A Public Participation Plan to
Save Olvera Street
The Heart Of Los Angeles

Save Olvera Street

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PPD 616: Participatory Methods in Planning
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EXECUTIVE SUMMARY

The Historic Olvera Street, which is widely acknowledged as the heart of Los Angeles, is currently under threat of being transformed into a different kind of landmark; one that draws in a more high end consumer base. Miscommunication among key stakeholders, namely the merchants, vendors and church leaders, has resulted in the fragmentation of the community, putting them at risk of losing this vibrant cultural center.

This plan outlines a Public Participation Process that seeks to maintain and preserve Olvera Street as it stands today. We propose a comprehensive in-reach plan that begins with leadership development and ends with community identity building, visioning and goal setting. These components are key to the development of an outreach plan that will engage the community at large by creating awareness and calling on external stakeholders to support the Save Olvera Street Campaign.

HISTORY

Olvera Street is located in El Pueblo de Los Angeles Historic Monument, the oldest section of Los Angeles, and is rich with the City’s history. It is the place where forty-four Mexican settlers founded Los Angeles on September 4, 1781.1 The settlers and their families built adobe houses surrounding a plaza—which is where present day Olvera Street is situated—and a Catholic Church that was widely recognized as the center of the community.2

Years after the settlement of the land, the Mexican American War and California Gold Rush occurred, resulting in several changes to the area. Following these changes, the Mexican ranchero community “lost their wealth to the Americans,”3 and an influx of settlers gained access to the area through a connection between San Francisco and Los Angeles that was developed by the Southern Pacific Railroad. The Los Angeles landscape was rapidly changing, and Olvera Street was at the center of these transformations. It became home to places of elegance such as the Merced Theater and the Pico House, a luxurious hotel and the first three-story building in the City.4

1 Olvera Street Website: http://www.olvera-street.com/html/olvera_street.html
3 Ibid., 9.
4 Ibid., 14.
Fast forwarding to the end of the 19th Century, the plaza transitioned into a light industrial use area. In his book *Images of America: Los Angeles’s Olvera Street*, William Estrada explains, “[Olvera Street’s] gradual decline as the center of civic life...[led] to its reclamation by diverse sectors of the city’s poor and disenfranchised, especially working class Mexican, Italian, Japanese, and Chinese immigrants.” The reclamation of the space for working class citizens began a long history of the recognition of Olvera Street as the center of labor and political activity. The elegant buildings that lined the plaza were now used for small businesses and rooming for workers.

By the 1920s, the once cultural center and heart of Los Angeles was now a dilapidated and condemned community. Around this time, socialite Christine Sterling walked through the Plaza and Olvera Street and was shocked to find the oldest part of the city in such poor condition. She strongly believed that the history of Olvera Street as the birthplace of Los Angeles needed to be preserved, which is why she started a campaign to save it. According to the Olvera Street website, “Mrs. Sterling envisioned a colorful Mexican marketplace and cultural center. With funding provided by six influential men and publicity from the *Los Angeles Times*, she started a corporation to revitalize Olvera Street.” Mrs. Sterling partnered with several public entities including the Los Angeles Chief of Police, who arranged for prisoners from the local jail to help redevelop the area into a vibrant marketplace that exists today.

Most of the current merchants on Olvera Street trace their history back to the redevelopment that took place in partnership with Mrs. Sterling in the 1920s. It is these merchants and their families that helped build the shops on Olvera Street that make the area what it is today. These merchants and other community stakeholders recognize Mrs. Sterling as the Mother of Olvera Street and are grateful for the role she played as “a bridge between the Mexican community of Los Angeles and the City Fathers.”

Many of the businesses that existed on Olvera Street during that time have been passed down through generations, and can be found in their same locations today. Although the City of Los Angeles owns the land, the community members in

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5 Ibid., 10.
6 Ibid., 10.
7 Olvera Street Website: http://www.olvera-street.com/html/olvera_street.html
8 Ibid.
9 *Mini-History of Olvera Street* Pamphlet, *From the Diary of Christine Sterling, Mother of Olvera Street*.
10 Ibid.
the area view the space as their own and have treated it as such. For generations, Olvera Street has been used as a hub for cultural celebrations, and is recognized by many as the heart of Los Angeles.

**CONTEXT**

Despite El Pueblo’s rich culture and history, a recent controversy between the City of Los Angeles and the tenants of Olvera Street is threatening the future of this historic site. In recent years, tensions over rent increases and evictions have arisen, as the City considers new plans for El Pueblo and Olvera Street. There have been longstanding lease agreements with the merchants and other tenants in the area, including La Plaza United Methodist Church, which was taken by eminent domain in the 1930s. However, over the past 20 years or so, there has been great confusion surrounding the lease agreements. While many tenants believe that the City is breaking rent agreements that were agreed upon years ago, the City insists that despite its efforts to act in fairness with its contractual agreements, the established rents are out of date, inadequate, and have led to a deficit.

According to *El Pueblo* commissioner David Louie, “Olvera Street is the crown jewel of Los Angeles, but it is a drain on the city.” Mr. Louie contends that as is, Olvera Street is not serving the city because the facilities are not well maintained and the area is not generating substantial revenue for the City. Furthermore, he approximates that the unnecessarily low rents that Olvera Street merchants pay is resulting in a deficit of $1.2 million annually. For these reasons, Mr. Louie believes that it is imperative that the City receives market rate rents for the Olvera Street property. If the current merchants and vendors cannot fulfill this obligation, he perceives that alternative uses of the area are a viable solution to eliminate the deficit.

An interview with Rev. Abel Lara, Senior Pastor of La Plaza United Methodist Church, revealed that the City recently informed the members of the church that they are not permitted to use the space as they have done for over 100 years. Rev. Lara explained that he and other tenants at Olvera Street believe that the City is deliberately trying to remove the current vendors, merchants and other constituents and is planning to replace them with a luxury hotel and high-end restaurants that cater to a more affluent consumer base. He believes that the City should maintain the history, culture and current structure of the area, make improvements to the buildings and allow the current tenants to stay.

Several merchants on Olvera Street agree with Reverend Lara. They believe that the City is trying to oust them from El Pueblo so that it can bring in expensive restaurants and big

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11 Interview with Leonora Barron: November 19, 2010.
13 Interview with El Pueblo Commissioner David Louie: November 23, 2010
14 Interview with La Plaza Senior Pastor Rev. Abel Lara: November 19, 2010
businesses that will “rob the community of its culture and authenticity.” These merchants are convinced that the recent increase in their rents is one tactic the City is using to evict the small business owners who cannot afford to pay. According to the Los Angeles Downtown News, rent increases took effect on April 1, 2010. However, more than 40 merchants refused to pay the increased rent rates, which range from $316 to $5,762 per merchant.

The City claims that it has taken the appropriate steps to inform the merchants of their undervalued rent and that it has explained why it has the right to take action to increase current rents to market rate. Despite their efforts, the City and Commission acknowledge that there is a lack of communication among key stakeholders that has resulted in distrust between the parties, and recognizes that there should be more efforts made to engage the community around this issue.

