



March 9, 2010

Mr. Dan Hom, President
FOCUSCOM, Inc.
101 West Broadway, Suite 1450
San Diego, CA 92101

Dear Dan;

I am in receipt of the proposed (attached) "Public Affairs Plan for Outreach & Education of Phase I."

As we discussed, I am approving this 1,000 hour one-year plan as opposed to the earlier proposals that were much more extensive. While I do understand that SUHSD has a much more extensive outreach plan and presence than this, I believe that we must show the merit and impact of this activity and re-evaluate the commitment after the first year.

As a word of caution, I want to make sure that, as we discussed, any "polling" that takes place must not, in any way, be construed as being related to anything but Proposition R and determining what issues should be addressed in the outreach program.

Please work with my office to schedule an appointment to meet Christopher Bender, our new Chief Marketing, Public Information, Community and Government Relations Officer. Let's make sure that the Proposition R and District outreach efforts compliment each other rather than clash!

I look forward to working with your firm and developing a great image and information campaign for our construction activities.

Sincerely,

Nicholas C. A. Alioto, CPA
Vice President for Business and Financial Affairs

Cc: Christopher Bender
Henry Amigable

FOCUSCOM INC.

**SOUTHWESTERN COLLEGE
PROPOSITION R**

*PUBLIC AFFAIRS PLAN
FOR
OUTREACH & EDUCATION OF PHASE 1*

SITUATION ANALYSIS

As the largest public institution of higher learning in South San Diego County, Southwestern College (SWC) has strategically updated its facilities to keep up with the demands of the community. Since completing its initial Education/Facilities Master Plan in 1992, it has been updated periodically (1996 and 1999) to reflect the needs of students and industries in the district the college serves.

The importance of SWC to South County is underscored by the tremendous success it has received at the ballot box for bond initiatives. Proposition AA (\$89 million) in 2000, and most recently Proposition R (\$389 million) in 2008 have won overwhelming approval by the voting public in part because of the community's need for quality education and SWC's ability to meet those needs.

For example, to better serve the community, development of SWC has not been limited to the main campus. Satellite campuses have been established throughout South County to not only improve access, but to cater to specific academic, associate and certificate disciplines. Most notably, these campuses include the Higher Education Center at San Ysidro (1988), National City (1998) and Otay Mesa (2007).

With the recent passage of Prop R, SWC is positioned to play a greater role in South County's higher education and economic development. Due to the magnitude of development proposed by the proposition, it has been broken down into five (5) phases. Phase 1 includes the following elements:

- Corner Parcel Development (a.k.a Corner Lot)
- Devore Stadium Improvements
- Central Plant

Corner Lot Development

While each element has its own development challenges, none are more highly visible than the "corner lot" located on Otay Lakes Road and East H Street. For the better part of 20 years, SWC has proposed and attempted numerous developments for this 9.4 acre site. To date, each project proposed has experienced some form of opposition from the surrounding community and the City of Chula Vista. The problems have centered on financial, entitlement processing issues and environmental impact – all of which have served to kill the project.

Despite the overwhelming approval of Prop R (71 percent), any controversy surrounding the development of this site could be detrimental to other projects in the proceeding phases of development. Because of this, greater care must be taken to ensure that this project reaches out and educates the appropriate stakeholders. Essentially, Phase 1 will set the tone of future developments under the implementation of Prop R.

In recognition of these challenges, a multi-faceted public affairs plan is proposed for implementing the College's Prop R development. The program goal, identified target publics, key messages, strategies, and tactical action plan are provided. Specific tactics include community outreach & education, government relations, media relations, and stakeholder relations.

PUBLIC AFFAIRS GOAL

The broad goal of the SWC College Public Affairs Program is to foster and sustain a public environment conducive to the approval of projects identified in Phase 1.

The secondary goal is to lay the foundation for timely approval of Phases 2 through 5 of Prop R implementation.

