008, the Gold Line Extension's funding for future development was only \$126,000.



As a result of our firm's successful communications strategies, Metro voted to increase the Foothill Extension Authority's funding to \$875 million. Moreover, Consensus Inc. was awarded the "Blog of the Year" by the Public Relations Society of America, Los Angeles chapter, for the "I Will Ride" blog.

Project Results

- When Consensus Inc. was hired in spring 2008, the Gold Line Extension's funding for future development was only \$126,000.
- As a result of our firm's successful communications strategies, Metro voted to increase the Foothill Extension Authority's funding to \$875 million.
- Built a supporter database of 2,531 stakeholders via mailings, activity centers and Website sign-ups
- Developed the iwillride.org blog and @iwillride Twitter site
- Increased media coverage to elevate the need for the Extension in decision-making forums

Client Contact

Habib Balian, Chief Executive Officer
Metro Gold Line Foothill Extension Authority
406 East Huntington Drive, Suite 202
Monrovia, California 91016-3633
626.305.7001
hbalian@foothillextension.org

California High-Speed Rail Authority

Public Involvement Program for the Feasibility and Environmental Studies of a High Speed Rail System in California

Since 1994, Consensus Inc. has developed and implemented statewide public involvement programs—including strategic communications and media relations programs—for the California High-Speed Rail Authority (CHSRA), which envisions an 800-mile high-speed train line that will run throughout the state from San Diego to the Bay Area and Sacramento. Our public involvement programs for the statewide system studies involve a successful media relations strategy including an abundance of stories in print, television, radio, and online mediums. Consensus Inc. has identified and prioritized community organizations, chambers of commerce, and business organizations that will have the most interest in the project, as well as high-level stakeholders with interested constituencies, resulting in hundreds of groups and elected officials receiving briefings on the project. The briefings served to support our effort to build a strong coalition of advocates—ultimately resulting in California voters approving a \$9.95 billion bond investment to help fund construction of Phase I of the California High-Speed Rail system. Our work has included:



- **California Statewide High Speed Rail Feasibility Studies (1994 – 1996).** Consensus Inc. served as prime contractor and managed a statewide public involvement program for Caltrans and the former Intercity High Speed Rail Commission to study high speed rail in California.
- **Public Involvement Programs for the Los Angeles to Bakersfield Segment: Program-Level Environmental Impact Statement/ Report (EIS/EIR) (2001 – 2003).** The firm developed and implemented an outreach program to elicit participation from the public as the California High Speed Rail Commission developed a Program-Level (EIS/EIR) between LA and Bakersfield.
- **Public Involvement Programs for the Project-Level EIS/EIR Los Angeles to Palmdale Corridor Section (2007 to Present).** Consensus Inc. serves as a public outreach sub-contractor to the Hatch Mott McDonald/URS team as it moves forward with preparing a Project-Level Environmental Impact Statement/Report for the CHSRA.
- **Public Involvement Programs for the Project-Level EIS/EIR Anaheim to Los Angeles Corridor Section (2007 to Present).** Consensus Inc. is providing public outreach while this section is undergoing environmental review and preliminary engineering.

Client Contact

Dan Leavitt, Deputy Director
California High Speed Rail
925 "L" Street, Suite 1425
Sacramento, CA 95814
916. 324.1541
dleavitt@hsr.ca.gov

Work Plan

Public Outreach Approach

In today's politically sensitive and competitive funding environment, broad public involvement and support are critical to the success of any major public transit project. However, getting the general public to participate in the development of a project has become increasingly challenging as stakeholders spend more time commuting and engaged in essential daily activities. Therefore, a well-crafted and executed public outreach program can make the difference between a project marked by conflict and one that continues without interruption with the greatest level of community acceptance.

The biggest advantage to selecting Consensus Inc. is that we do know the public well through our current positive interaction with them. We know there is no standard or single approach for engaging communities and that assumptions are sometimes made without validation, often at the peril of a project. Thus, we approach all projects with the ultimate goal of supporting the technical analysis with tailored and strategic outreach efforts. These efforts, implemented effectively, will demonstrate how a thorough and proactive participation program is crucial to consensus building, project progression, and ultimately, planning and building an effective and efficient transportation solution for the Santa Ana Fixed Guideway Project.

Working closely with the City of Santa Ana, Consensus Inc. will develop a communications and outreach program that is proactive, responsive, transparent, savvy, authentic, and respectful of the myriad of stakeholders who will be affected by the Santa Ana Fixed Guideway Project and the Santa Ana Regional Transportation Center (SARTC) Master Plan. We will elegantly blend traditional communications tools with cutting-edge ones. Additionally, we will create platforms for robust and balanced dialogue about the environmental review process designed to help the City achieve its goal of identifying a Locally Preferred Alternatives (LPA) that will be carried forward into a formal Draft Environmental Impact Report/Environmental Impact Statement (EIR/EIS). This approach will not only develop and maintain constructive relationships with community members, elected officials, and the media, it will:

- Acknowledge the impacts of a public transit project going through communities while focusing on the benefits it will bring to a very significant number of stakeholders.
- Seamlessly blend emerging communications tools with traditional ones and make it easy for anyone who is interested in information to get it. Information will be conveyed in multi-media platforms, as well as traditional hard copy collateral materials. On-line information materials provide for cost-effective dissemination of content and are more environmentally friendly.
- Provide multiple choices for people to get information in the manner that is most convenient to them. Some prefer to attend a community meeting; others might only like information sent via text messages to their cell phone; others might like to participate in a virtual meeting from the comfort

of their homes; while others will prefer to see what their friends are thinking about the Transit Vision on Facebook, Twitter or Blogs.