While some merchants completely distrust the City, others have faith that the City is looking out for their best interest. To emphasize, some vendors fully believe that the City has plans to evict them and sell the property to a private developer, whereas others are confident that their businesses are not at risk. Both these opposing views are reinforced by the fact that information about potential redevelopment of the area has not been widespread in the media. The skeptics of the City believe the lack of media attention to be a sign that the City is attempting to quietly remove the vendors from the area. On the other hand, other vendors perceive the lack of widespread media attention to be an indication that there is no real threat. Overall, there is a great deal of misinformation among the merchants and vendors at Olvera Street about the potential changes that the City is considering in the area.

There is a general consensus that all merchants and vendors at Olvera Street prefer to maintain their business there, and do not want to be displaced or replaced with other businesses. Furthermore, La Plaza church, the museums and other tenants would also like to maintain their spaces on Olvera Street. We believe that Olvera Street should maintain the culture and integrity of the community by preserving the historical structure of the buildings, and not displacing the current tenants. Along these lines, we also believe that the City’s vision for a better Olvera Street is really one for a different Olvera Street that does not include, or meet the needs of the current internal stakeholders in the area. As such, we have developed a Public Participation Plan that proposes advocacy and community outreach that will lead to more public support to Save Olvera Street.

15 Interview with Olvera Street Merchant Valerie Garcia Hanley: December 6, 2010
16 Interview with Olvera Street Merchant Dianna Guerrero Robertson: December 6, 2010
18 Interview with El Pueblo Commissioner David Louie: November 23, 2010
19 Interview with Olvera Street Merchant Alberto Velasco: December 1, 2010
PARTICIPATION PLAN GOALS

The dichotomy that exists among the merchants, as well as the overall lack of communication between the other internal stakeholders of Olvera Street has led to the fragmentation of the community. As a result, the internal stakeholders, those most directly impacted by the potential changes, do not share a unified identity, nor have they explicitly expressed the same vision and goals for their community. Thus, the fragmentation within the community serves as an impediment to public participation. Without an identity that encompasses all of the key stakeholders or a vision and goals that represent the needs and desires of the community, it is impossible to create adequate awareness or garner sufficient support for Olvera Street. For these reasons, we conclude that before a public outreach campaign can occur, it is pivotal for in-reach to take place.

With this in mind, our first goal is to develop a comprehensive in-reach process that will aid in the development of leadership, a unified identity, vision and goals for the internal stakeholders of Olvera Street. By establishing unity among the constituents, this in-reach strategy will lend itself to an outreach campaign that will create awareness about the potential changes to take place at Olvera Street, and generate support from the community at large. Our ultimate goal is to develop a campaign that will save Olvera Street by building and maintaining a strong community, as well as vision for *Una Olvera Mejor*. The following diagram provides an illustration of our goals:

![FIGURE 1: Public Participation Plan Goals](image)

SOS

In-Reach

- Develop Leaders
- Establish Vision
- Identify Goals

Outreach

- Create Awareness
- Generate Support

- Maintain Community
- Vision Better Olvera St.

SITE PLAN AND DEMOGRAPHICS

In designing a Public Participation Plan, it is important to understand the nature of the issue and the circumstances that surround it. When dealing with an issue that is site specific, an analysis of the physical location and its immediate surroundings is imperative. This analysis can provide information on context, potential challenges, and logistics for the issue. Another key component of this process is evaluating and analyzing the social and economic demographics of the area. Misunderstandings of cultures and customs can lead to alienation, illegitimate participation, and misguided decision-making. Therefore, it is
paramount to perform due diligence with regard to developing an understanding of the constituency, and an acceptable and efficient public participation plan.  

*Site Plan*

As shown in Figure 2, El Pueblo is bounded by Cesar E. Chavez Avenue in the north, the 101 Freeway in the south, Alameda Street in the east, and Spring Street in the west. Encompassing 44 acres, the site’s main features include Pico House, Avila Adobe, the Chinese American Museum, the Italian American Museum, La Plaza United Methodist Church, Olvera Street, and many other historic buildings. Together these structures serve as the foundation for a historical and multicultural public space enjoyed by local residents, Angelenos, and tourists year round. The circular Kiosko, or “bandstand,” in the center of El Pueblo serves as a community-gathering area for special events such as Dia De Los Muertos and Las Posadas. The main attraction is, of course, Olvera Street located in the northeast portion of El Pueblo. Merchant-run puestos line the middle of the street and are flanked by historical structures that house museums and restaurants. Countless visitors come to Olvera Street and El Pueblo to see the birthplace of Los Angeles and the spirit that has survived and evolved over the last 230 years. 

**FIGURE 2: El Pueblo Site Map**

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20 Perez, Katherine. Lecture: September 26, 2010
While El Pueblo serves as the main focus for this Public Participation Plan, the area surrounding the site is highly relevant. Consistent with Los Angeles’ multicultural history and heritage, El Pueblo shares its borders with Little Tokyo to the South and Chinatown to the north. In addition, Los Angeles landmarks such as Union Station and City Hall are in the immediate vicinity. While El Pueblo is recognized as the birthplace of Los Angeles, it is clear that the area remains ingrained in the fabric of the city today.

**Demographics**

To complete a demographic analysis, data was collected from the U.S. Census Bureau. It is relatively difficult to collect data on El Pueblo since it is a highly commercial area and there are few permanent residences. For this reason, research done for demographics at the census tract level provides no substantive data for the site. Therefore, we have chosen to analyze El Pueblo by zip code as it provides the most sufficient sample of the site’s surrounding population. Figure 3 shows Olvera Street and its corresponding zip code, which includes approximately 30,000 residents. The following section is an analysis of this area with regard to age and race and what these subsections mean for the public participation plan.

**FIGURE 3: Zip Code Surrounding El Pueblo**

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21 U.S. Census Bureau
**Age**

Age is a critical factor to consider in designing a public participation plan because preferences and requirements vary by age group. Data representing age is especially important because it can provide information on potential participants and allow process designers to tailor all aspects of the plan accordingly. As demonstrated in Figure 4, the population surrounding El Pueblo is primarily 20-54 years of age. These prevalent age cohorts should be considered when determining appropriate outreach and communication strategies.

**FIGURE 4: Population by Age**

![Population by Age](Image)

**Race**

Race is another critical factor in a demographic analysis because these subgroups will approach the process in ways that adhere to their values. By understanding the racial makeup of the constituents the public participation plan can be tailored to be open, accepting, and within the participants’ comfort level. Figure 5, shows the diverse makeup of the area surrounding El Pueblo. The majority of the population (38.9%) has identified as Asian, which may be representative of the large Chinese contingency within the area. Other large segments of the population are White (20.3%), Black or African American (16.3%),

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22 U.S. Census Bureau  
23 Ibid.
and “some other race” (21.7%). It is important to note that those who identify as Hispanic or Latino are instructed to do so after the race question. Therefore, 30.1% of residents identified themselves as Hispanic or Latino despite not being represented in Figure 5. Of the 9,000 Hispanics and Latinos, nearly 5,000 identified as Mexican. This diversity is emblematic of the multicultural environment and should be accounted for when designing the public participation plan.