Key objectives include the following:

- Maintain momentum that led to 71 percent approval of Prop R
- **Isolate and expose extremists**
- Identify, cultivate and engage diverse supporters
- **Manage the media**

TARGET PUBLICS

Among the individuals and groups that we will seek to reach and influence through various public affairs strategies are the following:

- Members of the City of Chula Vista City Council, Planning Commission, Design Review Committee, and key planning and support staff.
- Also, applicable service jurisdictions including the County of San Diego, City of San Diego, National City and Coronado.
- Chula Vista Sister City: Tijuana (number of students from here has been an issue in the past)
- Business/corporate leaders within SWC College's district including members of various Chamber of Commerce, Merchant Groups, Business Councils, allied business groups, and most importantly, individual companies located in South County.
- Community specific groups such as Crossroads II.
- Individuals, groups and organizations that benefit from the College's services. From high school sports teams that utilize facilities to seniors that participate in health classes.
- Ethnic-based chambers of commerce including Hispanic, African American, Asian, etc.
- Nearby residential and commercial neighbors.
- All existing and neighboring Homeowner Association members and property management entities.
- High propensity voters (voted in four of the last five elections) within the College's district.
- Key SWC College "friends," including faculty, alumni, key staff and students, etc.
- Members of the Building Industry Association, Realtors and Apartment Association.
- Parental-involvement organizations including, PTAs, AYSO, Little League, Boy and Girl Scouts, etc who benefit from SWC College's facilities.
- Minority groups who support education and "improvements to the local quality of life."
- Members of active service and social clubs in the College district.
- Prominent religious leaders in the College district.
- Providers of local protective services (police, sheriff, paramedics, fire).
- Major political donors and political action groups.
- Media (community and regional environmental, land-use, development issues, and real estate beats).

PUBLIC AFFAIRS MESSAGES

Based on preliminary research related to our program goals and target publics, four basic public affairs messages have been developed. These four messages serve as the values cornerstones to our public affairs program, which should form the foundation of all public communications by the College from this day forward.

The public affairs activities conducted by SWC College are designed to encompass and pay-off the values cornerstones that include The Four C's of SWC College, as follows:

- COMMUNITY:** Community involvement and service is fundamental to SWC College. We are active members of the education, business and South County communities, which is why we strive to balance our tradition of preservation with our passion for progress.
- COLLABORATION:** Through the collaboration of visions and values, we will form partnerships with residential and business neighbors to understand and address local issues and concerns so that we balance the needs of the College with the community.
- CONNECTIONS:** By connecting with neighbors, faculty, alumni, staff, students, and stakeholders in the decisions that impact us all, we demonstrate our ability to be stewards of the larger South County community.
- COMMITMENT:** Our ongoing commitment to the people of South County is to ensure the academic integrity of the College so that it serves as a source of community pride and prestige.

PUBLIC AFFAIRS STRATEGY

The broad strategy is to provide direct, simple and "unfiltered" messages to target public about the College's four values cornerstones. By focusing on vision and values, we can avoid detailed public debate regarding specific land use issues and avoid getting caught in the minutia launched by our opponents. In addition, by staying "out of the weeds" and focusing on the broader vision and values, we can begin to establish/reinforce trust and confidence in SWC College as the local leader in land use decisions.

Efforts will be made to position the College as the credible, reliable source of information, as a leader in land use, architecture and design, and as a trusted neighbor and friend. All public affairs tactics will be geared toward driving target audiences to information sources controlled by the College. Specific public affairs tactics to be incorporated include governmental relations, community outreach and education, and media relations. Provided herein is the suggested scope of services to be implemented under this proposal.

TACTICAL ACTION PLAN

I. GOVERNMENTAL RELATIONS

- A. Serving as Liaison between SWC College and applicable cities with development (Chula Vista and National City)
 - 1. Communicate information concerning the mission, goals, program and specific project needs of the College to policy makers.
 - 2. Develop and maintain relations and serve as the College spokesperson with local governmental officials, including members of the City Council, Planning Commission and Design Review Committee.
 - 3. Strategize as to the best method for conducting regular updates with City officials to discuss mutual concerns and provide information/updates on College projects.
 - 4. Maintain ongoing communication with City staff to ensure that relevant land use, environmental and design issues concerning College projects are addressed.

