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Appendix

**Volume 2:
Meeting #11 - Meeting #14
Workshops A & B**

**Steering Committee
Meeting Materials**

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**LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT**



Measure A Implementation: Steering Committee Meeting #11

April 5, 2018

9:30 AM – 12:00 PM

**Los Angeles River Center and Gardens | Atrium
570 W. Ave. 26, Los Angeles, CA 90065**

1. Introduction
2. Competitive Grant Scoring Rubrics
3. Revised Community Engagement Requirements
4. Revised Technical Assistance Program
5. RPOSD Community Engagement Update
6. Public Comment

Public comment is welcome on any agenda item. Unless otherwise ordered, individuals will be allowed three minutes to speak and representatives or organization/agencies will be given five minutes up to a total of 15 minutes per meeting. Individuals or organizations will be asked to complete a speaker card prior to addressing the Steering Committee.

Note: A person with a disability may request receipt of an agenda in an alternative format. Auxiliary aids or services, such as to assist members of the community who would like to request a disability-related accommodation in addressing the Steering Committee, are available if requested at least 72 hours before the scheduled meeting. Later requests will be accommodated to the extent feasible. Please contact the Los Angeles County Regional Park and Open Space District at PHONE: (626) 588-5060 FAX: (626) 458-1493 TTY: (800) 855-7100 or send an email to osdinfo@parks.lacounty.gov.

Note: The entire agenda package and any meeting related documentation may be found on <http://rposd.lacounty.gov>.

**Next Steering Committee meeting is on Thursday, April 26, 2018 from 9:30am to noon
Los Angeles River Center and Gardens, 570 W. Ave. 26, Los Angeles, CA 90065**

MEASURE A
IMPLEMENTATION STEERING COMMITTEE MEETING #11
 APRIL 5, 2018

Safe, clean neighborhood parks, open space, beaches, rivers protection, and water conservation measure
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TODAY'S AGENDA

1. Introduction
2. Competitive Grant Scoring Rubrics
3. Revised Community Engagement
4. Revised Technical Assistance Program
5. RPOSD Ongoing Outreach

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• Implementation Update

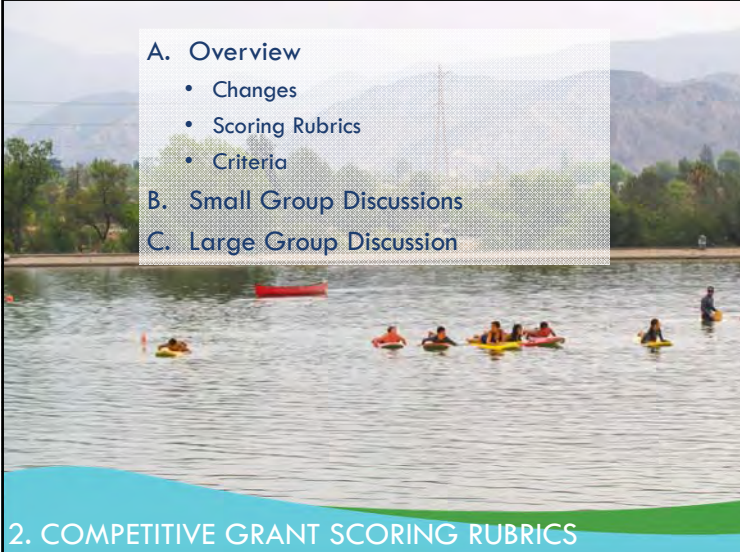
1. INTRODUCTION

1. INTRODUCTION

Implementation Update

- Ongoing litigation – appeal of June 2017 court decision in County's favor
- RPOSD's recommendations to the BoS:
 - Make the following funds available in FY 2018/2019:
 - Community-based Park Investment (Cat. 1)
 - Neighborhood Parks, Healthy Communities, & Urban Greening (Cat. 2)
 - Implementation, Operations, & Oversight funds
 - Annual Allocations to DBH and DPR from Categories 3 & 4
 - Include contract provisions for repayment if appeal is successful
 - Reserve all competitive grant funds until litigation is resolved

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A. Overview

- Changes
- Scoring Rubrics
- Criteria

B. Small Group Discussions


C. Large Group Discussion

2. COMPETITIVE GRANT SCORING RUBRICS

2. COMPETITIVE GRANT SCORING RUBRICS

Changes

- PlaceWorks worked closely with RPOSD staff to revise criteria
- Changes reflect comments from Steering Committee members (during and after meetings), general public, and Board offices
- Revisions also made to more accurately reflect Measure language and intent, as directed by RPOSD staff




