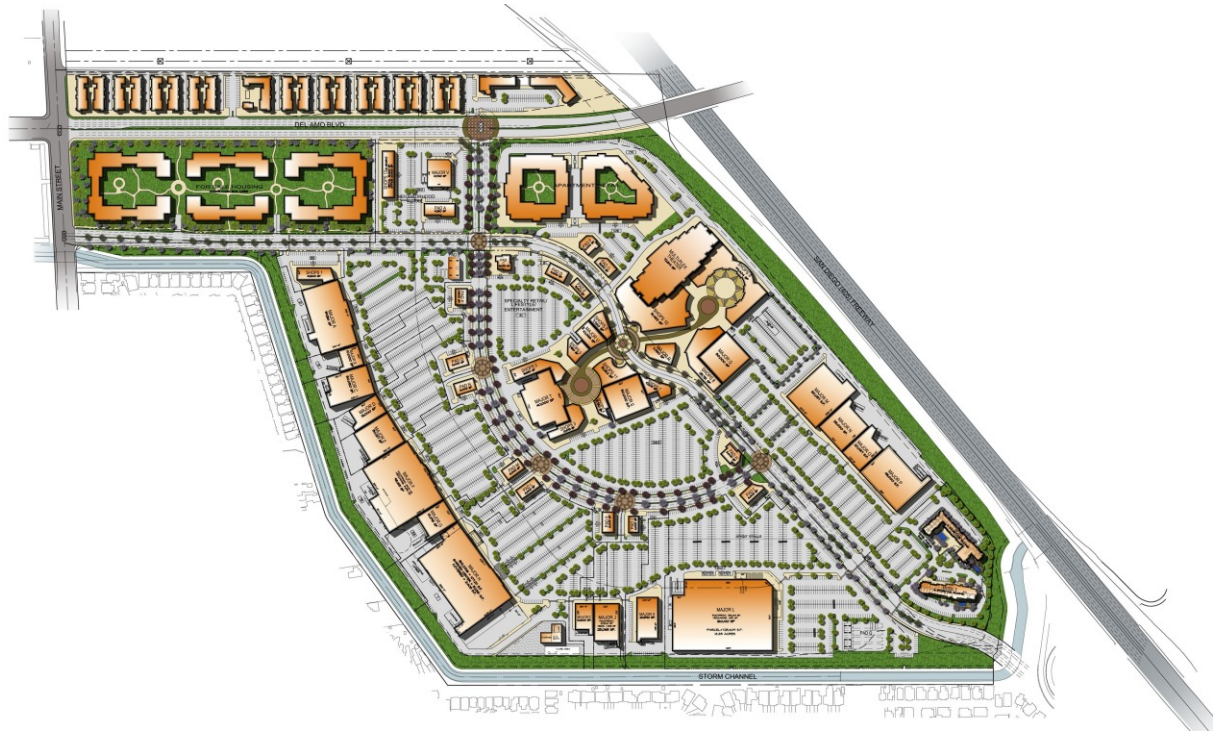




# Community Relations Plan



For

**Avalon at South Bay**  
(Formerly Carson Marketplace)  
Carson, California



February 15, 2008

Prepared by:

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Prepared for:

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# **COMMUNITY RELATIONS PLAN**

**FOR**

**AVALON AT SOUTH BAY  
(FORMERLY CARSON MARKETPLACE)  
20300 MAIN STREET  
CARSON, CA**

Prepared for:

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February 15, 2008

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## 1. INTRODUCTION

Carson Marketplace, LLC (Developer) has proposed to develop the Avalon at South Bay (ASB) project (formerly known as Carson Marketplace). ASB is a 168-acre development located on the southwest side of Interstate 405 Freeway between East Del Amo Boulevard to the north and the Avalon Boulevard interchange to the south, in the City of Carson (Figure 1). This proposed brownfield restoration project involves the development of the former 157 acre Cal Compact landfill and an adjacent non-landfill parcel of 11 acres. The landfill consists of five separate landfill cells numbered A1 through A5 separated by the site boundaries on the outer perimeter and on the interior by two interior roadways (Lenardo Drive and Stamps Drive). A Los Angeles County Flood Control channel (Torrance Lateral) is located adjacent to the south and west sides of the project site and serves to separate the project site from the adjacent residential neighborhood (Figure 2). The site development will be divided into the following land uses: neighborhood commercial, regional commercial, commercial recreation/ entertainment, big-box retail stores, restaurants, hotels, and residential (Figure 3).