- B. Serving as Liaison between SWC College and Local Community Groups
 - 1. Develop and maintain working relationships with Crossroads II to discuss and facilitate support for College projects.
 - 2. Coordinate and communicate with other stakeholders, community groups and individuals.
 - 3. Conduct meetings and presentations with the above groups as necessary.

- C. Assisting the College with Entitlement/Processing
 - 1. Represent the College, as spokesperson, with development applications, amendments, CUP requests, etc.
 - 2. Prepare necessary text and applications.
 - 3. Prepare necessary exhibits and support graphics.
 - 4. Be a liaison with College land use decision making body.

- D. Serving as Advisor to the College
 - 1. Monitor local governmental strategies and activities, and provide assessments of relevant policies affecting the College.
 - 2. Advise the College on strategies in communicating its position or viewpoint to governmental officials.
 - 3. Assist the College in establishing realistic entitlement goals and timelines for campus development projects.
 - 4. Respond to inquiries and requests for information from governmental entities.

II. COMMUNITY OUTREACH AND EDUCATION

A. SWC College Tapestry Program

Over the years, the college has built a natural base of support through its everyday business. It will be the goal of the outreach team to tap into this natural base of support. This can include school districts that utilize the facility, senior groups that utilize classes, nurses unions whose members started at the College. This tactic will ensure the broadest possible support for the College's developments.

B. Annual Report and Information Update Letter with Reply Card

Preparation of an annual report to the community, especially individuals and organizations with a vested interest on the progress of the plan, is essential. This annual report can contain the annual audits and status updates on the project, as well as report on the positive impacts of the expansion and repairs.

C. Advocates Database and Mobilization Program

During the 2008 campaign for Prop. R, our team developed an extensive database of key individuals in the community that are supportive of renovation and expansion at SWC College. As we move forward into Phase 1, this well established database of contacts and local supporters will serve as the foundation for our advocates database and mobilization program.

D. Activity in social media sites including Facebook, Twitter, YouTube RSS etc.

Presence on social media sites will specifically target our student population at SWC College. Status updates can be posted, project volunteer opportunities can be announced, and more importantly, these sites will provide a space for suggestions, comments and testimonials from students and other interested parties. This will allow our team to closely monitor and appropriately address any pressing issues that may arise. A video tour and description of Prop. R projects on these websites will also allow greater visibility—so that students and community members will be well informed about the positive impacts these projects will have on the college.

E. Land Use Legacies Fact Sheet

Create a Land Use Legacies Fact Sheet that includes the land use vision and value statements, a history of school construction (noting educational mission, design awards and achievement, and the construction of public benefit facilities), a listing of key land use projects now underway and planned, and up to three contact names.

This Fact Sheet will become part of the College's media kit and be added to the website. It also would evolve into a Land Use Legacies Brochure for use as direct mail and handout to target public and high-propensity voters from the City to help demonstrate the College's commitment to South County.

II. COMMUNITY OUTREACH AND EDUCATION (CONT.)

F. Neighbor-to-Neighbor Newsletter

Distribute to all residents and businesses a simple yet warm and inviting newsletter describing the public benefit programs, community service activities and construction efforts at the College that benefit "quality of life." Each issue will explore a major "quality of life" issue as addressed by the College. Over time, the newsletter will become the central voice of what's happening at SWC College.

G. Face-to-Face Meetings with Business Community

Solicit, calendar and conduct a series of meeting with local business owners/operators regarding the challenges and opportunities for South County. The goal of each meeting will be to demonstrate SWC College's role as a member of the business community and a conduit for solving problems and promoting positive change.