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2. COMPETITIVE GRANT SCORING RUBRICS

Changes

- Points no longer add up to a set number in each grant program
- More points are awarded to the criteria that most contribute to the goals of the grant program; fewer points for criteria that contribute less
- Specific criteria used for each grant program have evolved
- County Cultural Facilities transitioned to annual allocation instead of competitive grant program




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2. COMPETITIVE GRANT SCORING RUBRICS

Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grant Program

Evaluation Criteria	Points
Level of Need	10
Regional Benefits	10
Community Involvement Beyond Minimum Requirements	10
Social Multi-Benefits	10
Community Health Multi-Benefits	10
→ Environmental Multi-Benefits	40 ←
→ Leveraging of Funds	5 ←
→ Connectivity and Accessibility	15 ←
→ Timeliness and Urgency	20 ←
TOTAL POINTS	130



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2. COMPETITIVE GRANT SCORING RUBRICS

Regional Recreation, Multi-use Trails, and Accessibility Competitive Grant Program

Evaluation Criteria	Points
Level of Need	10
Regional Benefits	30
Community Involvement Beyond Minimum Requirements	10
Social Multi-Benefits	10
Community Health Multi-Benefits	10
Environmental Multi-Benefits	20
Leveraging of Funds	5
Connectivity and Accessibility	15
Timeliness and Urgency	20
TOTAL POINTS	130




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2. COMPETITIVE GRANT SCORING RUBRICS

Acquisition-only Grant Program

Evaluation Criteria	Points
Level of Need	10
Regional Benefits	20
Social Multi-Benefits	10
Environmental Multi-Benefits	10
Leveraging of Funds	5
Timeliness and Urgency	30
TOTAL POINTS	85




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2. COMPETITIVE GRANT SCORING RUBRICS

Recreation Access Program

Evaluation Criteria	Points
Level of Need	25
Community Involvement Beyond Minimum Requirements	30
Program Benefits	30
TOTAL POINTS	85




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2. COMPETITIVE GRANT SCORING RUBRICS

Youth and Veteran Job Training and Placement Program

Evaluation Criteria	Points
Level of Need	15
Community Partnerships	20
Program Benefits	50
TOTAL POINTS	85




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2. COMPETITIVE GRANT SCORING RUBRICS

Planning and Design Funds (Technical Assistance)

Evaluation Criteria	Points
Level of Need	20
Community Involvement Beyond Minimum Requirements	10
Timeliness and Urgency	20
Existing Planning and Design Challenges	30
TOTAL POINTS	80




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: **Level of Need**

- **Level of Need** is a criterion for all grant programs, with variations in application to match program needs (*Recreation Access; Youth and Veteran Job Training and Placement; Planning & Design Funds*)
- In general, points will be awarded for:
 - Projects that will attract visitors who live in High or Very High Need Study Areas
 - Projects that demonstrate access from High or Very High Need Study Areas to the project site
 - Projects that includes elements that support the language needs of residents in High or Very High Need Study Areas




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: **Regional Benefit**

- **Regional Benefit** is a criterion for three grant programs (*Natural Lands, Local Beaches, Water Conservation and Protection; Regional Recreation, Multi-use Trails, and Accessibility; Acquisition-only*)
- In general, points will be awarded for:
 - Projects that provide regional benefits or meet regional need by adding, rehabilitating, or improving a unique facility, amenity, or natural resource or one for which demand is high
 - Projects that accommodate regional access
 - Projects that include components that encourage regional visitation
 - Projects that involve collaboration
 - Projects that increase community value by filling a gap in regional facilities, amenities, or natural resources




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: **Regional Benefit**

- Definition of “regional benefit” and “regional need” will be determined by RPOSD through the future development of a Countywide Regional and Open Space Assessment



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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Community Involvement Beyond Minimum Requirements

- **Community Involvement Beyond Minimum Requirements** is a criterion for four grant programs (*Natural Lands, Local Beaches, Water Conservation and Protection; Regional Recreation, Multi-use Trails, and Accessibility; Recreation Access Program; Planning & Design Funds*).
- In general, points will be awarded for:
 - Engagement done when input could influence outcomes
 - Engagement utilizing multiple inclusive methods of outreach
 - Actively removing barriers to participation
 - Establishing or leveraging partnerships with community organizations
 - Providing language access services beyond minimums
 - Projects that reflect community input received




