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Stakeholder Engagement

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A Executive Summary

B Existing Conditions

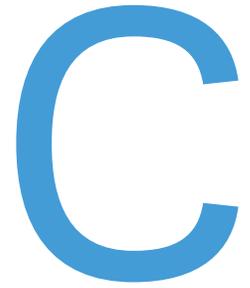
C Stakeholder Engagement

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Stakeholder Engagement

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Methodology

Introduction

To reach the vast and diverse audiences integral to this process, the outreach team created and developed numerous options through which stakeholders could participate. Recognizing the need to accommodate the variety of stakeholder situations and schedules, the team provided opportunities for input which included day time meetings, evening meetings, participation in Veteran community events, briefings with key stakeholders and stakeholder groups, and use of multiple online platforms to enable participation from home.

Methods of stakeholder engagement included a wide variety of strategies such as individual, small group, and large group outreach meetings in settings to ensure, support and encourage meaningful dialogue, and garner thoughtful input from participants. These strategies were implemented through face-to-face individual meetings and conversations; and small group advisory councils and stakeholder interest groups; as well as large group brainstorming, town halls, and public meetings.

Materials and information were also provided and shared through a multitude of platforms including video conferencing, telephone calls, an interactive website, flyers, printed fact sheets, document sharing and review, illustrative project boards, and presentations. During community meetings, large scale site maps on which stakeholders could write comments were employed to allow in-person brainstorming and provided an effective means to collect hand-written stakeholder input by Veterans and community members in attendance. These have been scanned for reference and are placed in Section G_Appendix.

Goals

- Ensure as many stakeholders as possible receive information related to the Master Plan
- Address myths and misinformation
- Provide documentation that demonstrates an authentic and defensible outreach effort
- Push information from master plan team development to the public
- Provide the public with a single point of contact for the master plan development

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Approach

- Provide multiple avenues for community participation, not just via meetings
- Recruit stakeholders to assist in “peer-to-peer” engagement by reaching out to their stakeholders to cover the expansive stakeholder audience
- Initiate and maintain regular and ongoing contact and collaboration with the decision-maker(s)
- Coordinate closely with the project team including client, architects, entitlement and environmental consultants, attorney, etc.
- Provide timely and proactive communication with stakeholders regarding project milestones
- The activities, materials and tools were employed to support the goals of the Stakeholder Engagement process and to ensure broad-based participation.

User Friendly Types of Communication

In recognition of the need to offer a variety of platforms for participation, the team employed channels and content to engage with the public.

- Help House LA Vets Website - www.helpouselavets.com included the following sections:
 - Learn More:
 - i. Project Overview
 - ii. Frequently Asked Questions
 - iii. Project Timeline
 - Take Action:
 - i. Spread the Word: share page
 - ii. Outreach Toolkit: downloadable content for sharing
 - iii. Leaderboard: gamification of stakeholder participation, points awarded to stakeholders who engaged the most with the program.
 - Share Your Vision: Online Comments
 - The Latest: Blog updated with milestone announcements and news
 - Events and Meetings: Online calendar with map and RSVP section
- Community Information Hotline - (310) 879-5773 was available for stakeholder calls responded to by the outreach team.
- Email Address - hello@helpouselavets.com was available for stakeholder emails.
- Email Campaign - 11 emails were sent
 - “Are you helping? Let’s Help House LA Vets” - 7/31/15
 - “#HelpHouseLAVets - Social Media Day - August 4th” - 7/31/15
 - REMINDER: #HelpHouseLAVets - Social Media Day - August 4th - 8/3/15
 - “Design Open Houses Every Tuesday in August” - 8/7/15
 - “Web Stream This Week’s Design Open House!” - 8/11/15
 - “Reminder: Next Week’s Outreach Events” - 8/14/15
 - “Reminder: Next Week’s Outreach Events” - 8/21/15

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Data Collection

Community Participation

- "Attend an Event and Comment Online!" - 9/4/15
- "We're Headed to Long Beach This Week" - 9/14/15
- "We want to hear from you!" - 9/18/15
- "Attend Master Plan Town Hall in West LA (Oct. 7)" - 9/24/15
- Community Mailing: to Stakeholder Database and Occupants within 1000 feet radius of the Campus (5,000 contacts)
- Print Advertisements:
 1. LA Weekly 8/20/15 - 8/27/15
 2. Brentwood News 8/21/15 - 9/21/15
 3. Santa Monica Mirror 8/21/15 - 9/21/15
- Public Information Materials:
 1. Fact Sheet
 2. Frequently Asked Questions
 3. PowerPoint Presentation
 4. Outreach Timeline

Avenues and Activities for Community Participation

This list includes activities to date (June 20, 2015 through September 24, 2015).

To accommodate the diversity of audiences that must be reached on this issue, the outreach team offered stakeholders a variety of options for participation, via day time meetings, evening meetings, participation in Veteran community events, and briefings at key stakeholder groups to online platforms to enable participation from home.

Attendance figures are provided in Section G_Appendix.

