



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.