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Community Partnerships

- **Community Partnerships** is a criterion for Youth and Veterans Job Opportunities and Training Program
- In general, points will be awarded for:
 - Established productive partnerships with other organizations
 - Initiation of partnerships with other organizations
 - Plans to initiate partnerships with other organizations




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Social Multi-Benefits

- **Social Multi-Benefits** is a criterion for three grant programs (*Natural Lands, Local Beaches, Water Conservation and Protection; Regional Recreation, Multi-use Trails, and Accessibility; Acquisition-only*).
- In general, points will be awarded for:
 - Community Safety, Gang Activity Reduction, and Violence Prevention
 - Anti-displacement Mitigation
 - Cultural and Language Sensitivity
 - Interpretive Programs and Education



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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Community Health Multi-Benefits

- **Community Health Multi-Benefits** is a criterion for two grant programs (*Natural Lands, Local Beaches, Water Conservation and Protection; Regional Recreation, Multi-use Trails, and Accessibility*).
- In general, points will be awarded for:
 - Infrastructure and equipment for physical activity
 - Universal Design and Accessibility
 - Safe and Active Transportation
 - Healthy Food Access (*Regional Recreation, Multi-Use Trails, and Accessibility Grant Program only*)
 - Elements that promote social interaction



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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: **Environmental Multi-Benefits**

- **Environmental Multi-Benefits** is a criterion for three grant programs (*Natural Lands, Local Beaches, Water Conservation and Protection; Regional Recreation, Multi-use Trails, and Accessibility; Acquisition-only*).
- In general, points will be awarded for:
 - Stormwater Capture and Conservation
 - Water and Air Quality Improvements
 - Greenhouse Gas Reductions, Including Carbon Sequestration
 - Heat-Island Reductions
 - Habitat Protection and Biodiversity



2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: **Leveraging of Funds**

- **Leveraging of Funds** is a criterion for three grant programs (*Natural Lands, Local Beaches, Water Conservation and Protection; Regional Recreation, Multi-use Trails, and Accessibility; Acquisition-only*).
- In general, points will be awarded for:
 - Leveraging funds, with points awarded based on amount leveraged
 - Projects where Measure A funds are the first or last funds in; and projects that use Measure A annual allocations as a source of leveraged funds



2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: **Connectivity and Accessibility**

- **Connectivity and Accessibility** is a criterion for two grant programs (*Natural Lands, Local Beaches, Water Conservation and Protection; Regional Recreation, Multi-use Trails, and Accessibility*).
- In general, points will be awarded for:
 - Providing new physical connections
 - Providing improvements to existing physical connections



2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: **Program Benefits**


- **Program Benefits** is a criterion for two grant programs (*Recreation Access Program; Youth and Veteran Training and Job Opportunities Program*).
- In general, points will be awarded for:
 - A variety of program benefits particular to each program



2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Program Benefits

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- In general, points will be awarded for:
 - A variety of program benefits particular to each program




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Timeliness and Urgency

- **Timeliness and Urgency** is a criterion for four grant programs (*Natural Lands, Local Beaches, Water Conservation and Protection; Regional Recreation, Multi-use Trails, and Accessibility; Acquisition-only; Planning & Design Funds*).
- In general, points will be awarded for:
 - Projects that are timely and urgent
 - Projects that are timely, but not urgent



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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Existing Planning and Design Challenges

- **Existing Planning and Design Challenges** is a criterion for Planning & Design Funds.
- In general, points will be awarded for:
 - Projects that have a higher level of existing planning and design challenges



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2. COMPETITIVE GRANT SCORING RUBRICS

Meet in **small groups** for approximately **20 minutes** to discuss the revised scoring rubrics:

1. Is each criterion properly weighted within each of the six grant program scoring rubrics?
2. Are the individual subcriteria by which the criteria are scored appropriate?