Pop-Up Workshops (6)

Stakeholders were engaged in a visual and interactive format to weigh in on the Master Plan. Large-scale boards were provided to enable participants to engage in two activities to provide feedback. A board was populated with 30 photos representing a range of activities and uses and stakeholders could place a marker next to the ones they thought should be included. To gather open-ended comments a post-it board was used to enable participants to add in their own suggestions. These were conversations starters that led to stakeholder completing a hard-copy comment form as an option. Stakeholders were informed of the pop-up workshops via e-blasts, social media posts and the website.

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- 5th Annual Vietnam Veterans Celebration and Picnic (August 1, 2015)
- West Los Angeles VA's Farmers Market (August 5, 2015)
- WLA Campus Farmers Market (August 19, 2015)
- Veterans Homeless Town Hall Co-Hosted by the Honorable Hilda Solis (August 20, 2015)
- Women's Warrior Fest (September 11, 2015)
- Long Beach Homeless Veteran Town Hall (September 17, 2015)

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Weekly Design Open Houses (6)

The Master Plan team opened its doors at the Welcome Center of the WLA Campus to the public to collaborate and gather feedback on the Master Plan. The workshops were held during evenings and weekdays on the following dates. Stakeholders were informed of the open houses via e-blasts, newspaper advertisements, social media posts, mailings, flyer distributions on the WLA Campus, outreach calls, and the website. Open houses, with VA staff in attendance, took place on the following dates:

- July 21, 2015 - 1:30 to 4 p.m.
- July 28, 2015 - 1:30 to 4 p.m.
- August 4, 2015 - 1:30 to 4 p.m.
- August 11, 2015 - 1:30 to 4 p.m. (afternoon session) 5 p.m. to 8 p.m. (evening session)
- August 18, 2015 - 1:30 to 4 p.m.
- August 25, 2015 - 1:30 to 4 p.m. (afternoon session) 5 p.m. to 8 p.m. (evening session)

Updates at the Monthly Homeless Veterans Town Hall Meetings and Neighborhood Community Meetings (12)

The Master Plan team provided status updates on Master Plan progress at five monthly gatherings organized by VA regarding its Homeless Strategy. The Master Plan team also presented and collected feedback as guests at seven Neighborhood Council meetings. During these meetings outreach team staff was on hand to gather contact information and comment sheets from stakeholders. The workshops were held during evenings and weekdays on the following dates. Stakeholders were informed of the updates via e-blasts, newspaper advertisements, social media posts, mailings, flyer distributions on the WLA Campus, outreach calls and the website. Town Hall and Neighborhood Community Meetings took place on the following dates.

- Town Hall #1 at WLA Campus (June 23, 2015)
- Westwood Community Meeting (July 21, 2015)
- West Los Angeles Community Meeting (July 22, 2015)
- Town Hall #2 at Sepulveda Ambulatory Care Center (July 23, 2015)
- Pacific Palisades Community Meeting (July 23, 2015)
- Brentwood Community Meeting (July 28,

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- 2015)
- Santa Monica Community Meeting (July 28, 2015)
- Town Hall #3 at Grace Black Auditorium, San Gabriel Valley (August 20, 2015)
- Venice Forward Community Meeting, (September 10, 2015)
- Town Hall #4 at Century Villages at Cabrillo, Long Beach (September 17, 2015)
- South Los Angeles Community Meeting (October 6, 2015)
- Town Hall #5 at WLA Campus (October 7, 2015)

Key Stakeholder Group Briefings (35+)

Stakeholder groups that represent constituencies throughout Greater Los Angeles were briefed by the Master Plan team.

1. Office of US Senator Barbara Boxer
2. Office of US Senator Diane Feinstein
3. Office of US Congressman Ted Lieu
4. Office of County Supervisor Sheila Kuehl
5. Office of County Supervisor Don Knabe
6. Office of County Supervisor Hilda Solis
7. Office of Mayor Eric Garcetti, City of Los Angeles
8. Office of Los Angeles City Councilmember Mike Bonin, District 11
9. Office of Los Angeles City Councilmember Paul Koretz, District 5
10. Office of US Congresswoman Judy Chu
11. Office of State Senator Ben Allen, District 26
12. Office of State Assembly, District 54 Sebastian Ridley-Thomas
13. Office of State Assembly, District 50 Richard Bloom
14. Office of US Congressman Xavier Becerra
15. Office of Los Angeles City Councilmember David Ryu, District 4
16. Office of State Senator Holly Mitchell
17. Office of State Assemblymember David Hadley
18. Office of State Senator Tony Cardenas
19. Office of US Congressman Adam Schiff
20. Office of Los Angeles City Councilmember Paul Krekorian
21. Office of State Senator Ed Hernandez
22. Office of US Congresswoman Karen Bass
23. Office of State Assemblymember Autumn Burke
24. Office of US Congresswoman Norma Torres
25. Office of US Congressman Kevin McCarthy
26. Office of US Congresswoman Maxine Waters
27. Office of US Congressman Ed Royce
28. Office of State Assemblymember Miguel Santiago
29. Affordable Housing Government Stakeholder Focus Group with PHAs and HCID
30. LA Veterans Collaborative Meeting USC Collaborative
31. Military Veterans Advisory Council, City Hall
32. VSO Coalition
33. VA Homeless Programs Summit
34. Impact Hub Los Angeles - Housing LA's Homeless
35. VA Staff and User Group Meetings

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Spreading Information through Peer-to-Peer Engagement

Stakeholders were encouraged to help spread the word by sharing Master Plan information with their networks.