Over time, participants in the meetings could be selected to help form commissions, blue-ribbon panels, or tasks forces to help deal with development challenges or help attract new businesses, shoppers and visitors. And, if combined with members from the chambers, these panels, etc. could become major advocates.

H. Face-to-Face Meetings with Community Groups

Solicit, calendar and confirm introductions of the College's land use vision and values to key group leaders and individuals identified as a target audience. Create a hand-out review presentation and provide all collateral for distribution.

Expand the meetings to include allies and advocates from booster clubs, specific departments (i.e., film, business, education, etc.), alumni, students, parents, etc.

Further expand the meetings to include specialty trade organizations and support groups.

I. Speakers Bureau/Club Visitations

Solicit, calendar and confirm introductions of the College's land use vision and values to large groups at their meetings. Create a PowerPoint presentation and provide all collateral for distribution.

(This tactic could compliment the College's existing Speakers Bureau)

J. Special Community Gift, Grants and Cross Benefit Efforts

Identify, coordinate, stage, and promote to target publics a select number of College gifts, grants or cross benefit events that demonstrate the four values cornerstones.

K. SWC Website Updates

Simplify and update the College's website to include the Land Use Legacies Fact Sheet, newsletter copy/art, and additional collateral as needed. Create a registration web page to solicit names of supporters.

II. COMMUNITY OUTREACH AND EDUCATION (CONT.)

L. Proposition R Informational Website

Create an informational website specifically for the Classroom Repair and Job Training Measure. This website should include a detailed description about the projects, background information about the measure, including history, processes, vendor selection process, project timeline, expense report, where operations and maintenance documents and requirements (regulatory, environmental, etc.) can be accessed, where status updates can be posted, and where the public/ stakeholders can contact the managers of the project, and even the Independent Citizens' Oversight Committee for any concerns, suggestions or issues that need to be addressed. In addition to information, this website may be a good outlet for student and faculty testimonials as the construction process is completed.

M. E-Mail Program

Manage e-mail and registrations, monitor visits, and create an e-mail notice update program among the names of supporters who registered from the website.

N. Spot Advertising

Place small ads designed to direct people to the College's website and bolster registered names of supporters in the community edition of the *San Diego Union Tribune*, *Chula Vista Star News*, *La Prensa* etc.

O. Information Collateral

Create the following for direct mailing/ distribution:

- Land Use Plan Endorsement Cards (for distribution during lunch meetings and speaking dates)
- Land Use Process
- Project Art for the website and media kit
- Issue Statements for the College spokespeople

III. MEDIA RELATIONS

This program included tactics that are in addition to the current activities of the PR department and that support both the outlined governmental relations and community outreach and education scope of work.

A. Land Use Media Kit

An addition to the College's existing Media Kit, the Land Use Media Kit will include biographies on the land use spokespeople, the Land Use Legacies Fact Sheet, any collateral, art/renderings, site plans, the Land Use Process chart, and FAQs based on the Issue Statements.

B. News Releases/Media Advisories

Written and distributed as "real" news occurs, the releases would focus on key land use milestones, including the launch of the revised website, distribution of key collateral, announcement of land use plans and supporting vision/values, land use lunches, and other events deemed significant and newsworthy.

C. News/Feature Story Pitching

All news releases will serve as news/feature story pitching opportunities to the local print and broadcast media including all local newspapers, radio stations, community newsletters, and the SWC Sun. Additionally, special features will be solicited to include profiles of the development, the innovative process behind the College's land use efforts, strategic alliances and supporters, etc. As the Prop. R projects progress, it is vital to draw attention to all of the improvements (big and small) being made at SWC College. Consistent mentions of these upgrades will provide the media and community with tangible ways of measuring the success of Prop. R.

D. Media Briefings/One-on-Ones/Site Tours

In a proactive move, the land use vision and values will be shared during pre-scheduled briefings with the media after an unveiling with key elected and appointed City officials and other VIPs. The briefing would occur on the same day, and immediate following, the unveiling with politicians.