This Community Relations Plan (Plan) was prepared by Tetra Tech, Inc. (Tetra Tech), its community relations team member, Consensus Planning Group, Inc. (CPG), and Lapin Consulting Group (LCG). These parties will be responsible for coordinating and implementing this Plan. Marina Pérez, CPG representative, will serve as the “Construction Relations Officer” as required by the Environmental Impact Report (EIR) Mitigation Measure H-4. Lilian Deloza, also a CPG representative, will serve as the alternate Construction Relations Officer. The Construction Relations Officer will be available by phone at (866) 928-4566 and (310) 956-5942. These telephone numbers are solely dedicated to the community relations efforts for this project.

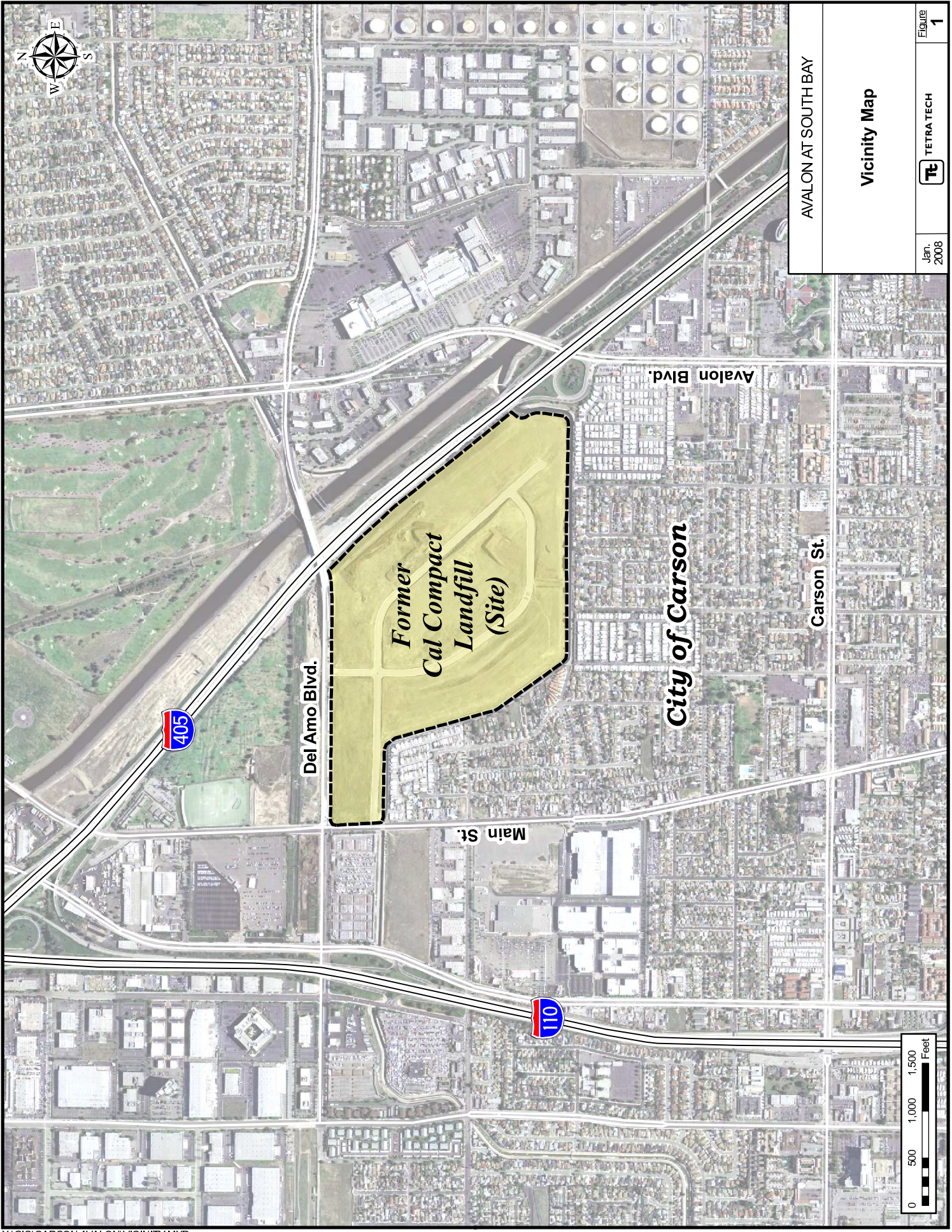
This preliminary Plan is based on initial research, a site visit by CPG, and initial discussions with the City of Carson (City), the Department of Toxic Substances Control (DTSC), and the Developer. It is envisioned that this Plan will be refined during the initial project stages to mutually achieve goals and coordinate and understand activities being completed by the City, DTSC, Developer, and Tetra Tech. In addition, any input received from the local community during the initial project phases, will also be integrated, as appropriate, into this Plan. Therefore, the Plan will be continually updated as future events unfold to ensure a proactive and strategic communications program.

