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August 28, 2019

Lisa Nichols
Senior Recreation Supervisor
The City of Hermosa Beach, Community Resources Department
710 Pier Avenue
Hermosa Beach, CA90254

Re: City of Hermosa Beach Community Theater Needs Assessment RFP 19-06: Community Engagement Detail

Dear Lisa:

It was a pleasure to meet you in Hermosa Beach. Per your recent request, please find below additional detail on DLR Group's proposed community engagement efforts for the City of Hermosa Beach Community Theater Needs Assessment. As stated in our interview, we feel that community engagement is most successful when a plan and approach is developed in consultation with the client. Given that, the following is provided as a rough and flexible outline of the work we could provide to the City of Hermosa Beach. The comments and questions from your recent email are outlined in **blue** below, followed by our response.

Which meetings/activities would you find community engagement to be helpful/necessary in? I know you have outlined meetings in your response, so if you could further elaborate who would be attending each, and which ones the community would need to be engaged in, that would be helpful.

In DLR Group's response to the RFP, we have indicated engagement by a 'City of Hermosa Beach Study Executive Committee' and/or 'Stakeholders designated by the City of Hermosa Beach' in four places:

- Project Kick-off + Community/Stakeholder Engagement (pg.14)
- Review Observations, Assessments and Review Initial Planning Approaches (pg. 15)
- Review of Refined Approaches (pg. 15)
- 95% Review (pg. 15)

From our perspective, the Executive Committee is a core group of project and community stakeholders who will be able to provide insight and feedback throughout the study process. This group is not the client but is working on behalf of the client to represent the community-at-large. In short, they are a sounding board that we can run recommendations by before sharing in a larger public setting. This group can vary in size, but typically includes four to 10 people.

Once conclusions and recommendations have been run by the Executive Committee, findings would then be shared with the general public in an open house or town hall setting or at a Commission/City Council meeting. While the DLR Group team would ultimately work with the client to arrive at a final engagement plan, we would envision something like the below.

Executive Committee	Community-at-Large
Project Kick-off + Community/Stakeholder Engagement: This group should be comprised of individuals with a major stake in the project or a strong pulse on the community-at-large. DLR Group would share findings with this team for feedback before taking them out to the broader public. The kick-off period would begin with a 60 to 90-minute meeting with this group in order to share the study process and collect initial thoughts, concerns, and ideas.	Project Kick-off + Community/Stakeholder Engagement: Confidential one-on-one and group meetings with key stakeholders, including, but not limited to, government leaders, leaders of arts-based and community nonprofits, educators, economic development officials, tourism staff, religious and minority community leaders, and so on. These meetings would take place over two to three days and may be supplemented with an interactive open house (or two) that is advertised to the community at large.
Review Observations, Assessments and Review Initial Planning: The Executive Committee would be asked to review initial findings with DLR Group and provide feedback either via phone call or in Hermosa Beach prior to sharing findings with the broader community.	Review Observations, Assessments and Review Initial Planning: An open house or town hall event where initial concepts are shared with the broader public and feedback is collected. This may also take place in a Commission or City Council meeting, if preferred by the client.
Review of Refined Approaches: Meeting with the Executive Committee in Hermosa Beach (Meeting #3).	Review of Refined Approaches: No action required unless desired by client.
95% Review: The Executive Committee would be asked to review findings with DLR Group either via phone call or in Hermosa Beach prior to sharing findings with the broader community.	95% Review: An open house or town hall event during which the results of the study are shared with the broader public and feedback is collected. This may also take place in a Commission or City Council meeting, if preferred by the client.

Use of survey, if applicable, and types of survey.

For a project like this, there are two opportunities for surveys. The first, is a general community survey designed to gather feedback from Hermosa Beach residents on the Community Theater, including its current features, amenities, uses, programs, and hopes for its future. This survey could be shared through various City of Hermosa Beach channels, by local media or marketing partners, or through other partner organizations.

The second survey opportunity is a user survey. This survey would be distributed by the City of Hermosa Beach, perhaps with assistance from other community partners, to potential users of the Community Theater, including local and regional arts and community nonprofits, presenters, meeting and event planners, business leaders, and tourism officials. The goal of this survey would be to quantify user demand for an improved Community Theater and collect information on the features and amenities that would make it most ideal to potential users.

The City of Hermosa Beach could choose to pursue one or both surveys or none. In some instances, the need to conduct a survey isn't realized until after the initial round of one-on-one interviews and group meetings has been completed.

How many presentations to Commission(s) or City Council the proposal includes. I understand that may be hard at this time, but these presentations would also encourage community engagement, so if you could include what you think would your team would see to be most beneficial, that would be helpful as well.

We would envision one to two public presentations to Commissions or City Council: one following the initial findings of the study (Meeting #2 in the proposal) and one at the 95% Review. This would be determined in consultation with the client.

August 28, 2019
Page 3

In addition, should the client like, select Commission or City Council representatives could be invited to join Progress Calls in an unofficial capacity in order to be kept abreast of the project and findings.

In closing, thank you so much for considering us for this exciting project. We look forward to returning to Hermosa Beach soon.

Sincerely,
DLR Group | Westlake Reed Leskosky

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Business Operations & Fundraising Specialist

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cc:
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