As the land use effort moved forward, additional briefings, one-on-ones and site tours would be conducted. Groundbreaking ceremonies and site tours with the Mayor of Chula Vista, major stakeholders and the community will be conducted during progressive stages of each project to visually showcase the needed repair, the progress and the finished project. This allows the community to witness the execution of the plans and illustrates a sense of accountability for the funds being spent.

E. Op/Eds/Guest Commentary/Perspectives

As needed, Op/Eds, Guest Commentary and Perspectives will be written and placed to stress key messages, bring balance to media coverage, and direct people to the website.

III. MEDIA RELATIONS (CONT.)

F. Letters to the Editors & On-line Blog Management

Names culled from supporters lists will be used (with permission) to draft and submit Letters to the Editors and blog entries that support the land use efforts of the College

IV. ADDITIONAL BENEFITS

- A. Existing Prop. R database and foundation of relationships with key supporters (including vital community leaders and groups)
- B. Identified key spokespersons from the community for on-going efforts
- C. Identified ballot support
- D. Existing vendor/ financial support
- E. If needed, specific community based website creation

V. BUDGET and STAFF ALLOCATION

A. Estimated number of hours per year

Development and maintenance of this Public Affairs Plan for Outreach and Education is detailed in the attached budget proposal.

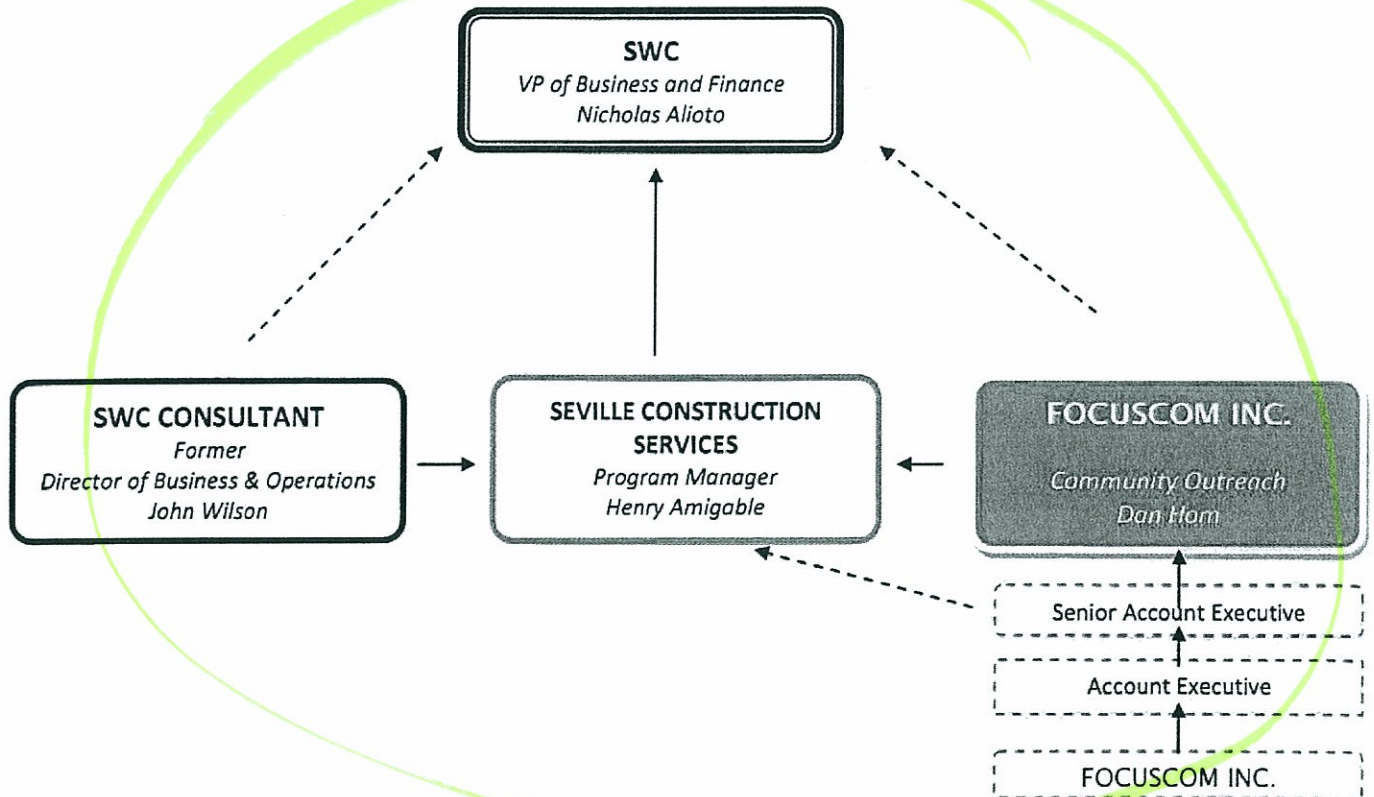
B. Program Duration

Based on preliminary research, strategic planning and the projected timeline, execution of this Public Affairs Plan for Outreach and Education coincides with the duration of Prop. R phases and projects.

C. Community Outreach Staff

Extensive experience with community outreach based projects such as this demonstrate that proper execution of this plan requires a Senior Account Executive and an Account Executive with all other necessary support provided by the Focuscom Inc. corporate headquarters.