FIGURE 5: Population by Race

![Population by Race](chart)

While Census data and demographics can be extremely useful in designing an effective public participation plan, it is important to acknowledge that this data is representative of the surrounding area and not the stakeholders as a whole. Furthermore, it is nearly impossible to collect or find detailed data on all expected participants. A thorough stakeholder analysis is imperative in ensuring an appropriate and effective public participation process.

24 Ibid.
25 Ibid.
STAKEHOLDER ANALYSIS

Understanding the demographics of the community will aid in the next step in our process, which is stakeholder analysis. In order to begin the public participation plan process, it is critical that a comprehensive stakeholder analysis be conducted. Planning can often be counterproductive when assumptions are made regarding the identity or preferences of stakeholders. While public participation reduces the need for assumptions by allowing the public and interested parties to make decisions on their own behalf, a stakeholder analysis is still a fundamental part of the planning process. James Creighton highlights three reasons to identify stakeholders: ensure that key stakeholders are not left out; target the public participation program to reach the parties interested in the specific decision; and assess the potential level of controversy.

Typically, the public is anyone who feels they have a stake in the decision at hand, but there are many different ways to identify stakeholders. Regardless of the approach, thoroughness is of upmost importance. Perhaps one of the most effective approaches is analyzing the different interests people could have in the decision. These interests and the corresponding stakeholders for El Pueblo are summarized in the Table 1 below.

<table>
<thead>
<tr>
<th>Interest</th>
<th>Stakeholders</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economics and Use</td>
<td>Olvera Street Merchants Association, Avila Adobe, Pico House, La Plaza</td>
</tr>
<tr>
<td></td>
<td>United Methodist Church, El Pueblo Gallery, City of Los Angeles, Tourists</td>
</tr>
<tr>
<td></td>
<td>and Patrons</td>
</tr>
<tr>
<td>Mandate</td>
<td>Robert Andrade (General Manager), City of Los Angeles, El Pueblo Commission</td>
</tr>
<tr>
<td>Proximity</td>
<td>Chinatown, Union Station, City Hall, California Endowment, Our Lady Queen</td>
</tr>
<tr>
<td></td>
<td>of the Angels Catholic Church, Local Residents, Local Businesses</td>
</tr>
<tr>
<td>Values</td>
<td>Citizens of Los Angeles, Olvera Street Merchants Association, Avila Adobe,</td>
</tr>
<tr>
<td></td>
<td>Pico House, La Plaza United Methodist Church, El Pueblo Gallery, Our Lady</td>
</tr>
<tr>
<td></td>
<td>Queen of the Angels Catholic Church, City of Los Angeles, Tourists and</td>
</tr>
<tr>
<td></td>
<td>Patrons</td>
</tr>
</tbody>
</table>

Now that the stakeholders have been identified by interest, it is important that we determine those internal and external to the issue, as they will be strategically involved at different times in the process. For the purposes of our public participation program, we have chosen to define internal stakeholders as those who have a physical or financial stake.

26 Perez, Katherine. Lecture: September 29, 2010
in El Pueblo. These individuals and organizations are those who take immediate responsibility for the future of the site. Furthermore, the internal stakeholders are exclusively those who need to be involved in the development of the Consortium and its mission and goals. Important still, external stakeholders are defined as all groups who are compelled to either support or oppose the newly developed Consortium’s goals. External stakeholders are more elusive as they are likely to be spread throughout the Los Angeles community ranging from politicians to private citizens. Figure 6 below will attempt to further clarify this distinction.

**FIGURE 6: Stakeholder Proximity to Issue**

In this diagram, it is important to note that some stakeholders, specifically El Pueblo General Manager Robert Andrade, the El Pueblo Commission and the City of Los Angeles are categorized as both internal and external to the issue. This is because while they have financial stakes in El Pueblo and Olvera Street, they are not at risk of being displaced like the tenants, whom we have exclusively identified internal stakeholders. For this reason, all references made to “internal stakeholders” throughout this plan does not include the aforementioned public authorities.

After determining which category stakeholders fall into and why, it is important to understand what level of participation they will want. Practitioners often use Lorenz Aggens’ orbit analogy to separate stakeholders based on different characteristics attributable to different levels of likely involvement.28 Essentially, there is a central decision-making nucleus that is orbited by different subgroups attempting to influence the

28 Creighton, 53
decision. While this analogy is theoretical in nature, it can help to determine when and how to include different groups in the participation process. Importantly, these orbits are fluid as stakeholders can move into an orbit closer to the nucleus given a greater expenditure of time, energy, and resources—or vice versa. Also of note, the Figure 7 below has omitted two groups—“Unsurprised Apathetics” and “Observers”—as the Save Olvera Street (SOS) Campaign is essentially about unification and mobilization.

**FIGURE 7: Stakeholder Levels of Participation**

As previously mentioned, the nature of the *SOS* Public Participation Plan requires the differentiation between internal and external stakeholders. This distinction is vital because the internal stakeholders will be the sole participants in the in-reach process, while external parties will be invited to participate as part of the outreach strategies set forth by the *SOS* Plan. With this distinction made, it is now important to identify those who will be involved in the planning process. These individuals and organizations are needed either for their expertise or their commitment to ensure effective implementation of the plan. Table 2 provides a list of those needed for the planning process by nature of involvement.
TABLE 2: Identifying Who Needs to be Included in Process Planning

<table>
<thead>
<tr>
<th>People from organizational units who will be affected by the decision</th>
<th>ORGANIZATIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Olvera Street Merchants Association, Avila Adobe, Pico House, La Plaza United Methodist Church, El Pueblo Gallery</td>
</tr>
<tr>
<td>People or organizational units who will be called on to assist with public participation effort</td>
<td>Consultants, SOS Consortium, James Rojas, Los Angeles Alliance for a New Economy, Neighbors, Local Businesses</td>
</tr>
<tr>
<td>People with special expertise that will be needed</td>
<td>Consensus Inc., Los Angeles Conservancy, Leonora Barron, Steven Harbison, Byron Hayes</td>
</tr>
<tr>
<td>People whose participation is needed for credibility</td>
<td>Kevin de Leon, Jose Huizar, Gloria Molina, Dolores Huerta</td>
</tr>
</tbody>
</table>

Stakeholders have now been identified by interest, categorized by internal or external, and separated based on level of participation. In addition, individuals and organizations needed to execute the plan have been identified. While this list of “players” is extensive, it is by no means exhaustive. Furthermore, this list is in no way permanent. Groups and individuals become active for different reasons and stakeholders will chose to participate – or not – at different times throughout the process based on interest and resources. It is likely that more people will be compelled to participate if the Olvera Street issue becomes more controversial, or as a decision nears. Because it is unlikely that participants will be consistent throughout, it is important to document how public comment influenced decision making throughout the public participation process.

