

CITY OF WEST HOLLYWOOD

AMENDMENT No. 1 TO AGREEMENT FOR SERVICES

Amendment – Basic

This First Amendment to Agreement for Services ("First Amendment"), made on this 22nd day of March, 2016, amends Agreement #007823 dated December 22nd, 2015, by and between the CITY OF WEST HOLLYWOOD, a municipal corporation (referred to herein as "CITY") and Dakota Communications, 11845 W. Olympic Blvd., Suite 645 (hereinafter referred to as the "CONTRACTOR").

RECITALS

- A. CITY and CONTRACTOR entered into an Agreement dated December 22nd, 2015, (the "Agreement") wherein CONTRACTOR agreed to provide rail transit advocacy and outreach services.
- B. CITY and CONTRACTOR desire to amend the AGREEMENT to increase the "not-to-exceed" amount of \$200,000 by an additional \$200,000 for a total of \$400,000 to cover the costs for the next phase of the outreach campaign.
- C. NOW, THEREFORE, in consideration of the foregoing Agreements set forth below, the CITY and CONTRACTOR agree to amend the AGREEMENT as follows:

- 1. Amend Article C, Section 4, Payment for Services, to read as follows:

The CONTRACTOR shall be compensated in an amount not to exceed \$400,000 (\$394,250 for Basic Services and up to \$5,750 in Additional Services and /or Reimbursables) for services provided pursuant to this Agreement as described in "Exhibit A". Compensation shall under no circumstances be increased except by written amendment of this Agreement. The CONTRACTOR shall be paid within thirty (30) days of presentation of an invoice to the CITY for services performed to the CITY's satisfaction. The CONTRACTOR shall submit invoices monthly describing the services performed, the date services were performed, a description of reimbursable costs, and any other information requested by the CITY.

- 2. Amend "Exhibit A," **Summary Scope of Services and Fee Proposal**, by replacing it in its entirety with the attached revised Exhibit A, to include and extend the work program.

Except as herein amended, in all other respects the Agreement is reaffirmed and is in full force and effect.

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

IN WITNESS WHEREOF, the parties have executed this Agreement the 22nd day of March, 2016.

CONTRACTOR: Dakota Communications



Rick Taylor, Principal

CITY OF WEST HOLLYWOOD:

Stephanie DeWolfe, Community Development Director

Paul Arevalo, City Manager

ATTEST:

City Clerk

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

Exhibit A

Summary Scope of Services and Fee (Revised 3-21-2016)

Goal #	Deliverable Description	Original Contract Amount	Additional Services	Proposed Contract Amount
1	<ul style="list-style-type: none"> Message development / Meetings with WeHo staff 	\$ 25,000	\$ 10,000	\$ 35,000
2/3	<ul style="list-style-type: none"> Identify key stakeholders 	\$ 10,000	\$ 3,000	\$ 13,000
	<ul style="list-style-type: none"> Meetings with elected and opinion leaders 	\$ 12,500	\$ 10,000	\$ 22,500
4/5	<ul style="list-style-type: none"> Formation of WHAM and All On Board 	\$ 15,000	\$ 5,000	\$ 20,000
	<ul style="list-style-type: none"> Signature gathering campaign 	\$ 50,000	\$ 10,000	\$ 60,000
	<ul style="list-style-type: none"> Cedars-Sinai outreach 	\$ 15,000	\$ 9,000	\$ 24,000
6	<ul style="list-style-type: none"> Develop and implement media strategy 	\$ 15,000	\$ 5,000	\$ 20,000
	<ul style="list-style-type: none"> 2-week radio buy 		\$ 75,000	\$ 75,000
7	<ul style="list-style-type: none"> Design and produce marketing tools 	\$ 17,500	\$ 10,000	\$ 27,500
	<ul style="list-style-type: none"> Direct mail brochure 		\$ 20,000	\$ 20,000
	<ul style="list-style-type: none"> Paid-walk / lawn sign campaign 		\$ 15,000	\$ 15,000
8	<ul style="list-style-type: none"> Create and maintain website – homepage, signature page 	\$ 12,000	\$ 3,000	\$ 15,000
	<ul style="list-style-type: none"> Social media campaign 	\$ 6,500	\$ 10,000	\$ 11,500
Direct costs:	Advertising (community newspapers) + ad artwork	\$ 15,000	\$ 10,000	\$ 30,000
	Lunch/Refreshments for community meetings	\$ 750	\$ 2,000	\$ 2,750
	Radio spot production		\$ 3,000	\$ 3,000
Subtotal:		\$194,250	\$200,000	\$394,250
Additional Services / Reimbursables:		\$ 5,750		\$ 5,750
Total Original Agreement Amount:		\$200,000		
Additional Services (Amendment #1):			\$200,000	
Revised Total Agreement Amount, including Amendment #1:				\$400,000