- Provide opportunities for respectful and regular contact with key stakeholders, in-person and via their chosen method of interaction. Communication will be built on the foundations of authenticity, interactivity and peer-to-peer messaging to cultivate and nurture important relationships.

Task 1: Develop Outreach/Communications Strategy

In coordination with the City of Santa Ana, we will develop an Outreach and Communications Strategy that details all activities to be performed throughout the public outreach program. The strategy will:

- Add to the already identified key audiences and stakeholders
- Develop a format and schedule for all public meetings
- Discuss in what manner and how frequently briefings with elected officials will occur
- Outline what types of public information materials will be developed
- Provide strategic tactics for communicating with stakeholders throughout the corridor
- Develop a strategic approach for utilizing new social media tools and applications
- Outline principles for involving environmental justice communities
- Include program monitoring and evaluation criteria to measure success
- Include an overall public outreach program schedule and timing for activities

The plan will include an overview of the outreach activities Consensus Inc. will implement and their schedule of implementation. The timing of each activity will be strategically linked to the environmental review process milestone schedule to maximize the receipt of information from the community that will be most useful to the technical team in the decision-making process.

Consensus Inc. herein provides a snapshot of the Strategy that reaches each of the following key audiences:

- General Public
- Business Community
- Key Stakeholders
- Elected officials
- Media

The strategy relies on using multiple communications platforms and methods, to give all audiences options for interacting with the City and its representatives on this project—thereby increasing buy-in and trust from the community. All activities implemented will be fully inclusive and credible, and will maximize opportunities for their involvement.

The Outreach and Communications Strategy entails:

Thorough Upfront Planning: Consensus Inc. has been involved in the initial stages of outreach for the environmental review process and has a keen understanding of the issues and where the project fits in the City's overall transit vision. We have provided key assistance to the City of Santa Ana in establishing the foundation for a detailed and thorough public outreach infrastructure program including having developed project messages, the project's preliminary visual identity, a comprehensive stakeholder database and project themes and messages that bring together all projects in the City's transit vision to help the public understand the City's vision of quality land use and transportation planning improvements that will have a positive impact on economic development.

Integrated Communications Approach: To complement our use of traditional communications, we will incorporate cutting-edge social media tools where appropriate. These communication tools allow us to expand outreach to previously uninvolved audiences with new options for peer-to-peer interaction, instantaneous message dissemination, and virtual participation. Online communications leverages budget resources and, by reducing printing and mailing, demonstrates a commitment to environmentally friendly business practices.

Menu of Options: We will create a multi-media platform that offers choices for people to access information and participate in ways that are most convenient to them. Some will prefer to attend a community meeting and receive a fact sheet, others might like information sent via text messages to their cell phone. Some might like to participate in a virtual meeting from the comfort of their homes; still others will prefer to follow the project on Facebook or Twitter.

Message Clarity and Balance: Consensus Inc. has worked with the City to develop clear and compelling messages that highlight potential project benefits, simplify complex issues to reduce project misinformation and confusion, and foster community engagement. These messages will continue to be refined as the project alternatives are selected and the City moves through the environmental review process, and as the related transit vision projects are moved forward.

Broad Universe of Stakeholders: Our comprehensive stakeholder database already includes local, state and federal elected officials, business and religious leaders, major employers, community-based organizations, homeowner associations, public transit advocates, environmental groups, neighborhood associations, schools, social clubs, nonprofits and media. Consensus will continually update the database as we meet and engage community members on behalf of the project.

Grassroots to Grasstops: We will provide ongoing opportunities for contact with key stakeholders, prioritizing those most directly affected. We will use messengers who lend added credibility and peer-to-peer outreach to cultivate and nurture important relationships. And we will maintain ongoing, open

dialogue with local residents and businesses to provide accurate information to address emerging and critical issues.

Activities to Reach Identified Audiences

As part of the Outreach and Communication Strategy, we will implement the following activities to reach each of the key audiences. Each activity will be further detailed in Tasks 2 – 9 of our proposed work plan.

AUDIENCES

■ General public

- Activity center events (Task 2)
- Faith-based outreach (Task 2)
- Public meetings (Task 7/Optional)
- Information materials (Task 8)
- Social media (Task 2)
- Media outreach (Task 9)

■ Business community

- Presentations (Task 2)
- Stakeholder working groups (Task 3)
- Business walks (Task 7)
- Collateral materials (Task 8)

■ Key Stakeholders

- Presentations (Task 2)
- Stakeholder working groups (Task 3)
- Collateral materials (Task 8)

■ Elected officials

- Briefings (Task 2)
- Stakeholder working groups (Task 3)
- Collateral materials (Task 8)
- Media outreach (Task 9)

■ **Media**

- Collateral materials (Task 8)
- Press releases (Task 9)
- Deskside briefings/Editorial Board meetings (Task 9)
- Press kit (Optional)

Task 2: Prepare and Present Study Information

Presentations

Consensus Inc. will organize up to 20 project presentations on the Santa Ana Transit Vision, its history/background, latest developments and important milestones—to be given by either city staff or Consensus Inc. Presentations will be allocated to either the Santa Ana Fixed Guideway Project, the SARTC Master Plan, or both, as best serves the needs of the projects and to ensure the greatest quantifiable efficiencies. Consensus Inc. will work with the City to identify the targeted groups; some of the neighborhood associations and organizations include:

Neighborhood Associations:

- Artesia Pilar Neighborhood Association
- Downtown Neighborhood Association
- Edna Park Neighborhood Association
- Flower Park Neighborhood Association
- French Court Neighborhood Association
- French Park Neighborhood Association
- Lacy Neighborhood Association
- Logan Neighborhood Association
- Mar-Les Neighborhood Association
- Washington Square Neighborhood Association
- Willard Neighborhood Association

Business Organizations:

- Greater Santa Ana Business Alliance
- Downtown Business Association/Downtown Inc.
- Orange County Hispanic Chamber of Commerce
- Asian Business Association of Orange County

Faith-Based Organization Outreach

Consensus Inc. also recommends working with Saint Joseph's Church (and other churches along the corridor identified by city staff) to conduct outreach at well-attended church services. Consensus Inc. will set up information boards and talk to those who demonstrate interest in the project. Comments and feedback will be gathered from the church-based outreach, even if it is conducted outside of the official public scoping period. It has been our experience that comments and feedback gathered throughout the environmental review process are acceptable to submit as part of the public record, and in fact help to make a case for thorough outreach in minority/environmental justice communities. Consensus Inc. will be responsible for coordinating a time and date with Saint Joseph's (and other churches') leadership, and staffing up to three faith-based outreach events.

Activity Center Outreach

When implementing public outreach aimed at involving predominantly Latino, Spanish-speaking communities, it is important to reach them in places where they are already congregating. We refer to these locations as "activity centers." Activity centers include, but are not limited to the following:

- Community events (carnivals, fairs, farmers markets, festivals such as Fiestas Patrias, etc.)
- Community centers
- Churches
- Schools/adult school/training centers
- Recreation centers and parks
- Libraries
- Senior centers
- Youth-oriented service centers (Learning Centers, Boys and Girls Clubs, YMCA, Boy/Girl Scout troop meetings, etc.)

Consensus Inc. will staff booths at up to four key activity centers to reach out to these stakeholders, provide them with project information, and ask them to participate in the process. At minimum, all interested stakeholders will be provided with copies of the public information materials and will be added to the database to receive project updates.

Social Media Outreach

The way people communicate and get their information is undergoing radical change. In today's world information is instantaneous and access to information is the expectation. Traditional sources of news such as daily newspapers and the nightly news broadcast are struggling to survive, while the emergence of social media tools like Facebook® and Twitter® have elevated anyone with 'friends' and 'followers' to the status of a news-gatherer and reporter. Anyone can create 'content.' And smart phones which are nearly everywhere—make the immediate distribution of information possible. The

era when people were spoon-fed filtered information is dead—today word-of-mouth is the new paradigm. Social media is not a fad, it's everywhere and it's here to stay. In this new paradigm of peer-to-peer communications, virtual trust trumps all. Objective news reporting and rigorous fact checking, though still valued by many, are losing a race where speed is more important than accuracy.

Furthermore, according to new comScore data, the Latino online population increased by 3.3 million users in the last 11 months. Google, Yahoo!, Microsoft and Facebook sites were among the top sites visited by Latinos in January 2010.

In a young community such as Santa Ana, "peer-to-peer" communication plays an important role in the credibility of a project. Social media tools such as Facebook, Twitter, and others help facilitate this peer-to-peer communication and serve as a venue to allow stakeholders to provide thoughts and opinions about a project. Most people won't believe what an agency tells them, but they are likely to believe what their friends and neighbors tell them. The reality is that these peer-to-peer conversations will likely be taking place with or without the City's engagement, and it would be best for the City to host the dialogue in order to more easily distribute positive messages and correct misinformation.

Generally speaking, public transit projects have a very long time span from inception to completion, and the Fixed Guideway project is no exception. What is crucial during this long span is maintaining a constant stream of communication with interested stakeholders, which is effectively maintained through Twitter and Facebook. As such, Consensus Inc. will:

- Set up Facebook pages for the Santa Ana Fixed Guideway and SARTC Master Plan projects; extend the reach of the page with peer-to-peer outreach and develop a strategy to add 'friends.'
- Set up a Santa Ana Fixed Guideway – SARTC Master Plan Twitter account; extend the reach of the page with peer-to-peer outreach and develop a strategy to add 'followers.'
- Develop a text messaging campaign to allow those who want to receive updates on their cell phones to opt-in to receive information.
- Create a contact card for distribution at every interface that includes the project identity, the project hotline number, and the addresses of the project's Facebook, Twitter, text message opt-in, blog/ website, and e-mail.

Facebook

Consensus Inc. believes that at a minimum, having a Facebook page will be important for public engagement during the environmental review process of the Fixed Guideway project. Not only will the Facebook page motivate stakeholders to voice their opinion and respond to questions, it will be used to communicate information regarding:

- The Santa Ana and Garden Grove Fixed Guideway (basic facts)
- Specific components of the Fixed Guideway project (alternative alignments, technology alternatives)
- Meeting dates and times
- Contact information
- Links to public information materials, technical studies/reports
- Continual updates about important project milestones



The Facebook page will be continually monitored by Consensus Inc. staff for individual comments and questions. In coordination with city staff and/or the technical team, Consensus Inc. staff will post responses on the Facebook "wall" visible to all stakeholders signed up as "fans." Consensus Inc. recommends developing English and Spanish-language versions of the Facebook page.

Twitter

Twitter is a micro blogging service that allows a user to post short "tweets" (comments) to communicate with their "followers" (friends) and the general public. A strong Twitter presence will help communicate the benefits of the Fixed Guideway and SARTC Master Plan projects (environmental, transportation, public health, mobility, and interconnectivity). Consensus Inc. will aim to maintain an ongoing dialogue with followers by posting useful, relevant information in a fun, engaging, and thought-provoking tone.

Consensus Inc. will develop a suggested Twitter name upon development of the project's brand.