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29 Creighton, 48  
30 Creighton, 56  
31 Creighton, 57
SAVE OLVERA STREET PUBLIC PARTICIPATION PLAN

The Save Olvera Street Public Participation Plan consists of four key components: in-reach, outreach, feedback, and evaluation. The in-reach plan is geared toward developing leadership and generating participation among the internal stakeholders of Olvera Street. Building on the successful completion of the in-reach process, the outreach plan seeks to garner support from external stakeholders to save Olvera Street. Feedback and evaluation will be incorporated in and throughout both the in-reach and outreach components.

In-Reach Participation Plan

Once we have completed our stakeholder analysis, we will develop an in-reach plan that will seek to bring together key leaders in the community who will form a Leadership Consortium, as well as work with all internal stakeholders to develop a unified identity, vision and goals for saving Olvera Street and improving the physical landscape of the area.

The in-reach plan will be comprehensive and include several leadership development opportunities, as well as community workshops that will assist internal stakeholders in developing unity. The in-reach plan will begin with leadership identification and development, where consultants will interview community members in order to identify the individuals who are recognized as leaders. The leadership identification and development portion of the plan will be followed by a leadership retreat for members of the Leadership Consortium, a public briefing and two community workshops for internal stakeholders. The timeline for the in-reach plan is as follows:

FIGURE 8: In-Reach Timeline
The sections that follow will describe each of these in-reach participation components in detail.

**LEADERSHIP IDENTIFICATION AND DEVELOPMENT**

The first step in the in-reach plan is to develop a Consortium made up of key leaders in the community. In order to ensure that the full range of interests and values of the community are heard, there will be at least one member of the consortium to represent each of the internal stakeholder groups.\(^{32}\) The members will serve as a communication link between Olvera Street and the community at large. In order to eliminate one of the biggest problems at Olvera Street—misinformation among the stakeholders—the Consortium will maintain regular communication with the groups they represent, making sure everyone in the community is working towards a common goal.

The process of selecting the members of the Consortium will be through the stakeholder analysis and interviews of community members conducted by the consultants. The Consortium will consist of representatives from each internal stakeholder groups as follows:

- 1 Representative from La Plaza Methodist Church, Rev. Abel Lara
  - Rev. Lara is the senior pastor of La Plaza United Methodist Church and a respected leader in both El Pueblo and the larger Methodist community.
- 1 Representative from Avila Adobe.
- 3 Vendors: members of the Olvera Street Merchant Association
  - Mr. Alberto Velasco, who inherited four of the oldest shops on Olvera Street from his father and is a very knowledgeable and respected leader in the community.
  - Ms. Dianna Guerrero Robertson, a third generation merchant who’s family runs two popular restaurants on Olvera Street
  - Ms. Valerie Garcia Hanley, third generation merchant and treasurer of the Merchants Board
- 1 Representative from Councilman Jose Huizar’s office
- And 1 Representative from Assemblymember Kevin de Leon’s office

Although the council and assembly offices do not represent internal stakeholder groups, as defined in the plan, the support of both elected officials is still vital to the success of the Campaign. Therefore, it is important to have a representative from each office in the Consortium. They will be able to provide input based on their knowledge and connections within city, and state politics as well as their offices’ stance on issues. They will communicate the concerns and plans of the Consortium to the elected officials.

\(^{32}\) Creighton, 183
**Goals**

The goal of the first meeting of the Consortium is to establish cohesion among the key leaders of Olvera Street in order to craft an identity. Members of the consortium will develop a plan for the public briefing and two community workshops that follow. Along with the consultants, the Consortium should be able to facilitate future community events. The tone of the meeting should be casual and open, allowing members of the Consortium to bring up their own concerns and plans for the future. It is important that a comfortable, trusting environment is created that will encourage members of the consortium to build personal relationships with each other. This will help develop an understanding of the concerns and interests of all members of the group.

**Location and Event Timing**

This will be a small, private meeting with the seven consortium members, led by our team. The location should be casual, intimate, and conducive to the necessary sharing and team building expressed in the goals. For these reasons, the meeting will be held at a familiar, local location—La Golondrina Restaurant on Olvera Street. In order to accommodate the busy Consortium members, the event will be held on a weekday during lunchtime.

**Collateral**

To emphasize the importance of their role in the Save Olvera Street Campaign and their attendance at the meeting, the handpicked Consortium members will be sent a formal invitation. The invitation will also include a brief explanation for the need for a Consortium, as well as the location, date and time of the first meeting.

At the end of the meeting the consultants will have the new Consortium members fill out a Community Assessment Survey (See APPENDIX I). The survey will help to define the problems and issues from the perspective of each of the internal stakeholder groups represented at the meeting.

**LEADERSHIP RETREAT**

After identifying the key leaders in the community and forming the Consortium, the consultants will put on a half-day retreat to help to develop the Consortium member’s leadership, technology, and communication skills and plan future community workshops and events. This will include:

- New media technology training with The Los Angeles Alliance for a New Economy
- Legal training with Steve Harbison and Byron Hayes
- Workshop and Event Planning Session

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33 Goldberg, Gail. (Lecture, University of Southern California, Los Angeles, CA. October 6, 2010).
34 Creighton, 184
Goals

The goal of the retreat is to provide time for planning upcoming events, train the Consortium in technical and legal matters, encourage bonding amongst members, and empower the Consortium moving forward in the public participation process. The idea is to get the members of the Consortium away from Olvera Street for a concentrated period of time in a setting that encourages social interaction and organized discussion. By the end of the retreat the Consortium members will have planned upcoming community workshops and a and a kick-off event designed for public outreach. The training workshops will leave the Consortium members with a better idea of how to communicate their goals, publicize their campaign, and work through the legal issues facing Olvera Street.

Location and Timing

Because participants are asked to devote half of their day to this event, it will take place on a Saturday. It will begin at 9:00 am with a light breakfast. Each break-out session will last one hour, going from 9:30 am until 12:30 pm. The day will end with a catered lunch to celebrate the hard work of the Consortium.

The retreat will be held at the University of Southern California. Training sessions will take place in a classrooms in the School of Policy, Planning, and Development's (SPPD) Ralph and Goldy Lewis Hall. The closing lunch will take place in the SPPD courtyard.

New Media Technology Training

The Los Angeles Alliance for a New Economy (LAANE) will be invited to conduct their New Media Boot Camp. LAANE is an advocacy organization that promotes a new economic approach based on good jobs, thriving communities, and a healthy environment. Their New Media Boot Camp is meant to give participants customized strategies for applying social media best practices to their campaigns. Workshop topics include blogging, mobile phone technology, online community building, YouTube and online videos, and social networking. These are important skills for the Save Olvera Street Consortium to have in going forward with their campaign.