Social Media Posts and Engagement -

facebook.com/VAWestLAMasterPlan

- Organic Reach: 15,769
- Paid Reach: 133,371
- Twitter @ VAMasterPlanLA
 - Followers: 85 total Twitter Followers to date
 - Retweets: 118 @VAMasterPlanLA tweets were reposted
 - @Mentions: The @VAMasterPlanLA Twitter feed received 19 mention
 - Favorites: 22 @VAMasterPlanLA tweets were marked as a favorite
 - Tweets posted by account: 65

Social Media Day

To raise awareness about ways Los Angeles area stakeholders can provide input on the Final Draft Master Plan, the outreach team placed calls to government offices and organizations to share via social media channels the helphouselavets.org website with a post encouraging stakeholders to take our online questionnaire to share their vision for the Final Draft Master Plan. The Social Media Day was held August 4, 2015 and engagement with stakeholders continued throughout the project via:

- Calls to 332 Veterans service organizations
- Calls to 35 elected official offices
- Calls to 98 community stakeholders who voiced an interest in getting involved

Survey Outreach

In an effort to further engage Veterans that may not have access to traditional forms of outreach, the team collaborated with partner Vets Advocacy, Inc. as well as other VSOs to distribute and collect surveys on future services and features of the WLA Campus. The team and its partners disseminated the surveys by online, print and telephone to accumulate over 1,200 responses. The following services and features were identified by Veterans taking the surveys as priorities for the campus. The entire survey results are included in the Appendix.

- Veterans Benefits Assistance
- Permanent Housing Options
- Employment Assistance Programs and Training
- Enhanced Mental Health Services
- Legal Services
- Gym/Fitness Center
- Computer Lab

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Recommendations

Outcome in Metrics

This list includes activities to date (June 23, 2015 through October 1, 2015).

- Stakeholders were encouraged at events and via the website to provide feedback on the Master Plan. (720 comments received)
- Build and maintain website with online calendar, blog, outreach toolkit, fact sheet, presentations and other resources - 12,085 page views to date
- Build and maintain Facebook page, Twitter account, information hotline and email address
 - Followers: 1,852 total Facebook page likes to date
 - Engagement: Through our 25 wall posts and content shared, we received a total of 14,094 clicks, likes, comments, and shares on our Facebook posts.
 - Total Reach: 145,827 (the number of people who were served any activity from the Facebook page including our posts, posts to our Facebook page by other people, Facebook page like ads, mentions and check-ins)
- Calls and emails to 332 Veterans Service Organizations to provide information and encourage information sharing with their networks
- Build database with 2,165 email or mailing addresses
- Conducted briefings with 37 elected officials, neighborhood groups, and Veterans organizations
- Hosted 6 Design Open Houses
- Hosted 4 Town Hall Meetings
- Conducted 6 Pop-Up Workshops
- Sent 15 email updates to database

Recommendations

Feedback from the stakeholders meetings, surveys, and Town Halls consistently focused on the need to rebuild, restructure, realign, and reform. During the 120 day data gathering aspect of the Master Planning process period, Stakeholders frequently requested VA to provide more individualized care and timely access to healthcare and benefits in more modern, dignified buildings. They requested that services be reorganized in a manner where Veterans could receive like care in close proximity, and that the campus have better signs and directions to help navigate the campus, and locate where facilities and services are located. They also requested greater transparency and accountability regarding the budget and revenues being generated for the campus, third party lease agreements on the campus, oversight of non-profits providing housing and services to Veterans.

In surveys and in community meetings, Veterans consistently discussed permanent housing options, Veteran benefits assistance, employment assistance programs and training, improved mental health and addiction services, services related to traumatic brain injury, services that specifically address trauma, legal services, a gym/fitness center, computer lab, improved safety and security on campus, enhanced arts programs, cultural change that puts the Veteran first, family services, an enhanced arts program, female Veteran services, restoration of the Wadsworth Chapel, greater communication from West LA medical center leadership, and better signage and accessibility as priorities for the campus.

Lastly, the stakeholders requested the continued focus on cultural and management changes to promote the Veteran's voice in decision making regarding the campus, including through more regular meetings with Veterans, Veteran Service Organizations, congressional staff, and other stakeholders. Feedback from WLA staff noted the need for VA to continue transforming the work culture, into an environment where expressing ideas, concerns, and ways to improve the operations, care, and services on campus, is truly encouraged.

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