D. SWC Community Outreach Organizational Chart

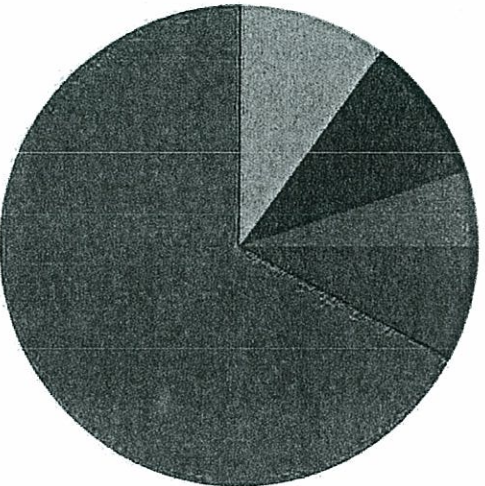


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PHASE I: SWC COMMUNITY OUTREACH ANNUAL BUDGET ESTIMATE

Annual Budget Estimate

	HOURS
Research & Strategic Planning (7.8%)	78
Community Outreach & Education (67.2%)	672
Media Relations (10%)	100
Government Relations (10%)	100
Administration (5%)	50
GRAND TOTAL:	1000



- Research & Strategic Planning (7.8%)
- Community Outreach & Education (67.2%)
- Media Relations (10%)
- Government Relations (10%)
- Administration (5%)

**Please note that this budget does not include third party costs.*

FOCUSCOM INC.

PHASE I: SWC COMMUNITY OUTREACH ANNUAL BUDGET ESTIMATE

RESEARCH & STRATEGIC PLANNING

HOURS

- I. Communications/ Government Relations Plan
a. Communications Audit: prep/ research past media/ meeting with SWC (5 hours)
b. Strategy Summit (5 hours)
c. Focuscom Internal Tactics Meeting (3 hours)
d. Plan Finalization: final draft development & meeting to present final plan to SWC (2 hours)
8
- II. Timeline of Execution: determine expected dates of completion for each part of the final plan
8
- III. Polling: work w/ Competitive Edge to develop questions (40) & execute polling
32
- IV. Focus Groups (target 3)
23

RESEARCH & STRATEGIC PLANNING GRAND TOTAL:

78

COMMUNITY OUTREACH & EDUCATION

HOURS

- I. SWC Tapestry Program
a. Introductory meetings with individual groups on campus (40 hours)
b. Campus group meetings (once a month for the first two months/15 hours)
c. Quarterly campus group meetings (following completion of first two meetings/25 hours)
80
- II. Annual Report & Info Update Letter w/ Reply Card
a. Annual Report (5 hours)
b. Info Update Letters/ Community Mailers (6 letters/ mailers = 30 hours)
35

**Please note that this budget does not include third party costs.*

FOCUSCOM INC.