Legal Training

A legal workshop will be given by lawyers Steve Harbison and Byron Hayes—both of whom are currently working with La Plaza United Methodist Church. They will offer a lawyer’s

35 Creighton, 131
36 Los Angeles Alliance for a New Economy. http://laane.org/bootcamp
perspective on some of the complex legal challenges Olvera Street faces. Participants will be given training and resources to be able to deal with the city and lawyers. This will be especially helpful for the vendors and church as they negotiate for fair leases.

PUBLIC BRIEFING

Once the leadership Consortium is established and the retreat complete, the next step is to invite all of the Olvera Street merchants, vendors and other internal stakeholders to participate in a Community Workshop that will be used to help develop a unified identity, create a vision for the future of Olvera Street and establish goals that will assist the community in generating public support for the campaign. In order to create awareness about what is happening in the area, and get stakeholders to attend the workshop, we will host a public briefing with the target audience being the internal stakeholders of Olvera Street.

Goals

The public briefing is intended to inform interested stakeholders, garner support for SOS, and generate fervor for upcoming events. The goals for this briefing are:

- to bring all of the internal stakeholders of Olvera Street together in a space that will create awareness about what is occurring in the community
- to call everyone to take action by inviting them to attend the first Community Workshop where they can take part in establishing the vision and goals for the Save Olvera Street Campaign

Location & Timing

The public briefing will take place at the Olvera Street bandstand. The bandstand is an open-air public space with lots of standing room, so anyone in the area is able to participate.

Since our target audience includes the merchants and vendors of Olvera Street, it is important that the public briefing occur during a time when most vendors are not constrained by business hours. Olvera Street is open from 10am to 7pm daily. This constraint limits the options that we have for scheduling the briefing. Taking this into consideration, the briefing would be scheduled at 9am on a Thursday, and will last approximately 30 minutes. This time and date would accommodate Olvera Street stakeholders, as well as other guest speakers.
Speakers

The speakers for this event will include:

- Councilman Jose Huizar, whose council district (CD14) includes Olvera Street
- Father Richard Estrada, whose church is located across the street from Olvera Street
- Members of the Save Olvera Street Leadership Consortium, including Rev. Abel Lara of La Plaza United Methodist Church and Ms. Dianna Guerrero Robertson

The master/mistress of ceremony will be a staff person from Avila Adobe. This MC will speak briefly about why everyone has been invited to the event and explain the recent formation of the leadership Consortium and the plan to Save Olvera Street. The MC will then introduce the other speakers, and invite Councilman Jose Huizar to speak. Each speaker will focus their comments on different aspects of the issue. Both Councilman Huizar and Father Estrada are key speakers in the briefing, as they offer Olvera Street stakeholders support from the outside. Rev. Lara and Ms. Robertson will reinforce the idea that the community needs to come together if they want to save Olvera Street.

Councilman Huizar will be invited to share a few words about his support of the Save Olvera Street Campaign, and express his commitment to doing what he can to ensure that no one is displaced. Father Estrada will be asked to speak about his church’s support for the SOS Campaign as an organization that is not directly impacted by any changes made. Rev. Lara will speak about the importance of the community coming together in unity to establish an identity, vision and goals. Finally, Ms. Robertson will reiterate the importance of unity, and invite everyone to attend the Community Workshop that will be scheduled to take place two weeks after the public hearing.

Collateral

The collateral that will be used to draw people to the briefing will be flyers that will highlight the key speakers and provide a short explanation of why the briefing is taking place (See APPENDIX II). The leadership Consortium members will distribute these flyers to each of the merchants and other stakeholders in the area. They will use this as an opportunity to introduce themselves to the community, and to spread the word about what is taking place at Olvera Street.

On the day of the briefing, a sign in sheet will be passed around to collect contact information for each stakeholder in attendance (See APPENDIX III). The collateral to be distributed at the public briefing includes flyers detailing the time, location and goals for the Community Workshop (See APPENDIX IV), as well as a fact sheet outlining the threats to Olvera Street. This collateral will also be distributed to all of the businesses that were unable to attend the briefing, and posted throughout Olvera Street the week leading up to the first Community Workshop.

21
COMMUNITY WORKSHOP I

After the Briefing, the first Community Workshop will facilitate dialogue by offering a forum where internal stakeholders can express their concerns. The workshop will help the internal stakeholders come to a common understanding about the issue and synthesize their goals in order to mobilize as a group (See APPENDIX VI for General Community Workshop Guidelines). Once the participants see that their involvement is a pivotal part of the future of Olvera Street, they will be more inclined to rise to action and encourage others to do the same.

Goals

The goal of Community Workshop I will be to develop a Mission Statement that reflects the vision of the Save Olvera Street Campaign and begins to develop goals for the community.

Location & Timing

Luckily, Olvera Street is an ideal location for public gatherings. The Community Workshop will be held at the Historic Pico House, which is located at 430 North Main Street. It sits on the north side of the old Los Angeles Plaza. This venue has a large meeting room that is ideal for the Large group/Small Group format of the workshop which is illustrated below:

**FIGURE 9: Large Group/Small Group Format**

The Community Workshop will be held from 7-9:30 pm on a Wednesday. Conducting the workshop after business hours ensures that the internal stakeholders will be able to attend after work.

__________________________

37 Creighton, 152.
**Logistics & Speakers**

The logistic factors of the Community Workshop are very important and are considered well before the meeting.\(^{38}\) They include:

- Location (public transport access, space for parking, safety of the area)
- Linguistics (translation provided in English and in Spanish)
- Services (food will be provided, handicap-accessibility, child-care services)

There is ample parking with some lots free after 4 pm.

Food will be provided since it is a rather long engagement. Childcare will also be provided since most of the internal stakeholders would forgo the meeting to be home with their families. This will be tailored as a family event in support of the community.

Each Consortium leader will speak at Community Workshop I. They will introduce themselves and explain the portion of Olvera Street that they represent. One of the representatives of the merchants, Alberto Velasco, will be the large group facilitator. As a member of the Leadership Consortium, he will be first to introduce himself and will speak in both English and Spanish. At this workshop, Mr. Velasco will guide the participants through the event.

**Workshop Overview**

At the workshop’s commencement, the participants will be ushered to the chairs that flank the podium (See APPENDIX VII for Community Workshop I Agenda Details). Each of the seven Consortium Leaders will speak before the meeting transitions to the small breakout session. The consulting team will be present to facilitate the small groups. A Consortium Leader will be assigned to each group and will participate in the interactive activity.

During the breakout session, the facilitators will pose three questions, which are the mechanisms through which the Mission Statement is to be derived.

1. Why is Olvera Street important to Los Angeles?
2. How can we preserve Olvera Street given the potential changes?
3. What is your vision for *Una Olvera Mejor*?

At the end of the brainstorming session, a spokesperson that has been selected to represent each small group will report to the group-at-large. The single most important idea for each question will be presented. The Community Workshop

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\(^{38}\) Creighton, 177.
will then be turned back over to the Alberto Velasco. The consultant team will assemble the ideas of the Mission Statement as everyone eats.

Community Workshop I will close with a written evaluation (See APPENDIX VIII) and the announcement of the next gathering by Alberto Velasco.