A strategic and coordinated Plan for the ASB development will be a key component to:

- promote project awareness;
- ensure the project remains on schedule;
- inform the public throughout the construction process; and
- ensure the implementation of the Environmental Impact Report (EIR) mitigation measures.

This Plan details some of the various communications tactics that will serve as information sources for Carson residents regarding the development of ASB. Via this program, residents will





AVALON AT SOUTH BAY	
Vicinity Map	
Jan. 2008	TETRA TECH
Figure 1	





AVALON AT SOUTH BAY		
Site Map		
Jan. 2008	TETRA TECH	Figure 2



AVALON AT SOUTH BAY

## Development Plan



be provided with opportunities to ask questions, learn about the proposed project, remediation efforts, and any on-going construction activities.



## **2. OVERALL GOALS**

The primary goals that will be accomplished with implementation of this Plan are to:

- Integrate and consolidate City, DTSC, and Developer goals and anticipated activities into one Plan to minimize conflicting information, duplication of efforts, or omitting important communication opportunities;
- Integrate DTSC's revised Public Participation Plan into the overall Plan;
- Create public awareness of ASB in the City of Carson;
- Promote transparency through regular project update notices and other communications;
- Provide easily accessible project information – phone, project website, etc.;
- Prevent project disruption by effectively addressing community concerns early and comprehensively;
- Demonstrate a caring, comprehensive, and responsive community relations effort;
- Disseminate accurate and current information regarding the ASB project, including environmental monitoring data and analysis; to minimize misinformation; and
- Target key stakeholders and groups to ensure project awareness, specifically to those residents who border the site.

### **3. PRE-CONSTRUCTION ACTIVITIES (JANUARY THROUGH MARCH 2008)**

It is anticipated that the following Plan activities will be completed by Tetra Tech, CPG, and LCG during pre-construction activities:

- Establish project information line/e-mail address;
- Schedule meeting(s) with DTSC, City staff, and the Developer to refine the Plan, Plan schedule, and confirm roles and responsibilities;
- Complete and deliver to the community a Fact Sheet and Community Assessment Survey (CAS) with input from DTSC, City and the Developer;
- Create project website and information links;
- Post notification signage along Main Street and Del Amo Boulevard, and in the surrounding community;
- Update and maintain the stakeholder and resident database;
- Place Public Notices in local newspapers;
- Brief local elected officials;
- Schedule meetings, as needed, with key community stakeholders, residents, and organizations;
- Canvass the immediate neighbors door-to-door;
- Host an Invitation Only Ceremonial Groundbreaking;
- Host a Pre-Construction Open House;
- Identify potential community issues; and
- Establish and publicize an 800, toll free, hotline for the community to call.

#### **3.1. Project Information Line and E-mail Address**

In January 2008, the Construction Relations Officer will purchase and carry a project-specific cell phone with a local or toll-free telephone number. The cell phone will include web-based communication services to allow individuals to not only telephone but also email the Construction Relations Officer with inquiries. Every effort will be made to have callers reach a “live” person between 8 am and 5 pm. In the event the telephone is not answered a brief recorded message will provide information and allow callers to leave a message with their concern and contact information. The team will manage the telephone, the messaging system, and an email line 24 hours a day, 7 days a week, to ensure immediate contact in the event of an emergency or an inquiry requiring immediate attention.