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

Time of Performance:

WEHO TRANSIT AFFAIRS PROJECT SCHEDULE

DECEMBER 2015 - NOVEMBER 2016

	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV
Public Opinion Poll												
- Perform poll												
- Release results												
Develop messaging												
Design logo												
Develop and maintain database												
Outreach												
- Business												
- Religious leaders												
- Public and elected officials												
- Cedars-Sinai doctors, nurses and patients												
- Community and neighborhood groups												
Initiate and activate WHAM												
Recruit officials letters and meetings												
Direct mail												
Newspaper ads												
Op-Ed and editorial support												
Produce video												
Develop and maintain website												
Develop and maintain social media campaign												
Meet with Henry Beard and staff												
Meet with and update West elected officials and staff												

Deliverables expected by March 1, 2016:

- Logo designed
- Messaging developed
- Formation of WHAM and All On Board Coalition
- Production of collateral
- Website designed and online; social media campaign implemented
- Database developed (maintained on on-going basis)
- 3000 signatures in support of the Crenshaw Line north extension through West Hollywood
- Minimum twenty-five (25) letters of support from elected officials and key opinion leaders in the region
- Attempt to place Op-Ed in local newspaper(s)
- Placement of three (3) newspaper ads
- Organize and hold one (1) community meeting
- Press releases distributed to local media at milestones such as formation of WHAM, endorsements by elected or other public officials, etc.

Key additions to Strategy Calendar (Amendment No 1)

MARCH:

- Meet with key decision-makers

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

- Design and produce necessary collateral material
- Produce radio spot
- Continue signature gathering campaign – community members and leaders
- Meet with/garner support of community groups and organizations including HOAs
- Turn out supporters at Metro Committee meetings
- Design and send e-blasts
- Intensify social media campaign and continue to update website
- Implement free media campaign – solicit editorial board endorsements, op-eds, interviews, etc.
- Drop direct mail piece
- Paid walk / lawn sign campaign
- Begin radio buy (end of March into April)

APRIL:

- Continue radio buy
- Meet with key decision-makers
- Continue signature gathering campaign – community members and leaders
- Meet with/garner support of community groups and organizations including HOAs
- Turn out supporters at Metro Committee and community meetings
- Continue e-blast campaign
- Continue social media campaign and continue to update website
- Continue free media campaign

MAY:

- Continue signature gathering campaign – community members and leaders
- Meet with/garner support of community groups and organizations including HOAs
- Turn out supporters at Metro Committee and community meetings
- Continue e-blast campaign
- Continue social media campaign and continue to update website
- Continue free media campaign

JUNE:

- Meet with/garner support of community groups and organizations including HOAs
- Continue to garner support from community leaders
- Meet with electeds as necessary
- Turn out supporters at Metro Committee and community meetings if necessary
- Continue free media campaign

Detailed Work Program:

West Hollywood's plan to extend the Crenshaw Line through West Hollywood is good for all of Los Angeles. The line would not only service West Hollywood, but would service the Cities of Los Angeles and Inglewood, and the entire Crenshaw Corridor.

This project is not a traditional community outreach campaign – it is more political than most as a majority of Metro board members will need to support the project. This needs to be a strategic campaign with the goal of getting the Crenshaw Line extension through West Hollywood included in the upcoming ballot Measure RR.

The joint venture of Dakota and The Robert Group (TRG) have devised a comprehensive plan which will include polling, business assessment, message development, coalition building, signature gathering and more. The consultant will utilize free and earned media, various social media platforms, direct mail and other forms of collateral to deliver our message. In addition, the consultant will take advantage of long-standing relationships with city, county, state and federal officials to move the proposed agenda forward.

The following plan describes the strategy and tactics to effectively communicate with target audiences, including elected officials and other decision-makers, news media, business leaders, local residents, community groups, and other relevant stakeholders.

The consultant will work with West Hollywood elected officials and staff to:

- Garner support of Metro Board Members to include the Crenshaw Line north extension to West Hollywood/Hollywood in Measure RR.
- Identify new stakeholders and **expand our existing knowledge** of all stakeholders.
- Develop and **deliver clear and consistent messages**, in easy-to-understand language, to our audiences.
- **Build a coalition** of supporters.
- Identify key internal and external **third-party messengers to reach your target audiences**.
- Develop a **media relations program** to win over the press and increase public support.
- Create, design and develop the materials needed to **support the plan and communicate the messages**.
- Create a simple, **user-friendly website**.