**COMMUNITY WORKSHOP II**

Two weeks later, Community Workshop II will take place as a follow-up to Community Workshop I. The refined Mission Statement will be presented to the internal stakeholders. This articulation of the Save Olvera Street Campaign will be key to solidifying the group’s identity. Additional tools will be presented to increase the group’s visibility in the greater community.

**Goals**

The purpose of this meeting is to unveil the Mission Statement and the Save Olvera Street Campaign’s new identity. The participants will identity concrete goals and a vision for the future of Olvera Street.

**Location & Timing**

The Community Workshop II will also be held at the Historic Pico House. This Community Workshop will also be held from 7-9:30 pm on a Wednesday.

**Logistics & Speakers**

Ms. Valerie Garcia Hanley will serve as the meeting leader. Community Workshop II will follow the same room lay-out and general Large group/Small Group format as Community Workshop I (See Figure 9).

**Workshop Overview**

Ms. Hanley will open Community Workshop II with a presentation of the Mission Statement that was developed in Community Workshop I (See APPENDIX IX for Community Workshop II Agenda Details). Next, she will introduce the urban planner James Rojas who will lead the break-out session. His exercise will be called Visioning *Una Olvera Mejor*.

During the introduction, a consultant will distribute colored construction paper to participants. The color of the paper will determine the tables at which participants will be grouped. Again, the Consortium Leaders will be participating in the activity, and the consulting team will be present as facilitators.

**The Importance of the Flexibility**

When planning for large community events, it is important to allow for flexibility. There should be back-up chairs readily available and ample materials to accommodate everyone. The facilitators will be in charge of thinking on their feet and responding to these unexpected changes.
For the visioning exercise, an assortment of plastic pieces, legos, wooden blocks, pipe cleaners, buttons, plastic figurines will be strewn on the tables. Using the materials provided and the colored construction paper as workspace, the participants will be given 25 minutes to construct a model of the Olvera Street that they want for the future.

When the time is up, the facilitators will ask each participant to write the theme of their model on a sticky note. The facilitators will collect these in exchange for an evaluation form (See APPENDIX X). While the internal stakeholders are completing the form, some facilitators will be organizing the sticky notes by theme. A facilitator will film participants who volunteer to describe their Olvera Mejor. Finally, one facilitator will be responsible for collecting the evaluations in exchange for a raffle ticket.

The small groups will reconvene as one large group back in front of the podium. James Rojas will summarize the outcome of the exercise by touching upon the major themes envisioned for Una Olvera Mejor. Finally, Ms. Hanley will announce the unveiling of the new identity. A large banner containing the Save Olvera Street logo will be tied to the front of the podium. The information about the Facebook page, the YouTube Channel, and the Save Olvera Street blog will be announced. The filming that took place during the visioning exercise will be streamed and a hand-held Flip camcorder will be raffled off. To close Community Workshop II, the Kick-Off Event will be announced, flyers (See APPENDIX XI) will be distributed to encourage the participants to spread the word, and refreshments will be served. The celebratory ending of Community Workshop II will mark the end of the in-reach plan.

OUTREACH PARTICIPATION PLAN

Upon the successful completion of the in-reach plan, we will begin a public outreach plan that will be geared towards garnering external support for the Save Olvera Street Campaign. Our outreach participation plan will consist of mixed strategies that include both new media and traditional outreach methods. The outreach will culminate in a grand kick-off event at Olvera Street that will take place on Cesar Chavez’s birthday. The following sections will describe the strategies and kick-off event plan in detail.

NEW OUTREACH STRATEGIES

While a great portion of this plan is dedicated to developing the Consortium and creating a cohesive identity and vision, SOS will undoubtedly need to garner support from members and organizations outside their immediate community. Innovations in technology have
revolutionized the way in which organizations communicate with their constituencies. Most importantly however, relatively new forms of Internet-based resources have created a communicative loop allowing constituents to respond and provide invaluable feedback. Harnessing these resources has never been easier or more important. The SOS Outreach Plan calls for the following new media resources:

- Blog
- YouTube
- Facebook

**Blog**

The “Save Olvera Street” blog is available at, [www.saveolverastreet.wordpress.com](http://www.saveolverastreet.wordpress.com). This blog can be used to put out press releases, publish opinion pieces, and advertise upcoming events. However, this resource may be most effectively used to publish detailed updates about the experiences, efforts, and actions of Olvera Street throughout the lease negotiation process. Readers will be able to stay up to date throughout the process and will be more knowledgeable if and when they are called upon to participate. After the process has concluded and a resolution has been reached, the Consortium can continue using the blog as a formal platform for updates and outreach.

**YouTube**

For a more experiential outreach approach, videos can be easily uploaded to the “Save Olvera Street” YouTube channel. This resource should be used to familiarize viewers with the atmosphere and culture of Olvera Street and El Pueblo. Short interviews with visitors, patrons, and workers can convey the personal and historical importance of the area. Through video campaigns and postings, SOS can influence viewers to relate and empathize with the area and the cause. Documentaries or promotional video can also be edited and uploaded to increase awareness and advocate for further support. The “Save Olvera Street” YouTube channel can be found at [www.youtube.com/user/SaveOlveraStreet](http://www.youtube.com/user/SaveOlveraStreet).
Facebook

The SOS Facebook will likely be the primary means of outreach not only during the Public Participation Process, but also well into the future. Facebook users who support SOS’s cause can “Like” the page, which will give them access to all of the group’s most important and current information. Through the “Save Olvera Street” Facebook Page, the Consortium can keep followers up to date by frequently editing profile content, photos, video, and “status” updates. The “Info” section of the page will contain historical and contextual information and the newly developed mission statement that will be visible at all times. In addition, photos and videos can be uploaded to the page after events or as a part of further outreach efforts. Lastly—and perhaps most importantly—status updates can be used to make followers aware of all of the latest events at Olvera Street and El Pueblo. This resource has proven to be an extremely effective source of information and means of mobilization and should be utilized extensively.

The following table provides a synopsis of our new media strategies:

**TABLE 3: New Media Outreach Strategies**

<table>
<thead>
<tr>
<th>Method</th>
<th>Target Audience</th>
<th>Challenges</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>blog</td>
<td>Young to middle-aged adults</td>
<td>Establishing SOS as a worthwhile and respectable blog</td>
<td>Formal and generally credible source of info</td>
</tr>
<tr>
<td>YouTube</td>
<td>Tourists, Visitors, Local Community</td>
<td>Can be labor and tech intensive</td>
<td>Experiential marketing and info</td>
</tr>
<tr>
<td>Facebook</td>
<td>Teen to middle-aged audience</td>
<td>Maintaining page and building active following</td>
<td>Easily accessible to elderly &amp; low-income</td>
</tr>
</tbody>
</table>

As outlined above, the new media resources can provide huge exposure for SOS and its cause. The aforementioned tools are almost limitless in their reach and application. However, maintenance of these sites and channels is paramount along with healthy levels of activity. SOS should embrace these resources as fundamental means of its outreach operation. In addition, these tools work best when they are used in conjunction. This means
sharing YouTube videos through Facebook, referencing a Facebook photo album on the blog and so on.