A log will be developed that will document all calls received on the telephone or emails sent to the email address. The log will include the caller/sender name, address, telephone number, nature of inquiry, identify the responding individual, and highlight any follow-up actions required. Additionally, the log will document when the call or email was received and when it was responded to by the Construction Relations Officer. The log will be distributed every two weeks to selected team members including DTSC, City designated staff members, and the Developer.



**3.2. Meeting with DTSC Staff, City of Carson, and the Developer**

Beginning in January and continuing through the project, meetings and/or conference calls will be held with DTSC Project Manager Tom Cota and Public Participation Specialist Stacey Lear; Sheri Repp Loadsman and other staff from the City of Carson; the Developer; and other regulatory agency staff, as needed, to begin coordinating relations activities, get updated on the previous outreach efforts conducted, and agree on communications protocols and roles and responsibilities between DTSC, the City, the Developer and the technical team. These meetings and/or conference calls will initially be held at a minimum of monthly at the initiation of the project. This frequency will be adjusted, as needed, after the first three months of the project and thereafter. Based on review of this Plan and the outcome of early meetings and discussions, this Plan will be modified accordingly.

#### **4. INTRODUCTORY FACT SHEET AND COMMUNITY ASSESSMENT SURVEY**

The Construction Relations Officer will develop a Fact Sheet and Community Assessment Survey (CAS) in coordination with DTSC, the City, and the Developer that will:

- Educate the public on the ASB project;
- Provide the proposed construction schedule, milestones, and opportunities for public involvement; and
- Include the contact information and project information telephone number and email address.

The Fact Sheet and CAS will be delivered to the community via U.S. mail 10 days before construction activities begin. The mailing list will be that list recently refined by DTSC, the City, and the Developer.

##### **4.1. Project Website**

In March 2008, LCG will work with the City, the Construction Relations Officer, DTSC, and the Developer to develop and maintain an ASB construction project website that will provide the public access to informational materials, meeting notices, project schedules, photographs, and contact information of key personnel. Additionally the website will feature pages to upload the daily monitoring reports and can include links to the DTSC, Southern California Air Quality Management District (SCAQMD), Los Angeles Regional Water Quality Control Board (LARWQCB), and the City. The construction website will provide the public with an opportunity to submit questions/concerns as well as their contact information to be added to the project mailing list.

##### **4.2. Site Signage**

In February 2008 and before construction begins, the Construction Relations Officer will develop large visible signs to announce that construction will soon break ground to develop the ASB project. The signs will include a message informing interested parties that they can call the project hotline for more information on the construction activities, or to report concerns, comments or pose questions. Additionally, it will list the project website so that individuals can go there for detailed information regarding construction activities and overall project specifics. The signs will be installed along the perimeter of the site in the surrounding community, with the installation locations coordinated and approved by City and DTSC staff.

##### **4.3. Stakeholder and Resident Database**

In January 2008, the Construction Relations Officer will work with LCG to update the database of key stakeholders, residents, and organizations in the project site area. The Construction Relations Officer will incorporate any existing lists from the City, DTSC, and the Developer. Additionally, the Construction Relations Officer will purchase or update lists for all occupants within the following boundaries: Avalon Boulevard on the east, Main Street on the west, Del Amo on the north (to include the Dominguez and Victoria County Golf Courses) and 213<sup>th</sup> Street on the south. Attempts to secure as many email addresses and mobile phone numbers from stakeholders, residents, and organizations will be made to maximize electronic communication and reduce mailing costs. It is envisioned that much of this information may be obtained from



CAS responses from the community. The database will be updated regularly and categorized to allow for tailored communications to specific groups, and serve as a tracking mechanism for key stakeholder, resident, and organization opinions and involvement history. The database will be developed in Microsoft Access.