Metro wants – and needs – success with its rail projects. In this plan, the consultant will implement a strategy and build a coalition of support in order to show Metro Board members why a light rail extension to West Hollywood will be a tremendous success and benefit the entire region.

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

Amendment No 1 Detailed Work Program for Second Phase of Services:

As the project moves into the second phase of the advocacy campaign, the team will continue implementing many of the same strategies originally proposed. The consultant team has worked to build a good foundation for our campaign thus far and will continue this work while also supplementing the original proposal with additional campaign strategies.

The consultant team will continue supporting WHAM and All On Board Coalition, and will continue building these coalitions. The consultant team will also continue reaching out to and meeting with key decision-makers and other key stakeholders.

The consultant team will expand the campaign's reach on social media by providing updates on Facebook, Twitter, and Instagram to keep the projects supporters involved and to continually engage more stakeholders.

The next 12-16 weeks are critical in this campaign and will require that most of the entire originally proposed budget (\$400,000) be spent from now until July. Moving forward, the consultant team has designed a campaign strategy to best position us to get support from 7-8 Metro Board Members. In order to obtain support from these board members, the campaign will now ramp up to include the following:

- \$75,000 Radio Buy – The consultant team will produce an effective radio spot for a strategic 2-week radio buy on various local stations including KNX, KFI, KJLH and KOST during that time (see attached sample buy). This buy will be specifically designed to reach key decision-makers and constituents. The purpose of this buy is to familiarize community members of the project ahead of polling. The consultant team will also use the buy to solicit free media (interviews on the various stations).
- Direct Mail Campaign – The consultant team is designing an All On Board Coalition brochure with a tear-off support card to mail to target communities along the alignment.
- Paid Walk/Lawn Sign Campaign – The direct mail piece will be followed by a paid walk campaign in which the consultant team will walk specific neighborhoods near the proposed northern extension and along the Crenshaw corridor, hand out the brochure and ask home owners to show their support by signing our card and by placing an All On Board lawn sign in their yard. Once the consultant team secures support and a resident agrees to post a lawn sign, **the consultant team will place the lawn sign within 48 hours.** (See sample calendar below.)

WeHo Mail/Walk/Lawn sign campaign plan last 2 weeks in March:

SUN	MON	TUES	WED	THUR	FRI	SAT
3/20	3/21 Mail Brochure	3/22	3/23	3/24 Walk door-to- door	3/25 Walk door-to- door	3/26 Walk door-to- door Begin

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

						posting lawn signs
3/27 Continue walking Post lawn signs	3/28 Continue walking Post lawn signs	3/29 Continue walking Post lawn signs	3/30 Continue walking Post lawn signs	3/31 Post lawn signs		

- **Key decision-makers** – The consultant team has scheduled meetings with key decision-makers. And the consultant team is working to schedule meetings with a number of additional key people.
- **Key Stakeholders Along the Alignment** – The consultant team are continuing to meet with, inform and garner support from key stakeholders along the Crenshaw/LAX alignment as well as the proposed extension including:
 - Various hospitals including Cedars-Sinai, Kaiser and the Hospital Association
 - Labor unions including CNA
 - Homeowner Associations
 - Business owners and Chambers
 - Religious leaders, grassroots organizers/activists and other community leaders
- **Metro Committee and Community Meetings** – The consultant team plan to turn out WHAM and All On Board Coalition members at key Metro meetings. The consultant team will monitor Metro Board meetings and pertinent Metro community meetings and the consultant team will turn out supporters at key Metro meetings.
- **Signature Gathering** – The consultant team will continue to gather signatures from community members and garner support from community leaders in the form of support cards. The consultant team will target people along the entire alignment who are key community stakeholders and opinion leaders.
- **Various E-Blasts** – The consultant team will send emails to everyone on our support signature database as necessary to ask for support on key dates such as Metro meetings, community meetings, events, and to help us increase our social media visibility.
- **Social Media** – The consultant team will continue to increase the impact of our social media platforms and will ask some of our key stakeholders and various community leaders, to post WHAM/All On Board Coalition information to increase our visibility and to keep key stakeholders engaged.