Importantly, while these are extremely powerful tools, they should come with a disclaimer. These are public forums and anything that is published or posted is made available for public viewing and comment, if you so choose. Therefore, content on these sites should be consistent with the mission of SOS. Lastly, it is important to remember that while many people have access to computers and cell phones, a technology gap still exists. Many potential stakeholders—both internal and external—may not have consistent Internet access. For this reason, traditional outreach methods must be employed in addition to these technology-based tools.

**TRADITIONAL OUTREACH STRATEGIES**

In addition to the new media outreach strategies that will be used to generate public participation, we also intend to use some of the traditional methods that are outlined in Creighton’s *Public Participation Handbook*. While traditional media is believed to be phasing out of use, given the diverse array of internal and external stakeholders we hope to reach, we believe that traditional outreach methods are critical to the success of the Save Olvera Street Campaign. The traditional methods we plan to use for outreach include:

- Listserv and e-mails
- Exhibits and Displays
- Press Releases and Media Kits

**Listserv and E-mails**

The information for the Save Olvera Street listserv will be collected through sign-in sheets at each event, as well as through a postcard petition to Mayor Antonio Villaraigosa, which will be discussed in the “Kick-off Event” portion of this proposal. We will use the listserv to send out information about upcoming SOS events, as well as provide important updates about the status of changes in the area. Access to the listserv will be designated exclusively to the Consortium so that all e-mails and updates accurately represent the vision and goals of the internal stakeholders.

**Exhibits and Displays**

Olvera Street generates a great deal of foot traffic from tourists and Los Angeles residents who come to visit the restaurants, churches, museums, and shops in the area. For this reason, public exhibits and displays are a great way to engage the public. Building on the *Una Olvera Mejor* activity led by Mr. James Rojas at the second in-reach Community
Workshop, we will invite Mr. Rojas to host the same interactive activity at our kick-off event. Tourists and community members can participate in designing a better Olvera Street that maintains the history and culture of the community without displacing the current vendors, merchants, churches and museums. We will take photographs of the participants in action to post on our social media sites (Facebook and the SOS BLOG). We will also invite the participants to share what they would do to improve the area on camera. These videos will be uploaded to the Save Olvera Street YouTube channel and used in our social media campaign.

**Press Releases & Media Kits**

Traditional media offers our campaign a means by which to engage the elderly, as well as individuals who do not have easy access to social media or prefer the traditional methods of gathering information such as reading the newspaper, listening to the radio and/or watching the local news. For this reason, we will prepare press releases and media kits that inform the press of the struggle that is taking place at Olvera Street. These will also tell the story of how the community is coming together to generate a vision for *Una Olvera Mejor* that does not displace the merchants, small businesses and other tenants that currently exist. While the press release will be used to announce upcoming *SOS* events, the media kits will provide more details about the history of Olvera Street, the ongoing relationship between the City and merchants in the community, as well as the current status of the dispute (See APPENDIX XII).

We will distribute the press releases along with the media kits to local news reporters (both English and Spanish language news outlets) that have covered past events at Olvera Street such as *Dia de Virgen de Guadalupe* and *Blessing of the Animals*. We will also provide these kits to any other reporters who are interested in covering our events. Our hope is that the kick-off event will generate enough attention to make it a feature story in the local news. Generating that kind of attention will create widespread awareness about the issue, which will in turn generate further community participation to Save Olvera Street. Table 4 provides a matrix of target audience, challenges and benefits for each traditional outreach strategy.
### TABLE 4: Traditional Outreach Strategies

<table>
<thead>
<tr>
<th>Method</th>
<th>Target Audience</th>
<th>Challenges</th>
<th>Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Listserv &amp; E-mails</td>
<td>All event attendees with e-mail address</td>
<td>Gathering contact information</td>
<td>Cheap &amp; easy to send/maintain</td>
</tr>
<tr>
<td>Exhibits/Displays</td>
<td>Tourists, Visitors</td>
<td>Requires staffing, drawing people in</td>
<td>Gives everyone chance to participate</td>
</tr>
<tr>
<td>Newspaper</td>
<td>Elderly, Spanish speakers, professionals</td>
<td>Getting reporter to write feature story</td>
<td>Easily accessible to elderly &amp; low-income</td>
</tr>
<tr>
<td>Radio</td>
<td>Elderly, Spanish speakers, professionals</td>
<td>Arranging interviews, prepping for questions</td>
<td>Wide audience, many listeners</td>
</tr>
<tr>
<td>Television</td>
<td>News watchers, Spanish speakers</td>
<td>Making events newsworthy, ↓viewers</td>
<td>Wide audience, local viewers</td>
</tr>
</tbody>
</table>

### KICK OFF EVENT

Both the new media and traditional outreach strategies will be employed as the Consortium and internal stakeholders gear up for the big kick-off event that will be held at Olvera Street. This event will be the culmination of all of the hard work and planning dedicated by participants of the in-reach activities during the community identity development stages of the Public Participation Plan. In an effort to ensure that all key stakeholders are included, the kick off event will include:

- Speeches by *Save Olvera Street* Consortium members, community leaders, and local government officials.
- Live performances by local musicians and dance groups.
- Special deals from restaurants, stores, and vendors.
- *Save Olvera Street* T-shirts to be sold and buttons and stickers to be handed out.

![FIGURE 14: SOS T-Shirt Design](image-url)
The Save Olvera Street Coalition’s mission statement will be on display along with the Una Olvera Mejor interactive display, facilitated by James Rojas, where community members and visitors can contribute to the design improvements for Olvera Street.

Goal

The purpose of this event will be to celebrate the formation of the leadership consortium, encourage excitement and unity among stakeholders, and gain public and media attention for Olvera Street issues. This will be the first time the board is formally introduced to the public at large, presenting the newly organized Olvera Street as a focused and legitimate group. They will be present to talk to external stakeholders, visiting supporters and media. The celebratory tone of this event is meant to boost enthusiasm and strengthen the unity of the Olvera Street stakeholders who are coming together for the first time under one common goal, with a clear vision to work with one another to save Olvera Street.

Traditional Publicity & Outreach

Prior to the actual event, a flyer will be made using the Save Olvera Street Campain logo, announcing the date, time, location, and purpose of the event (See APPENDIX X). This will be distributed both in a printed version and digitally.

E-mail Circulation: The Save Olvera Street Kick-Off Event flyer will be circulated to e-mail contacts from La Plaza United Methodist Church, Our Lady Queen of Angeles Church, and e-mails gathered from community meetings and workshops.

Announcements and Print Media: The event will be announced at the services at La Plaza United Methodist Church and Our Lady Queen of Angels Church. The Save Olvera Street Kick-Off Event flyer will be printed off as a small 4” x 6” postcards to be handed out to parishioners and the churches, and patrons of the restaurants and shops on Olvera Street (See APPENDIX XIII). In addition, we will print large 24” x 36” posters to be displayed throughout Olvera Street.