Initial set of followers: Links to the project's Twitter and Facebook accounts, as well as brief announcements, will be included on all e-blasts. This would give us an initial set of followers that with time and engagement will continue to grow. Links to the accounts will also be included in all collateral materials (e.g., fact sheets, meeting notices, newspaper ads, newsletters).

In addition, Consensus Inc. will engage with other Twitter users that have an interest in and follow public transportation projects and ask them to "retweet" or re-post Santa Ana Fixed Guideway – SARTC Master Plan tweets to make them available to a larger audience. We will develop a strategic

approach during the days immediately before any public meetings to encourage our followers to Tweet the importance of public participation in the environmental review process.

There are also established groups on Facebook with advocates of public transportation. Consensus Inc. will find and join these groups and encourage the existing members to become fans of the Santa Ana Fixed Guideway/SARTC Master Plan Projects.

Task 3: Stakeholder Working Group

In January 2010, Consensus Inc. worked with the City of Santa Ana to develop a Stakeholder Working Group (SWG) for the Fixed Guideway Project. Consensus Inc. recommends that additional efforts be undertaken to increase the level of participation and diversity of participants in the SWG, such as mailing the SWG invitation letter and placing follow-up calls to those invitees who previously did not respond to the first SWG invitation.

Consensus Inc. will coordinate three additional SWG meetings scheduled to correlate with key project milestones, and will work with the City to create and edit materials that will be presented to the SWG, including PowerPoint presentations. Consensus Inc. recommends the following meeting schedule for the remainder of 2010 and 2011:

- Post-scoping to communicate the alternatives that will be further studied in the Draft EIR/EIS
- At the release of the Draft environmental document to communicate the EIR/EIS key findings
- At the release of the Final EIR/EIS to resolve any key issues of concern or communicate refinements made to the document based on public comments that are submitted

Consensus Inc. will also develop and distribute agendas, prepare presentation materials, facilitate the SWGs (as requested), document session proceedings, and provide that documentation to the City so it can be posted on the project Website and sent to participants and others who request it.

Task 4: Attend Technical Team Meetings

Consensus Inc. will participate in all internal team meetings and Project Development Team meetings, as well as select meetings related to our outreach efforts, as identified below.

- Bi-weekly fixed-guideway status meetings (up to 38 meetings)
- Monthly fixed-guideway Project Development Team meetings (up to 18 meetings)
- Peer Review Team meetings (up to 3 meetings)
- SARTC Master Plan coordination meetings (up to 4 meetings)
- Station District coordination meetings (up to 4 meetings)

Task 5: Coordinate With/Support Public Outreach Programs

Consensus Inc. recognizes and appreciates the importance of cohesive messaging among all projects within the City's transit vision. In addition to attending coordination meetings identified in Task 4, Consensus Inc. recommends having an outreach staff member participate in up to six key public meetings for related transportation projects. We will provide a demonstration board and fact sheets on the fixed guideway and SARTC Master Plan projects and be available to discuss the project with members of the public and answer their questions. These other projects include:

- Station District
- Santa Ana Transit Zoning Code
- Santa Ana Boulevard Grade Separation
- Other related projects, as directed

Task 6: Provide Timely Written Updates

Consensus Inc. will prepare timely written updates to Santa Ana's Transit Program Manager, the technical team and others as requested. The following types of updates will be prepared by Consensus Inc.:

- Monthly progress reports
- Stakeholder Working Group meeting notes
- Presentation notes
- Public meeting summaries
- Activity center summary
- Regular e-mail correspondence

Task 7: Assist with CEQA/NEPA Public Meetings

Alternative Analysis Meeting for Santa Ana Fixed Guideway Project

Consensus Inc. recommends that a public meeting be held to inform the public on the selected alternatives that will be analyzed as part of the Draft Environmental Impact Report/Environmental Impact Statement (EIR/EIS) for the Santa Ana Fixed Guideway Project. The meeting will also be an opportunity for the public to "vote" on three different names and logos created for the fixed guideway project, which are currently being developed by a branding firm.

Public Hearings on the Santa Ana Fixed Guideway Project Draft EIR/EIS

Consensus Inc. recommends that two public hearings be held to receive formal comments from the public and responsible agencies regarding the Santa Ana Fixed Guideway Project's Draft EIR/EIS findings, in accordance with CEQA/NEPA.

Consensus Inc. will provide the following services for all CEQA/NEPA meetings:

- Notice the community meetings in local newspapers
- Coordinate with meeting venues
- **Mail, E-Blast, Fax, and Text** meeting notices to stakeholder contacts
- **Post** meeting information on Facebook and City's website
- **Tweet** meeting information on Twitter
- **Coordinate with organizations** that publish their own newsletters to include information about the meetings
- Develop the meeting format to include either an **open house, presentation, and/or public comment period**
- Develop a **project fact sheet** with information explaining the study area, alternatives being considered, the EIR/EIS process and identified issues such as traffic, station locations, etc.
- Prepare **comment sheets** for formal submission of comments on the Draft EIR/EIS
- Develop **graphic display boards** and **video** that will convey project information visually

Santa Ana Fixed Guideway Project Final EIR/EIS City Council Presentation/Study Session

A city council presentation or study session will be organized during the Final EIR/EIS phase of the project (prior to the document being certified) to inform Santa Ana officials of the comments received during the Draft EIR/EIS process and address any issues that may need resolution.

Task 8: Public Information Materials and Communications Infrastructure

Web Site

Santa Ana's complex transit and land use vision deserves a comprehensive Web presence to help bring the projects together in the mind of the public and help them understand the benefits to the community. Consensus Inc. and Santa Ana had previously discussed developing such a site after the redevelopment branding initiative was complete to make sure the site was in line with the City's new brand. Consensus Inc. will submit a separate proposal after the web site concept has been further developed.