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

- **Free Media** – The consultant team will continue to work on opportunities, including endorsements from newspapers and Op-Ed opportunities, to get our story out in local, ethnic and major newspapers including LA Times, Daily News, Daily Breeze, LA Sentinel, LA Focus, Inglewood Today; local radio, including interviews on talk shows such as KJLH Frontpage talk show; opportunities to appear on both TV and radio local public affairs programs.
- **Collateral will include:**
 - PowerPoint presentation for upcoming stakeholder meetings
 - Brochure with tear-off support card
 - All On Board folders
 - All On Board stickers
 - Lawn signs

Goal #1 – Message Development and Branding:

Develop messaging, branding and messaging strategies to be used consistently throughout the campaign.

West Hollywood is home to a diverse community which includes a sizeable Russian community, senior citizen population, as well as the City's largest lesbian, gay, bisexual, and transgender (LGBT) community. Major employment centers including the Pacific Design Center, high-end hotels, and several mixed-use buildings on Sunset Boulevard. The Crenshaw Corridor is also made up of diverse communities including strong African American and Latino communities, a large number of "mom-and-pop" businesses. The proposed alignment could also include Cedars-Sinai Medical Center and the Beverly Center which could be major players in soliciting support for this project from elected officials and Metro Board Members.

Message points and project branding need to be broad enough to include all who have interest (as well as those who have unrealized interest) in rail service in West Hollywood.

- The consultant will develop simple, easy-to-understand messaging and logo which may be used consistently in various types of collateral, ads and other outreach and education materials to ensure effective branding for this project.
- The consultant will produce messaging appropriate for the diverse communities in West Hollywood and along the Crenshaw Line alignment. We have a long history of working with diverse communities, particularly in minority communities of Los Angeles County. We have also done much work with Metro on other projects where Metro needed effective outreach and education programs in minority communities.

Deliverables:

- ✓ ***Effective message points***
- ✓ ***Logo***
- ✓ ***Effective project branding***

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

Amendment No. 1 Additional Scope for Goal #1, Message Development/Enhancement:

Message points and project branding will continue to be enhanced. The consultant team has developed effective messaging and will continue to adjust messaging as necessary. The consultant team will continue to meet with City staff on a regular basis to monitor progress and adjust strategies.

Goal #2 – Identify Existing Supporters and Support Groups in West Hollywood:

Voters in the City of West Hollywood are among the most loyal and ardent supporters of public transit and transportation-related initiatives in Los Angeles County. While West Hollywood voters have readily supported a rail system that serves nearby communities, these systems have largely bypassed the connection to City's vibrant shops, restaurants and entertainment venues. This critical, yet missing, link provides an opportunity for the City of West Hollywood, and its solid base of transit supporters, to capitalize on.

- The primary goal of this task is to develop a comprehensive stakeholder database, sorted and categorized for targeted outreach through mailers, one-on-one interactions, emails, or phone calls. Equally important is to grow regional support and document that support through a number of activities. One way of accomplishing this will be to engage regional transit organizations, advocacy and industry groups. Key to this deliverable is being proactive in identifying likely partners, securing their support and ultimately, motivating participation at Metro Board meetings and hearings.
- The project's positive impact to advancing transit and building cities of tomorrow encourages partnerships with existing organizations such as Move LA, The Transit Coalition, LA County Bike Coalition, and the myriad of environmental organizations in the community. The partnerships could include shared data, opportunities for presentations, and higher project visibility for a West Hollywood line that would connect the region to one of the most vibrant destinations in the county.
- For the next 6-12 months, the task of identifying new and existing supporters will be ongoing as the consultant utilizes multiple methods to grow the database. This might include traditional methods such staffing community events with collateral materials (e.g. support cards, fact sheets, frequently asked questions) to tabling retail establishments to going door-to-door. Each of these activities has proven successful in identifying supporters when carefully planned and strategically deployed. The ultimate goal of the stakeholder database will be to reach out to individuals, businesses, and organizations to encourage them to submit letters of support on behalf of the project.
- The consultant will meet with key elected officials, city official and opinion leaders as necessary to garner and maintain support for the project.

Deliverables:

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

- ✓ **Development and maintenance of comprehensive project database**
- ✓ **Identify opportunities to grow list of individual and organizational supporters**

Amendment No. 1 Additional Scope for Goal #2, Identify Existing Supporters and Support Groups in West Hollywood:

The primary goal of this task is to continue development of a comprehensive stakeholder database, sorted and categorized for targeted outreach through mailers, one-on-one interactions, emails, or phone calls. The consultant team will also engage regional transit organizations, advocacy and industry groups. Key to this deliverable is being proactive in identifying likely partners, securing their support and ultimately, motivating participation at Metro Board meetings and hearings.

The consultant team will continue to reach out to individuals, businesses, and organizations to encourage them to submit letters of support on behalf of the project.