Local Schools: Students from local schools will be invited to attend the event. Information about schools that visit Olvera Street on field trips will be collected from the museums of El Pueblo. This information will be used to reach out to teachers whom we will ask to place an announcement in the school bulletin/newsletter.

Neighborhood Councils: A volunteer will attend Neighborhood Council meetings to announce the event and invite members of the community.

Media Outreach

A press release along with the media kits will be sent to local television, radio stations and newspapers (both English and Spanish language news outlets) announcing the first event hosted by the new coalition (See APPENDIX XI).
New Media Publicity & Outreach

The goal of the new media publicity plan is to reach out to members of the immediate Olvera Street community, those who have attended community meetings, and interested individuals who follow the Olvera Street happenings through Facebook or the blog.

Blog: The Save Olvera Street Kick-Off Event flyer will be posted to the group’s blog. Two to three times a week in the month leading up to the event, Consortium leaders will post details of the kick-off event. For example, a food vendor might post an entry about a particular dish they are making and selling for a special price for this event, encouraging people to come out to eat their food. These blog entries will also be posted to the Facebook page.

Facebook: The Save Olvera Street Kick-Off Event flyer will be posted and circulated on Facebook through the Save Olvera Street Facebook page. Facebook users who “like” the page will be sent a message with the flyer advertising the event, a Facebook event invitation with the date, time, location, and details of the event, and will be encouraged to “share” the event flyer with their Facebook friends.

Location and Timing

The event will take place on March 31, 2011, which is Cesar Chavez’s birthday. This day was chosen because it honors the struggles of Latinos in the United States and celebrates the important role they play in Los Angeles history and culture—much like the goal of the Save Olvera Street Campaign. The opening ceremonies for the event will take place at the Olvera Street bandstand. Musicians and dancers will perform at the bandstand as well as other designated areas in the public square.

Speakers

The event will open with a program to take place at the bandstand. Speakers include:

- MC—Consortium member and Pastor of La Plaza United Methodist Church, Rev. Abel Lara
- Councilman Jose Huizar
- County Supervisor Gloria Molina
- Assemblymember Kevin de Leon
- Dolores Huerta, co-founder of the United Farm Workers of America
- Consortium member Albert Velasco
- Consortium member Dianna Guerrero Robertson
- Consortium member Valerie Garcia Hanley

Rev. Abel Lara will start the program by welcoming everyone to the event. He will speak briefly about the purpose of the event, the community process that has taken place thus far, and describe the Mission Statement and goals that have resulted from the community participation. Assemblymember Kevin de Leon, Supervisor Gloria Molina and Councilman Jose Huizar will each congratulate the efforts of the Consortium and community and express their support of the Save Olvera Street Campaign.
Dolores will be invited to speak because of her close ties to Cesar Chavez. Together they worked for human rights and social justice, especially for the Latino community in California. Furthermore, she is a longtime supporter of the El Pueblo community.

Consortium members Albert Velasco, Dianna Guerrero Robertson and Valerie Garcia Hanley will speak about the importance of the El Pueblo community, their experience working on Olvera Street, and the need for action to create *Una Olvera Mejor*.

**Ongoing Activities**

The kick off event will feature a host of ongoing activities throughout the day. These activities will be reflective of the vibrant culture that exists at Olvera Street. These activities will include the following:

Musical and Dance Performances: Throughout the event musical and dance performances by local artists will take place at the central bandstand and plaza.

Interactive Display: As discussed in the “Traditional Outreach” section of this proposal, Mr. James Rojas will set up an interactive display where tourists and community members can participate in designing a *Una Olvera Mejor* that maintains the history and culture of the community without displacing the current vendors, merchants, churches and museums.

The *Save Olvera Street Campaign’s* Mission Statement and goals will be posted on a large board and exhibited next to the interactive display. Pictures from the previous community workshops will also be posted. Members of the Consortium will volunteer to monitor the display and answer questions about the campaign. This position will be rotated in shifts throughout the day.

T-Shirt Sales: A booth for t-shirt sales will be set up next to the Mission Statement station. A member of the Consortium will volunteer to sell *Save Olvera Street* t-shirts and hand out stickers and buttons.

Postcard Petition: A table will be set up where event attendees can fill out postcards to Mayor Antonio Villaraigosa stating why they love Olvera Street and asking for him to support the Campaign (See APPENDIX XII). These postcards will also be made available at all of the participating restaurants, stores, church and museums in the area to distribute to their patrons.

**Vendor and Museum Participation**

The kick-off event will offer great advertising opportunities for the merchants, bringing in new costumers and rewarding local patrons with deals and prizes. Vendors will participate
by hanging posters and distributing flyers to publicize the event, offering deals and discounts on the night of the event, and donating prizes to the raffle. The raffle is another way to draw in participants. Prizes will include restaurant gift certificates, *Save Olvera Street T-shirts*, artwork and other items from local shops, and a grand prize of a private party for 15 at an Olvera Street restaurant, complete with live entertainment. The Avila Adobe museum and El Pueblo Gallery will be open for extended hours with special guided tours for event attendees.

Overall, the kick-off event will create a sense of unity among the internal stakeholders and external supporters of the efforts to save Olvera Street. It will draw media attention to the issue at hand, and for the first time present a unified Olvera Street to the public. The timeline below captures the key aspects of the overall Save Olvera Street Public Participation Plan.

**FIGURE 15: SOS Public Participation Plan Timeline**

<table>
<thead>
<tr>
<th>Stakeholder Analysis</th>
<th>12/1/10</th>
<th>12/21/10</th>
<th>1/10/11</th>
<th>1/30/11</th>
<th>2/19/11</th>
<th>3/11/11</th>
<th>3/31/11</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inreach</td>
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<td>Branding</td>
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<tr>
<td>Outreach</td>
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<td></td>
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<td>Evaluation</td>
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DEFINING A SUCCESSFUL OUTCOME

Just as it is important to have participants set goals, it is perhaps more imperative that the plan designers and implementers establish expectations and parameters for a successful result. We believe a successful outcome for the Save Olvera Street Public Participation Plan to include:

- An established and self-sufficient Leadership Consortium that continues to meet regularly and plan events beyond the Kick-Off
- A well-defined mission statement that unites the community under a common vision with concrete goals
- A minimum of 2000 supporters on Facebook by the Kick-Off Event
- 2000 attendees at the Kick-Off Event
- 1500 signed Save Olvera Street Postcard Petitions to the mayor

For the SOS Plan, the most fundamental goal is to create and establish a Consortium that is representative of Olvera Street’s internal stakeholders, can respond to the community’s needs, and is capable of sustaining itself in the future. If only this goal is achieved, Olvera Street and El Pueblo will have an organized and unified leadership that can navigate the community through current and future challenges. All of this with the support of the outside community defines a successful Public Participation Plan that will help Save Olvera Street.
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