PHASE I: SWC COMMUNITY OUTREACH ANNUAL BUDGET ESTIMATE

COMMUNITY OUTREACH & EDUCATION (cont.)

	HOURS
III. Advocates Database & Mobilization Program	
a. Development of advocates database (50 hours)	165
b. Neighborhood Walks: door-to-door campaigning (100 hours)	
c. Neighborhood Coffees (every other month/ 15 hours)	
IV. Activity in Social Media (~1 hr. per week)	50
V. Land Use & Legacies Fact Sheet	3
VI. Neighbor to Neighbor Newsletter (12 newsletters)	75
a. Writing & Development of Letter/ Edits/ Finalization (50 hours)	
b. Distribution: mail/ e-mail/ website (25 hours)	
VII. One-on-one Business Community Meetings (garner endorsements)	50
VIII. One-on-one Meetings with Community Groups (garner endorsements)	50
IX. Speakers Bureau/ Club Visits	65
X. Special community gifts, grants & cross benefit efforts	5
XI. SWC Website Updates (monthly updates to: www.swccd.edu)	10
XII. Prop. R Website Updates (will provide Seville C.S. w/content for monthly updates to: www.buildswc.com)	10
XIII. Email Program (monthly updates to database)	12
XIV. Spot Ads (local pubs: UT, Star News, La Prensa, etc.)	12

**Please note that this budget does not include third party costs.*

FOCUSCOM INC.

PHASE I: SWC COMMUNITY OUTREACH ANNUAL BUDGET ESTIMATE

COMMUNITY OUTREACH & EDUCATION (cont.)

HOURS

XV. Information Collateral

10

- a. Land use endorsement cards (for contact collection at meetings)
- b. Land use process info sheets
- c. Project art (website & media kit)
- d. Issue statements for spokesperson

XVI. Quarterly Community Briefings (Preparation/Meeting/Follow-up)

40

COMMUNITY OUTREACH & EDUCATION GRAND TOTAL:

672

MEDIA RELATIONS

HOURS

I. Land Use Media Kit

3

II. News Releases/ Media Advisories (including Op/Eds/Guest Commentary/ Perspectives)

20

III. News/ Feature Story Pitching

35

IV. Media Briefings/ One-on-Ones/ Site Tours

30

V. Letters to Editor/ Online Blog Management

12

MEDIA RELATIONS GRAND TOTAL:

100

GOVERNMENT RELATIONS

HOURS

I. Serve as liaison between SWC & applicable cities with development

70

- a. Comm. w/ policy makers: CV, SV, NC, IB, Coronado, County of SD, school boards & water boards (40 hours)
- b. Develop & maintain relations with local gov't officials (18 hours)
- c. Strategize for conducting regular updates with City officials (2 hours)
- d. Maintain ongoing communication with City staff regarding land use, environment! & design issues (10 hours)

**Please note that this budget does not include third party costs.*

FOCUSCOM INC.

PHASE I: SWC COMMUNITY OUTREACH ANNUAL BUDGET ESTIMATE

GOVERNMENT RELATIONS (cont.)

HOURS

IV. Serve as advisor to SWC

30

- a. Monitor local gov't activities & provide assessments of relevant policies affecting SWC (15 hours)
- b. Advise SWC on strategies in communicating its position to gov't officials (5 hours)
- c. Assist SWC in est. of entitlement goals & timelines for campus development projects (1 hour)
- d. Respond to inquiries & requests for info from gov't entities (9 hours)

100

GOVERNMENT RELATIONS GRAND TOTAL:

**Please note that this budget does not include third party costs.*