The consultant team will continue to meet with key decision-makers, city official and opinion leaders as necessary to garner and maintain support for the project.

Goal #3 – Identify Key Stakeholders along the Crenshaw/LAX Alignment:

Identify key stakeholders along the Crenshaw/LAX Line and along the proposed Crenshaw Line extension. Begin building a positive profile of the plan to bring rail to West Hollywood.

- The consultant will identify key stakeholders, opinion leaders and decision-makers along the Crenshaw Line who will be important to the project, either as a supporter or opponent.

Both firms have long-standing working and personal relationships with most, if not all, of the key elected and other officials in the city and county of Los Angeles. Essential knowledge of these elected, such as the fact that Councilmember Herb Wesson and Metro Board Member Jackie Dupont-Walker live near the proposed Crenshaw Extension alignment, will greatly improve West Hollywood's chances of success for the project. The consultant will personally assess potential support/opposition by the key decision-makers to the proposed rail extension, and begin identifying a coalition of support at the "grasstops" level.

Key stakeholder groups could include:

- Public officials, including Los Angeles City Council Members, County Supervisor Mark Ridley-Thomas, Inglewood Mayor James Butts and other Metro Board Members
- Cedars-Sinai hospital employees and patients
- Major retail centers such as the Beverly Center and the Grove

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

- Residents (homeowners and renters)
- Environmental organizations and activists
- Religious leaders
- Business owners and Chambers
- Transportation groups
- Labor unions

Dakota/TRG will also identify supporters at the grassroots level. One of the most effective means to reach a community is to work *inside* the community, engaging residents face-to-face where they live, work, and play. By implementing a grassroots approach as a key component of the outreach strategy, the consultant will identify key community leaders, organizations, events, and festivities that help bring the community together. These community organizations and events are key opportunities to reach out to a broad but targeted audience, and an effective platform to increase public awareness, recruit advocates for Metro rail services and influence decision-makers.

- The consultant will develop a database of supporters which will be used to further the outreach and coalition-building efforts. With the information gained to this point, Dakota will begin building a positive profile to bring rail services to West Hollywood.
- The consultant will identify potential key supporters at local, state and federal levels whose voices will assist in influencing key decision-makers.

Deliverable:

- ✓ ***Comprehensive database of supporters from along the Crenshaw/LAX Alignment***

Amendment No. 1 Additional Scope for Goal #3, Identify Key Stakeholders along the Crenshaw/LAX Alignment:

The consultant team will continue our efforts to identify key stakeholders, opinion leaders and decision-makers along the Crenshaw Line who will be important to the project, either as a supporter or opponent.

Both firms have long-standing working and personal relationships with most, if not all, of the key elected and other officials in the city and county of Los Angeles. The consultant team will continue to personally assess potential support/opposition by the key decision-makers to the proposed rail extension, and continue to identify a coalition of support at the “grasstops” level.

Key stakeholder groups include:

- Public officials
- Cedars-Sinai Medical Center administrators, employees and patients

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

- Olympia Medical Center
- Miracle Mile Medical Center
- Residents (homeowners and renters)
- Environmental organizations and activists
- Religious leaders
- Business owners and Chambers
- Transportation groups
- Labor unions

Dakota/TRG will also continue to identify supporters at the grassroots level. By implementing a grassroots approach as a key component of our outreach strategy, the consultant team is identifying key community leaders, organizations, events, and festivities that help bring the community together.

The consultant team will continue developing a database of supporters which will be used to further our outreach and coalition-building efforts. Dakota/TRG will continue building a positive profile to bring rail services to West Hollywood.

The consultant team will continue to identify potential key supporters at local, state and federal levels whose voices will assist in influencing key decision-makers.

Goal #4 – Establish and Coordinate West Hollywood Advocates for Metro (WHAM) and Build Coalition along Proposed Crenshaw North Extension Alignment:

A West Hollywood Advocates for Metro (WHAM) group provides a structured means to engage supporters, keep them informed, have them voice support at key milestones, and be prepared for other advocacy activities.

This is a short and long term campaign. It is expected that in just one short year Measure R2, an additional half cent sales tax initiative, will be on the November 2016 ballot. And, assuming passage of that initiative, the much longer campaign to ensure that a West Hollywood rail line is built, also starts with this project.