#### **4.4. Press Releases/Public Notices**

The Construction Relations Officer, when feasible and appropriate, will place notices in newspapers as needed to announce community forums, inform the public of work activities, meetings, etc. throughout the project. The following identified newspapers will be sourced for placement to the extent possible:

- Los Angeles Times
- Los Angeles Watts Times
- The Sentinel
- Hub City News
- Random Lengths
- Long Beach Press Telegram
- Long Beach Business Journal
- The Wave

#### **4.5. Elected Officials Briefings**

Initial briefings will occur from January through March 2008. Key elected officials and/or their appropriate staff members will be briefed by ASB project staff and the Construction Relations Officer and kept apprised of the project's progress throughout the construction process to ensure they are aware of community and political issues as they develop. It is anticipated that quarterly to semi-annual meetings will occur. Briefing the elected officials will provide the Construction Relations Officer an opportunity to elicit their feedback on the proposed Plan and provide them with project messages that they can then communicate to their constituents.

Briefings will be scheduled with the following elected officials and/or their appropriate staff members:

- Mayor Jim Dear
- Mayor Pro Tempore Elito M. Santarina
- Councilmember Harold C. Williams
- Councilmember Mike A Gipson
- Councilmember Lula Davis-Holmes
- City Clerk Helen S. Kawagoe
- City Treasurer Karen Avilla
- City Manager Jerome Groomes
- Los Angeles County Supervisor Yvonne Brathwaite-Burke
- Senator Jenny Oropeza
- Assemblyman Warren Furutani
- Congresswoman Laura Richardson

**4.6. Other Key Groups**

Other key individuals that will be given the opportunity to be briefed on a regular basis may include the following:

- Economic Development Committee
- Planning Commission
- Carson Chamber of Commerce
- LAUSD Local District Superintendent of Schools
- Cal State University Dominguez Hills (CSUDH)
- Fire Department Battalion Chiefs
- Los Angeles County Sheriff Watch Commanders
- 1<sup>st</sup> Responder Fire Station for Avalon at South Bay



## **5. STAKEHOLDER OUTREACH MEETINGS**

Stakeholders and residents who live, work, or own property near the site will likely have issues that relate to how this project will impact them. These individuals or groups may need more attention and assistance understanding the process and have their concerns addressed. One-on-one (or very small group) contact with this important group can be the most effective means of communicating key project benefits and the overall construction process. The Construction Relations Office will be available to answer questions as they arise. The Construction Relations Officer will also coordinate with the team any meetings with the stakeholders, residents, or organizations as requested and document the meetings (including identifying specific issues and concerns, potential solutions, and follow-up items).

Between February through April 2008, hosting one-on-one meetings with residents and businesses within 500' of the site is being planned:

- **Immediate Neighbors that live within 500' of the site**  
Imperial Avalon Mobile Estates - 21207 Avalon Blvd.  
Vista de Loma Mobile Home Estates - 20600 S. Main Street  
Imperial Carson Mobile Home Estates - 2111 Dolores Street

Additionally, one-on-one (or very small group) contact with parties that indicate an interest in knowing more about the project will be coordinated as needed.

### **5.1. Door to Door Canvassing**

Beginning in February 2008, door-to-door canvassing of the mobile home estates, residential and businesses abutting the perimeter of the site (generally south of the Torrance Lateral) prior to the start of construction and as needed, throughout the construction process, will be completed. The Construction Relations Officer will create door hangers, in conjunction with the team, to include a brief project description and contact information packet. Other items such as refrigerator magnets and pens with project contact information as it relates to construction issues is also being planned to be distributed to the community.

### **5.2. Group Presentations**

Beginning in March 2008, after the completion of individual briefings with residents, and leaders of the groups and organizations, the Construction Relations Officer, in conjunction with the team, will provide a formal presentation to interested groups who request a briefing. Additional update meetings will be scheduled as the various project milestones are reached or on an as needed basis.

### **5.3. Ceremonial Groundbreaking**

An invitation only groundbreaking event will be held to celebrate the initiation of major construction. This event will be planned and organized by the Developer and LCG. The goal is to create awareness of the development and the benefits to the community that will result. LCG will coordinate as needed with The Construction Relations Officer, The Developer, DTSC and Sheri Repp Loadman of the City of Carson to ensure a successful event.

**5.4. Construction Open House**

In Second Quarter 2008, the Construction Relations Officer and LCG will organize a Community Open House to create awareness of the project and provide community leaders and residents with information on construction milestones and schedule. The goal of the open house is to provide accurate information and provide the public with an informal forum to express their concerns.