Fact Sheet

Consensus Inc. has developed a comprehensive fact sheet in English and Spanish for the Santa Ana Fixed Guideway Project. Up to three additional fact sheets will be updated for the fixed guideway and SARTC Master Plan projects prior to any key project milestones to include more specific project information, list of frequently asked questions, and highlight additional opportunities for public involvement/participation.

Audio PowerPoint Presentation

An audio PowerPoint presentation will be developed in which an audio narration will run concurrent with each slide. The presentation will then be uploaded to the Web site, Facebook, and Twitter sites and made available to stakeholders who could not attend meetings where the PowerPoint was presented. The PowerPoint will be recorded in English and Spanish.

Communications Infrastructure

Stakeholder Database

Consensus Inc. will update and maintain an existing database of key community and business organizations and leaders. The database already includes elected officials, neighborhood associations, local organizations and institutions, community centers, schools, and employment centers. The database will be used to communicate with stakeholders for the life of the project and will be carefully categorized to allow for tailored communications to specific stakeholder groups. The database will be updated with the names and contact information of the people who participate in the project's planning process.

Project Hotline

Consensus Inc. will continue to manage the "800" telephone hotline number that has already been established for the project. All communications will be logged and voicemail messages will be saved.

Project E-Mail

Consensus Inc. and the City have created a project e-mail. Consensus Inc. will log and summarize e-mails on a weekly basis. If there are any e-mails received that require special attention, they will be forwarded to City staff immediately.

Task 9: Media Outreach

In the new paradigm of news and media, discussions about community issues like the Santa Ana Transit Vision are being taken to venues other than traditional news outlets. Bloggers and community activists are facilitating, or sometimes igniting, a robust dialogue on a micro level that must be understood and managed. These discussions can be very helpful and constructive, or they can be designed to antagonize and therefore be difficult to manage. And, though some of these online news

gatherers are gaining in credibility, the traditional news outlets, along with issue-specific online news sites, remain the most important and trusted vehicles for information dissemination. As such, Consensus Inc. will work with the city Public Information Officer to:

- Prepare and execute media strategies for specific milestones that require communications with news gatherers.
- Post blog comments (as appropriate) with timely and important information regarding the Fixed Guideway and SARTC projects. We will counter mis-information swiftly and re-focus attention on factual, accurate project information.
- Develop media materials such as up to two press releases, media advisories, opinion editorials, and press kits.
- Implement proactive story pitching campaigns
- Monitor media articles on a daily basis
- Host media on a tour of the corridor area
- Offer deskside briefings

We will work with English- and Spanish-language media and special care will be given to communicating with key media reporters/outlets that have already covered the project.

Optional Tasks: Supplemental Outreach Efforts

UStream of Public Hearings

Consensus Inc. recommends additional coordination time and the addition of a technical vendor to help broadcast the Draft EIR/EIS public hearings “live via the Internet.” Participants will be able to view the meetings from their home/office computer and submit formal comments or questions in real-time. Live streaming of public hearing offers another choice to broaden participation for those who are interested in learning more about the project and/or providing feedback as part of the environmental review process but are not willing or able to attend the hearing in person.

Surveys

There may be opportunities to survey the public to learn more about attitudes and awareness to validate or assist our public outreach efforts. Surveys could be done either online through a tool such as Survey Monkey and broadcast to our e-mail database, manually at activity centers, or via telephone using a research firm. Consensus Inc. would recommend a survey method after further discussions with the City regarding the audience to be surveyed and the expected outcomes.

“New Brand” Press Kit

Depending on the information being presented, it may be appropriate to develop a simple press kit for use with the media. Press kits are helpful when you have a lot of information to present in order to help the media understand a big picture concept or complex technical document and can help generate excitement for the concept/project when quality graphics are available—such as with a branding effort.

Door-to-Door Downtown Business Outreach

Prior to public meetings, Consensus Inc. will conduct a door-to-door canvass in the downtown business area to promote the public meetings. Tenants will be encouraged to have meeting notices at their counters for customers to take.

Staffing Plan

A detailed staffing plan for each task and subtask is included in this section. In addition, a detailed staff organization chart identifies all staff by name and identifies the specific tasks for which each individual will be responsible. Following the staff organization chart is a table demonstrating adequacy of labor resources for the duration of the project. It includes a table projecting the labor-hour allocation to the project, and includes each team member's current and projected availability for the duration of the project, as well as a summary of the time allocated to other projects.

Staff Organization Chart

Our staffing plan is illustrated on our organizational chart on the following page. We have also included a table that shows the current and projected availability of our labor resources.