- The key to establishing any type of advocacy group is determining structure. It seems like the almost immediate questions are the following:
 - Is this going to be an open group or is the City going to identify the members, at least at the outset?
 - Is there a targeted number for participants?
 - Who chairs and/or convenes the group?
 - How frequently will WHAM convene?
- Once the general structure is agreed upon, the next step will be to determine the content for meetings, as well as set clear expectations with members beforehand or at minimum provide information at first meeting.
- The consultant has assisted in the development and coordination of numerous citizen advisory committees associated with projects ranging from roadway improvements, to light rail support, to a recent stadium initiative. Ideally, spokespersons will emerge (3rd party advocates) who are willing and able to provide comment at public hearings and board meetings, write letters

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

and be project champions. In order to develop a strong advocates group, the meetings must demonstrate thoughtfulness, consideration, and organization. From time of day, being mindful of competing events, language translation resources, and communication needs the coordination of the meeting will be handled in a skillful manner to maximize participation within the group. The content provided will be compelling, engaging, and easily understood; all of which are critical details to retaining active and positive participation.

- Once an “army of supporters” has been identified and cultivated, it is important that they be properly informed and coordinated so communications with the Metro Board and appropriate senior staff is on message, unified, well-orchestrated, and timely for major milestones. The consultant will work closely with supporters, WHAM and City of West Hollywood staff.
- Outreach to stakeholders, such as Cedars-Sinai and the Beverly Center along the San Vicente corridor, or the Grove and CBS Studios along the Fairfax corridor, will be important parts of coalition building. Depending on the preferred alignment, the consultant will work to garner support from stakeholders and run a signature gathering campaign.

Deliverables:

- ✓ ***Develop and implement communications plan for Metro Board***
- ✓ ***Providing ongoing support and recommendations in the establishment and coordination of West Hollywood Advocates for Metro (WHAM)***
- ✓ ***Database of letters and comments of support***
- ✓ ***Signatures of support***

Amendment No. 1 Additional Scope for Goal #4, Establish and Coordinate West Hollywood Advocates for Metro (WHAM) and Build Coalition along Proposed Crenshaw North Extension Alignment:

The consultant team has worked to establish and support WHAM and All On Board Coalition. Ideally we want this group to grow, we more spokespersons to emerge (3rd party advocates), The consultant team is working to find members who are willing and able to provide comment at public hearings and board meetings, and we want letter writers; ultimately, we want project champions. The consultant team is working with key community members to achieve these goals.

Outreach to Cedars-Sinai and the Beverly Center will continue as important parts of coalition building along the San Vicente corridor. The consultant team will continue to garner support from Cedars staff, nurses and patients and run a signature gathering campaign around Cedars, the Beverly Center and the Beverly Connection.

Goal #5 – Formation of All On Board Coalition (Community Outreach and Coalition Building along Crenshaw/LAX Line:

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

Dakota/TRG will develop and implement a community outreach, education and recruitment campaign. The consultant will garner support and build coalitions of opinion leaders and other key stakeholders and community members along the entire alignment which will work in a coordinated effort to achieve the goal; the consultant will also identify third party messengers from West Hollywood and the Crenshaw Corridor to deliver the message for bringing Metro rail services to West Hollywood.

- The consultant will proactively reach out to communities along the Crenshaw Line north extension, communicating about the plan to extend the line through West Hollywood and responding to questions or concerns these individuals or groups may have. In doing so, the consultant will be able to further identify potential project proponents and begin coalescing support. The consultant will take advantage of events such as farmers' markets, holiday events, etc. where large congregations of potential supporters can be reached.
- The consultant will reach out to Cedars-Sinai officials, doctors, nurses and patients to garner support for the project if the San Vicente/Santa Monica alignment is preferred. The consultant would especially target the nurses who would be likely to use the line to commute to and from work and patients who would likely use the line to attend medical appointments.
- The consultant will also implement a business outreach strategy along the Crenshaw/LAX line and the proposed north extension alignment which will include outreach to business owners, managers, employees and customers.
- The consultant will build a coalition of support at both the grassroots level and the grassstops level. The coalitions will complement one another, and work independently as needed, also merging into one large coalition when appropriate. Coalitions will include:
 - Public officials – the consultant will target Los Angeles Councilmembers Herb Wesson, Curren Price, David Ryu, Paul Koretz and Marqueece Harris-Dawson as well as County Supervisor Mark-Ridley Thomas, Inglewood Mayor Butts and other Inglewood elected and city officials
 - Residents (homeowners and renters)
 - Environmental organizations and activists
 - Religious leaders
 - Business owners and Chambers
 - Employees, customers, patients
 - Transportation groups
 - Labor unions
- The consultant will identify third-party messengers in West Hollywood and along the Crenshaw Corridor: people who are not affiliated with the City or Dakota/TRG and who can passionately and intelligently articulate the message to decision makers as well as the community at large. The consultant will work

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

with these third-party messengers to give them talking points and help them stay on message and communicate the message in an effective way.