**5.5. Issues Analysis**

Beginning in March 2008, the Construction Relations Officer will document all the issues raised during the briefing with elected officials, and individual and group meetings in order to prepare messages and/or responses to views or questions expressed by community members regarding construction activities. The results of the issues analysis will be discussed with DTSC, the City, LCG, and the Developer.

**6. CONSTRUCTION ACTIVITIES – JANUARY – OCTOBER 2008**

- Community Outreach Updates
- E-mail Blasts
- Newsletter Network
- Work Notices as required by DTSC
- Quarterly Project Bulletins
- Community Events
- Media Relations

**6.1. Community Outreach Updates**

Periodic updates and documents will be provided to key leaders, groups, residents, and interested stakeholders who participated in previous meetings. Updates can be provided via group presentations, public information materials, and via other outreach mechanism as discussion below.

**6.2. E-mail Blasts**

Email blasts are a quick and effective means of providing information to stakeholders, residents, and organizations. Email addresses will be collected, for those who sign-up to be added to the mailing list, during briefing with key stakeholders, residents, and community groups, and from those collected by previous efforts on the project. Project information such as upcoming events, work activities, surveys, etc. can be distributed via email. This activity will be ongoing and scheduled to begin in March 2008.

**6.3. Newsletter Network**

LCG will work to secure quarterly updates in the *Carson Report*, a City-sponsored newsletter that provides residents with city information and activities. Other community newsletters will be identified, and we will work with these organizations that express interest to further relay construction update articles, as provided by the Construction Relations Officer. Typically, Chambers of Commerce, schools, elected officials, homeowners associations, neighborhood watch groups, among other groups communicate with their members via newsletters.

**6.4. Work Notices as Required by DTSC**

The Construction Relations Officer will develop, post, and distribute notices regarding the various construction activities to be performed in completion of the project (such as the Deep Dynamic Compaction (DDC) pilot testing) to surrounding community, elected officials, and business. Additional work notices for other site construction activities will be prepared, posted, and distributed as required by DTSC.

**6.5. Quarterly Update Bulletins**

On a quarterly basis, construction update information will be provided in a bulletin format to keep the community apprised of the current and upcoming work activities on the site. Bulletins will be mailed using the community database, posted on the construction project website, posted onsite at the property's entrance, and at City Hall. The following are anticipated periods when update bulletins will be delivered:



- April/May 2008, July/August 2008, October/November 2008
- January/February 2009, April/May 2009, July/ August 2009
- October/November 2009, January/February 2010, April/May 2010
- July/August 2010, October/November 2010

#### **6.6. Community Events**

The Construction Relations Officer and LCG will identify community events and establish an information booth that will highlight the project, encourage people to join our mailing list, and provide Carson residents with information on the progress of construction activities among other key messages via information materials and speaking one-on-one with visitors. Typical community events include: carnivals, farmers markets, job fairs, city-sponsored events, community meetings hosted by DTSC/City, etc.

#### **6.7. Public Materials**

LCG and CPG will develop collateral materials to engage stakeholders, residents, and organizations and provide them with updated project information materials. Materials include:

- Fact sheets;
- Frequently Asked Questions piece;
- Refrigerator magnets that include contact information, telephone, email and website; and
- Construction calendar/schedule.

#### **6.8. On-Site Communications**

Beginning in March 2008, the Construction Relations Officer will remain onsite during typical construction hours to address daily potential impacts caused by noise, vibration, odors, and/or dust. In the event of an emergency, the Construction Relations Officer will deploy a team of outreach staff to communicate individually with immediate neighbors and via electronic communications (cell phone texting, email, fax, and the project website).

In the event there is an interest from media representatives who may visit the project site, the Construction Relations Officer will work with LCG to communicate construction-related project information. Non-construction related questions will be referred to the appropriate parties, such as the Developer, DTSC and the City. For this purpose an additional media relations strategy will be developed.

#### **6.9. Media Relations**

LCG will develop a media relations program in January and February 2008 that will include the following items:

- Press release prior to the start of construction;
- Press kit; and
- Pitching stories to reporters that highlight construction related details of the project.

**6.10. Project Updates**

Monthly community relations updates will be provided to the City, DTSC, and the Developer. Updates will include information on the number and nature of calls received on the project line, briefings with elected officials and agencies, and document all outreach activities held during the month. This will be ongoing and begin February 2008.