Jennifer Labrado
Project Manager

Taraneh Arhamsadr
Deputy Project Manager

KEY STAFF

Michelle Sinning
Media Relations
Strategic Counsel

Lilian De Loza
QA/QC
(Bilingual)

Abraham Mercado
Latino Community Liaison
(Bilingual)

Marianne Ng
Account Specialist

Jesus Cuellar
Account Specialist
(Bilingual)

Edmundo Duvignau
Graphic Designer
(Bilingual)

TASKS

Task	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7
Develop outreach / communications strategy	Jennifer Labrado Michelle Sinning	Prepare and present study information Jennifer Labrado Taraneh Arhamsadr Abraham Mercado Marianne Ng Jesus Cuellar Lilian De Loza Edmundo Duvignau	Support for Stakeholder Working Group mtgs. Jennifer Labrado Taraneh Arhamsadr Marianne Ng	Attend technical team meetings Jennifer Labrado	Coordinate with/support public outreach programs Jennifer Labrado Taraneh Arhamsadr Michelle Sinning	Provide timely written updates to Santa Ana Jennifer Labrado Taraneh Arhamsadr	Assist with CEQA/NEPA public meetings Jennifer Labrado Taraneh Arhamsadr Marianne Ng Abraham Mercado
		Public info materials / comm. infrastructure Jennifer Labrado Taraneh Arhamsadr Abraham Mercado Marianne Ng Jesus Cuellar Lilian De Loza Edmundo Duvignau			Media Outreach Jennifer Labrado Taraneh Arhamsadr Michelle Sinning Marianne Ng Abraham Mercado		

Consensus Inc. Labor Resources Current and Projected Availability

Staff Name/ Project Role	Current Availability	Projected Availability (July 2010 to December 2011)
<p>Jen Labrado Project Manager</p>	<p>Project Responsibilities: 70% - High Speed Rail - OC <u>20% Other</u> 90% TOTAL</p>	<p>Project Responsibilities: 50% - High Speed Rail - OC <u>15% - Other</u> 65% TOTAL</p>
Availability	10%	35%
<p>Taraneh Ahramsadr Deputy Project Manager</p>	<p>Project Responsibilities: 40% - Iberdrola Wind Power <u>30% - High Speed Rail - OC</u> 70% TOTAL</p>	<p>Project Responsibilities: 30% - High Speed Rail - OC <u>15% - Other</u> 45% TOTAL</p>
Availability	30%	55%
<p>Michelle Sinning Media Relations</p>	<p>Project Responsibilities: 30% - Iberdrola Wind Power 10% - High Speed Rail - OC 5% - Go Local <u>15% - Other</u> 60% TOTAL</p>	<p>Project Responsibilities: 30% Project 1 10% - High Speed Rail - OC 5% - Go Local <u>15% - Other</u> 60% TOTAL</p>
Availability	40%	40%
<p>Lilian De Loza QA/QC Bilingual</p>	<p>Project Responsibilities: 10% - High Speed Rail - LA 30% - Metro Gold Line Phase 2B 30% - Expo Phase 2 <u>10% - Other</u> 80% TOTAL</p>	<p>Project Responsibilities: 10% - High Speed Rail - LA 30% - Metro Gold Line Phase 2B 30% - Expo Phase 2 <u>10% - Other</u> 80% TOTAL</p>
Availability	20%	20%

Staff Name/ Project Role	Current Availability	Projected Availability (July 2010 to December 2011)
Abraham Mercado Latino Community Liaison (Bilingual)	Project Responsibilities: 40% - Tetra Tech Remediation 40% - Iberdrola Wind Power <u>20% - High Speed Rail - OC</u> 100% TOTAL	Project Responsibilities: 20% - Tetra Tech Remediation 20% - High Speed Rail - LA <u>20% - High Speed Rail - OC</u> 60% TOTAL
	Availability 0%	40%
Marianne Ng Account Specialist	Project Responsibilities: 15% - Iberdrola Wind Power 30% - High Speed Rail - OC <u>15% - City of Santa Ana</u> 60% TOTAL	Project Responsibilities: 15% - Iberdrola Wind Power 30% - High Speed Rail - OC <u>5% - Other</u> 50% TOTAL
	Availability 40%	50%
Jesús Cuellar Account Specialist (Bilingual)	Project Responsibilities: 40% - Metro Gold Line 10% - Metro Gold Line Phase 2B <u>20% - High Speed Rail - LA</u> 70% TOTAL	Project Responsibilities: 20% - Metro Gold Line Phase 2B 10% - High Speed Rail - LA <u>20% - Expo Phase 2</u> 50% TOTAL
	Availability 30%	50%
Edmundo Duvignau Graphic Designer	Project Responsibilities: 40% - High Speed Rail - OC <u>25% - Other</u> 65% TOTAL	Project Responsibilities: 40% - High Speed Rail - OC <u>25% - Other</u> 65% TOTAL
	Availability 35%	35%

EXHIBIT B

COST PROPOSAL

25M-46

Cost Proposal

Consensus Inc.'s cost proposal is provided on the following page. Optional tasks are estimated separately. As set forth in the Scope of Work, a task budget and line item budget are provided.

**Santa Ana Transit Vision Public Outreach
Cost Proposal By Staff**

DIRECT LABOR

CLASSIFICATION	HOURS	RATE	TOTAL
Project Manager	356	\$ 51.98	\$ 18,504.88
Deputy Project Manager	300.5	\$ 22.04	\$ 6,623.02
Media Relations Manager	51	\$ 38.94	\$ 1,985.94
QA/QC/Biligual Strategic Counsel	46	\$ 67.21	\$ 3,091.66
Latino Liasion	123	\$ 22.03	\$ 2,709.69
Associate	142	\$ 19.23	\$ 2,730.66
Specialist	416	\$ 16.83	\$ 7,000.41

Total Direct Labor \$ 42,646.26

INDIRECT COSTS (Overhead and Fringe Benefits)