- Dakota/TRG will run a support card campaign, gathering signatures along the Crenshaw/LAX alignment as well as the proposed northern extension alignment to deliver to the Metro board in support of providing rail services to West Hollywood. The consultant will take advantage of Farmer's Markets and other community events including the Martin Luther King, Jr. Day Parade and African American History Month to garner support for extension of the Crenshaw Line through West Hollywood. The consultant will run a concerted signature-gathering campaign along the preferred alignment to garner support for the extension project.
- The consultant will meet with key elected officials, public officials and opinion leaders. The consultant will solicit letters of support from the key stakeholders, elected officials and key community leaders.

Deliverables:

- ✓ ***Establish All On Board Coalition***
- ✓ ***Create specific list identifying regional organizations to solicit support***
- ✓ ***Interface with organizations to on their calendars presentations***
- ✓ ***Collect support cards, direct new supporters to website and Facebook page***
- ✓ ***Letters of support from key stakeholders***

Amendment No. 1 Additional Scope for Goal #5, Formation of All On Board Coalition (Community Outreach and Coalition Building along Crenshaw/LAX Line:

The consultant team will continue to proactively reach out to communities along the Crenshaw Line north extension, communicating about the plan to extend the line through West Hollywood and responding to questions or concerns these individuals or groups may have. In doing so, we will be able to further identify potential project proponents and begin coalescing support. The consultant team will continue to take advantage of events such as farmers' markets, holiday events, etc. where we can reach large congregations of potential supporters.

The consultant team has met with Cedars administrators and will continue our outreach to Cedars-Sinai officials, doctors, nurses and patients to garner support for the project. The consultant team will especially reach out to nurses who would be likely to use the line to commute to and from work and patients who would likely use the line to attend medical appointments.

The consultant team will continue to build a coalition of support at both the grassroots level and the grasstops level. Coalitions will include:

- Public officials

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

- Residents (homeowners and renters)
- Environmental organizations and activists
- Religious leaders
- Business owners and Chambers
- Employees, customers, patients
- Transportation groups
- Labor unions

The consultant team will continue to identify third-party messengers in West Hollywood and along the Crenshaw Corridor: people who are not affiliated with the City or Dakota/TRG and who can passionately and intelligently articulate the message to decision makers as well as the community at large.

Dakota/TRG are running a support card campaign, gathering signatures along the Crenshaw/LAX alignment as well as the proposed northern extension alignment to deliver to the Metro board in support of providing rail services to West Hollywood. The consultant team will continue this campaign, taking advantage of Farmer's Markets and other community events. The consultant team will continue to run a concerted signature-gathering campaign along the alignment to garner support for the extension project.

The consultant team has met with several key decision-makers, public officials and opinion leaders, and will continue this effort. The consultant team will solicit letters of support from the key stakeholders, such as Cedars-Sinai representatives, elected officials and key community leaders.

Goal #6 – Develop and Implement Media Strategy:

Free and earned media and editorial support will be very important in delivering the message and swaying public opinion; an effective strategy will also help legitimize the cause, increase awareness and influence the opinions of key decision-makers.

- The consultant will seek free and earned media opportunities for this project to actively inform and educate the general public about the program. These earned media opportunities include discussions on local news programs, talk radio, public radio programs, local television networks, and other media outlets. The consultant will send press advisories and releases to local media outlets announcing milestones and taking advantage of any newsworthy stories possibly related to extending the Crenshaw Line through West Hollywood.
- The consultant will also reach out to editorial boards at local newspapers to earn their support and increase awareness of the benefits of the Crenshaw Line Extension to West Hollywood and begin developing media relationships with various news outlets. The consultant will help draft op-ed pieces to proactively reach out to the public and begin increasing awareness of the plan to extend the Crenshaw Line north.
- Effective advertising will be an important part of the campaign. The consultant will concentrate on print ads in local and ethnic newspapers, such as *Los*

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

Angeles Sentinel, and will take particular advantage of events such as Martin Luther King, Jr. Day and events during African American History Month.

Deliverables:

- ✓ ***Write and distribute press releases for every milestone***
- ✓ ***Meet with Editorial Boards of all local newspapers along the alignment and attempt to gain their support***
- ✓ ***Design, produce and place ads in local newspapers along the alignment***

Amendment No. 1 Additional Scope for Goal #6, Develop and Implement Media Strategy:

The consultant team will seek free and earned media opportunities for this project to actively inform and educate the general public about the program. These earned media opportunities include discussions on local news programs, talk radio, public radio programs, local television networks, and other media outlets. The consultant team will continue to work with the City to send press advisories and releases to local media outlets announcing milestones and taking advantage of any newsworthy stories possibly related to extending the Crenshaw Line through West Hollywood.

The consultant team will also reach out to editorial boards at local newspapers to earn their support and increase awareness of the benefits of the Crenshaw Line Extension to West Hollywood and begin developing media relationships with various news outlets. The consultant team will help draft op-ed pieces to proactively reach out to the public and begin increasing awareness of the plan to extend the Crenshaw Line north.

Effective advertising is an important part of our campaign. The consultant team have produced and placed print ads in local and ethnic newspapers, such as *Los Angeles Sentinel* and *Inglewood Today*.

The consultant team will produce a radio spot and make a strategic two-week radio buy designed to reach our target audience and key stakeholders.

Goal #7 – Design and Produce Effective Marketing Tools:

Dakota/TRG understands that an aggressive outreach campaign includes top-notch marketing materials. To that end, the consultant will design and produce creative collateral and marketing materials including materials needed for presentations.

Collaterals will be developed in a way that generates excitement and motivates participation.

- Dakota/TRG will design, develop and print all collateral, including brochures, support cards, ads, etc. These materials will be creative and effective – they will advance support for the Crenshaw Line extension project and enhance the supporter recruitment campaigns.

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

- The consultant will also design and implement an e-blast campaign. This tool will be used to educate the public and garner support for the project.

Deliverables:

- ✓ ***Design and produce all collateral***
- ✓ ***Design and implement e-blast campaign***

Amendment No. 1 Additional Scope for Goal #7, Design and Produce Effective Marketing Tools and Campaign:

Dakota/TRG will continue to design, develop and print all collateral, including brochures, support cards, ads, etc. These materials will be creative and effective – they will advance support for the Crenshaw Line extension project and enhance the supporter recruitment campaigns.

The consultant team will design a direct mail brochure with tear-off support card which will be mailed to target communities along the existing and proposed alignment.

The direct mail piece will be followed by a paid-walk/lawn sign campaign in which the consultant team will walk specific neighborhoods near the proposed northern extension and along the Crenshaw corridor, hand out the brochure and ask home owners to show their support by signing our card and by placing an All On Board lawn sign in their yard.

The consultant team will also design and implement an e-blast campaign. This tool will be used to educate the public and garner support for the project.

Goal #8 – Create User-Friendly Website and Effective Social Media Campaign:

The importance of an effective, user-friendly website along with effective use of social media cannot be overstated. The consultant will work with the City to create an effective webpage and social media campaign for the West Hollywood Crenshaw Line extension.

- The consultant will work with the City to develop a simple website with which will aid in reaching out to and educating users about the benefits of bringing rail into and through West Hollywood. The website will include an online digital support card where users can easily sign up and show support for the project. The consultant will maintain and update the website as necessary.
- The consultant will design and manage an effective social media campaign which will complement the project website. A Facebook page and Twitter and Instagram accounts will provide supporters with an accessible resource for current information, benefits, and opportunities to support the rail in West Hollywood. The electronic mediums will utilize inspiring and fun images of rail lines in operation and, a place to sign up to for more information.

Deliverables:

- ✓ ***Design and manage user-friendly website***
- ✓ ***Design and manage basic Facebook page***

**CITY OF WEST HOLLYWOOD
AMENDMENT TO AGREEMENT FOR SERVICES**

- ✓ ***Provide content for Facebook, Twitter, and Instagram***
- ✓ ***Garner additional signatures of support***

Amendment No. 1 Additional Scope for Goal #8, Create User-Friendly Website and Effective Social Media Campaign:

The consultant team developed a simple website which aids in reaching out to and educating users about the benefits of bringing rail into and through West Hollywood. The website includes an online digital support card where users can easily sign up and show support for the project. The consultant team will maintain and update the website as necessary.

The consultant team has designed and are managing a social media campaign to complement the project website. A Facebook page and Twitter and Instagram accounts will continue to provide supporters with an accessible resource for current information, benefits, and opportunities to support the rail in West Hollywood. The consultant team will intensify efforts of the social media campaign and increase impact on each platform. The consultant team will do this by increasing usage of photos/video and also by taking advantage of our active 3rd party messengers to spread the word via their own social media platforms. The consultant team will also ask key stakeholders to post All On Board events/milestones on their personal Facebook pages.