Overhead + Fringe Benefits 198% \$ 84,439.60

Fee 10% \$ 12,708.59

TOTAL DIRECT LABOR, OVERHEAD, FEE \$ 139,794.45

**Santa Ana Transit Vision Public Outreach
Cost Proposal/By Task**

TASK	Project Manager \$170.39	Deputy PM \$72.25	Media Relation \$127.65	QA/QC \$220.31	Latino Liaison \$72.21	Associate \$63.04	Specialist \$55.16	Labor Hours	Labor Cost
Task 1 - Develop Outreach Communications Strategy									
Draft Outreach/Communications Strategy	4	8	2	1				15	\$1,735.17
Coordinate with client/team on strategy	2							2	\$340.78
Refine/Finalize Strategy for client delivery	1	4	1	1				7	\$807.35
Task 1 Subtotal	7	12	3	2	0	0	0	24	\$2,883.30
Task 2 - Prepare and Present Study Information									
Presentations (up to 20)	20	40						80	\$7,558.60
Faith-Based Organization Outreach (up to 3)				8	25	20		50	\$3,381.25
Activity Center Outreach (up to 4)					30	30	16	84	\$6,702.54
Facebook Posts							60	60	\$3,309.60
Twitter Feeds							30	30	\$1,654.80
Task 2 Subtotal	20	40	0	8	55	75	106	304	\$22,606.79
Task 3 - Stakeholder Working Group (SWG) (up to 3)									
Organize logistics for SWG meetings	18	40						88	\$7,611.82
Coordinate with City Staff	6			3				6	\$1,022.34
Develop agenda, notices, collateral materials	9	15					12	30	\$2,406.60
Facilitate/Attend SWG meetings	9	12					12	33	\$3,062.43
Task 3 Subtotal	33	67	0	3	0	0	54	157	\$14,103.19
Task 4 - Attend Technical Team Meetings									
Attend Bi-Weekly Fixed Guideway Meetings (38)	114							114	\$19,424.46
Attend monthly Fixed Guideway PDT Meetings (18)	54							54	\$9,201.06
Attend Peer Review Team meetings (3)	15							15	\$2,555.85
SARTC Master Plan coordination Meetings (4)	12							12	\$2,044.68
Station District coordination Meetings (4)	12							12	\$2,044.68
Task 4 Subtotal	207	0	0	0	0	0	0	207	\$35,270.73
Task 5 - Coordinate with Support Public Outreach Programs (up to 8 mtgs.)									
Participate in Station District Public Meetings	3	8			2	2		15	\$1,359.67
Participate in Santa Ana Transit Zoning Code Meetings	3	8			2	2		15	\$1,359.67
Participate in Santa Ana Blvd. Grade Separation Mtgs.	3	8			2	2		15	\$1,359.67
Participate in Other Projects, as needed	3	8			2	2		15	\$1,359.67
Task 5 Subtotal	12	32	0	0	8	8	0	60	\$5,438.68
Task 6 - Provide Written Updates									
Prepare Monthly Progress Reports	6	9		6				21	\$2,994.45
Prepare SWG meeting reports	3	6		2				11	\$1,385.29
Prepare Presentations summaries	5	10		3				18	\$2,235.38
Prepare Public Meeting summaries	3	6		2				11	\$1,385.29
Prepare Activity Center summaries	3	6		2				11	\$1,385.29
Maintain ongoing client e-mail updates	4	8		9				12	\$1,259.56
Task 6 Subtotal	18	36	0	9	0	0	0	63	\$7,650.81

TASK	Project Manager \$170.39	Deputy PM \$12.25	Media Relation \$127.65	QA/QC \$220.31	Latino Liaison \$72.21	Associate \$63.04	Specialist \$55.16	Labor Hours	Labor Cost
Task 7 - CEQA/NEPA Public Meetings (3)									
Organize newspaper advertisements of meetings		1.5					6	9.5	\$583.76
Coordinate with meeting venues		2			2		9	11	\$640.94
Notice public meetings	3	6			6		16	31	\$2,260.49
Post information on social media sites		3					16	19	\$1,099.31
Network with other community newsletters		3			6		12	21	\$1,311.93
Coordinate with team to develop meeting format	10	15		3			10	35	\$2,787.65
Develop collateral materials, supplies, etc.	2	20				4	8	12	\$2,998.31
Handle logistics with court reporters, interpreters, etc.		15	6	3	18		8	8	\$693.44
Facilitate public meetings	12	15	6	3	18		18	84	\$7,604.40
Task 7 Subtotal	27	65.5	6	6	32	16	95	247.5	\$19,980.23

TASK	Project Manager \$170.39	Deputy PM \$12.25	Media Relation \$127.65	QA/QC \$220.31	Latino Liaison \$72.21	Associate \$63.04	Specialist \$55.16	Labor Hours	Labor Cost
Task 8 - Public Information Materials/Communications Infrastructure									
Develop website plan		6		1			2	12	\$1,275.30
Develop project fact sheets (up to 3)	9	20		3		6	3	41	\$4,183.16
Develop audio PowerPoint presentation		8	2	1		8	4	23	\$1,778.57
Manage/Update stakeholder database	4	8		2		16	32	62	\$4,473.94
Project hotline							24	24	\$1,323.84
Project E-Mail communications	3	6	2	6	12	9	16	52	\$4,582.97
Task 8 Subtotal	19	48	2	13	12	39	81	214	\$17,617.78

TASK	Project Manager \$170.39	Deputy PM \$12.25	Media Relation \$127.65	QA/QC \$220.31	Latino Liaison \$72.21	Associate \$63.04	Specialist \$55.16	Labor Hours	Labor Cost
Task 9 - Media Outreach									
Execute media strategies			8					10	\$1,361.98
Post comments on community blog sites	2			1	16			16	\$1,155.36
Develop press releases (2)	2		4					7	\$1,071.69
Develop media advisories (2)	2		4	1				7	\$1,071.69
Develop opinion editorial	2		4	1				7	\$1,071.69
Develop press kit	1		2	1		4		8	\$898.16
Pitch stories to reporters			8	1				9	\$1,241.51
Monitor daily media clips							80	80	\$4,412.80
Host media tour of corridor	4		4					8	\$1,192.16
Conduct desk side briefings (3)			6					6	\$765.90
Task 9 Subtotal	13	0	40	5	16	4	80	158	\$14,242.94

DIRECT EXPENSES	QUANTITY	TIMES	RATE	TOTAL
Edmundo Duvignau (Graphic Design)	8	3	\$ 100.00	\$ 2,400.00
Court Reporters	1	2	\$ 500.00	\$ 1,000.00
Interpreters	1	2	\$ 600.00	\$ 1,200.00
4-Color Printing (up to 2000 pieces)	200	4	\$ 0.05	\$ 40.00
Reproductions (Black X White)				
Postage (up to 2000 pieces)				
Newspaper Ads	1	6	\$ 60.00	\$ 360.00
Meeting Refreshments				
Meeting Room Rentals	1	18	\$ 30.00	\$ 540.00
Hotline Fees				
Mailing List Purchase/Mailing House Fees	1	18	\$ 40.00	\$ 720.00
E-Blast	1	3	\$ 80.00	\$ 240.00
Meeting Supplies	1	3	\$ 750.00	\$ 2,250.00
AV Equipment Rental	1	18	\$ 25.00	\$ 450.00
Text Messaging Fees	1000	1	\$ 0.50	\$ 500.00
Mileage				

Parking
Actual
Up
To \$ 300.00
\$ 148.75

OPTIONAL TASKS

TASK	Project Manager \$170.39	Deputy PM \$72.25	Media Relation \$127.65	QA/QC \$220.31	Latino Liaison \$72.25	Associate \$370.00	Specialist \$55.16	Labor Hours	Labor Cost
Ustream of Public Hearings									
Coordinate with Ustream Videographer					2		4	6	\$365.06
Provide staffing for incorporating Ustream comments onto public hearings							12	12	\$661.92
Create Ustream Channel							1	1	\$55.16
Upload Ustream link on social media applications and website							4	4	\$220.64
Optional Task 1	0	0	0	0	2	0	21	23	\$1,302.78
Surveys									
Develop survey questions	2	4		1				7	\$850.09
Finalize survey questions	1	2		1				3	\$314.89
Upload survey on "Survey Monkey"	4	8		1			2	3	\$330.63
Analyze survey results	2	8		1			3	15	\$1,425.04
Develop survey report	9	22	0	3	0	0	5	11	\$1,139.09
Optional Task 2								39	\$4,059.74
"New Brand" Press Kits									
Develop press kit materials	1	4	8				2	15	\$1,590.91
Distribute press kits to media outlets			4				8	12	\$951.88
Optional Task 3	1	4	12	0	0	0	10	27	\$2,542.79
Door-To-Door Business Outreach									
Identify business to canvass	1	2					2	5	\$440.97
Prepare leave-behind materials	1	2					4	7	\$567.05
Conduct door-to-door outreach	1	6			6		6	24	\$1,575.96
Document results	1	2		1	2		2	10	\$916.02
Optional Task 4	3	12	0	1	8	14	8	46	\$3,500.00

TASK	QUANTITY	TIMES	RATE	TOTAL
OPTIONAL TASKS DIRECT EXPENSES				
Edmundo Duvignau (Graphic Design)	8	1	\$ 100.00	\$ 800.00
Ustreaming of public hearings	1	2	\$ 500.00	\$ 1,000.00
Survey Monkey Fees	1	1	\$ 50.00	\$ 50.00
Printing of Press Kits (up to 50)	50	1	\$ 10.00	\$ 500.00
Mileage	250	1	\$ 0.50	\$ 125.00
Printing of business walk materials	500	1	\$ 1.00	\$ 500.00
Parking	3	1	\$ 15.00	\$ 45.00
TOTAL				\$3,925.00

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Santa Ana Transit Vision Public Outreach Cost Proposal Line Item

TASK NO.	TASK	TOTAL
1	DEVELOP OUTREACH/COMMUNICATIONS STRATEGY	\$ 2,883.30
2	PREPARE AND PRESENT STUDY INFORMATION	\$ 22,606.79
3	STAKEHOLDER WORKING GROUP	\$ 14,103.19
4	ATTEND TECHNICAL TEAM MEETINGS	\$ 35,270.73
5	COORDINATE WITH/SUPPORT PUBLIC OUTREACH PROGRAMS	\$ 5,438.68
6	PROVIDE TIMELY WRITTEN UPDATES	\$ 7,650.81
7	ASSIST WITH CEQA/NEPA PUBLIC MEETINGS	\$ 19,980.23
8	PUBLIC INFORMATION MATERIALS/COMMUNICATIONS INFRASTRUCTURE	\$ 17,617.78
9	MEDIA OUTREACH	\$ 14,242.94

9	TOTAL LABOR COST	\$ 149,794.45
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	EXPENSES	\$ 103,070.00
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TOTAL COST \$ 149,794.45

OPTIONAL TASKS

TASK NO.	TASK	TOTAL
1	USTREAMING OF PUBLIC HEARINGS	\$ 1,302.78
2	SURVEYS	\$ 4,059.74
3	"NEW BRAND" PRESS KITS	\$ 2,542.79
4	DOOR-TO-DOOR BUSINESS OUTREACH	\$ 3,500.00

4	TOTAL LABOR COST	\$ 11,405.31
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	EXPENSES	\$ 1,020.00
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TOTAL COST \$ 14,425.31

ALL TASKS	GRAND TOTAL TASKS 1-9 + OPTIONAL TASKS	\$ 164,219.76
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