Purpose of discussion:

- Allow Steering Committee members to hear from each other
- Refine personal ideas regarding scoring rubrics



2. SCORING RUBRICS:
LARGE GROUP DISCUSSION

2. COMPETITIVE GRANT SCORING RUBRICS

Measure A Competitive Grant Scoring Rubrics Summary

Evaluation Criteria	Natural Lands, Local Beaches, Water Conservation and Protection	Regional Recreation, Multi-use Trails, and Accessibility	Acquisition-only	Recreation Access	Youth and Veteran Job Training and Placement	Planning & Design Funds (Technical Assistance)
Level of Need	10	10	10	25	15	20
Regional Benefits	10	30	20	-	-	-
Community Involvement Beyond Minimum Requirements	10	10	-	30	-	10
Community Partnerships	-	-	-	-	20	-
Social Multi-Benefits	10	10	10	-	-	-
Community Health Multi-Benefits	10	10	-	-	-	-
Environmental Multi-Benefits	40	20	10	-	-	-
Leveraging of Funds	5	5	5	-	-	-
Connectivity and Accessibility	15	15	-	-	-	-
Program Benefits	-	-	-	30	50	-
Timeliness and Urgency	20	20	30	-	-	20
Existing Planning & Design Challenges	-	-	-	-	-	30
TOTAL POINTS	130	130	85	85	85	80

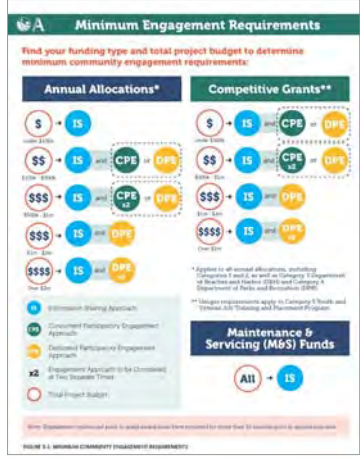


3. REVISED COMMUNITY ENGAGEMENT REQUIREMENTS

3. REVISED COMMUNITY ENGAGEMENT REQUIREMENTS

Changes

- Minimum Community Engagement Requirements tied to total project budget
- Additional details provided for acquisition-only projects, M&S allocations, and infrastructure projects required by law



Minimum Engagement Requirements

Find your funding type and total project budget to determine minimum community engagement requirements:

Annual Allocations*	Competitive Grants**
\$ 15	\$ 15 CPE or DPE
\$5 15 CPE or DPE	\$5 15 CPE or DPE
\$55 15 CPE or DPE	\$55 15 CPE or DPE
\$555 15 CPE or DPE	\$555 15 CPE or DPE
\$5555 15 CPE or DPE	\$5555 15 CPE or DPE

Maintenance & Servicing (M&S) Funds

All → 15

* Applies to all annual allocations, including Competitive Funds, as well as Category 1 (Engineering) and Category 2 (Construction) of the Department of Parks and Recreation (DPR).
** Usage requirements apply to Category 3 (Tools and Supplies) and Category 4 (Maintenance and Repair).

MEASURE A
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3. REVISED COMMUNITY ENGAGEMENT REQUIREMENTS

Changes

- Language access requirements increased, and more clearly quantified. Use of tiered approach based on percent of linguistically isolated population within the Study Area to define requirements.

TIER 1	15% or more of the population is linguistically isolated for any given language	Workshops and any in-person meetings must provide consecutive or simultaneous interpretation services. In addition, all written materials must be translated including outreach materials, signage, agendas, and all other printed meeting materials.
TIER 2	5-14.99% of the population is linguistically isolated for any given language	Key written materials must be translated, including all printed meeting materials and at least one form of outreach. Workshops and any in-person meetings must provide consecutive or simultaneous interpretation services only if a specific request is received.
TIER 3	1-4.99% of the population is linguistically isolated for any given language	It is recommended (but not required) that outreach materials and printed meeting materials be translated.




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3. REVISED COMMUNITY ENGAGEMENT REQUIREMENTS

Changes

- Evaluation of engagement made more robust and includes actions RPOSD may take if engagement is not adequate (i.e., possible loss of good standing, attendance at TAP training and education)
- Inclusion of additional detail for competitive evaluation scoring of community engagement beyond the minimum requirements



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4. REVISED TECHNICAL ASSISTANCE PROGRAM



• Changes to Program

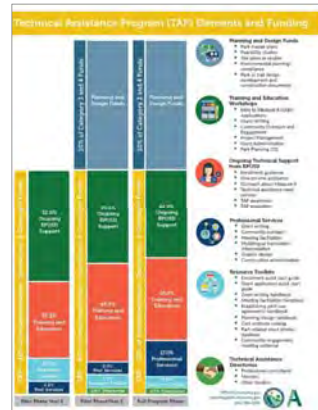


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4. REVISED TECHNICAL ASSISTANCE PROGRAM

Changes

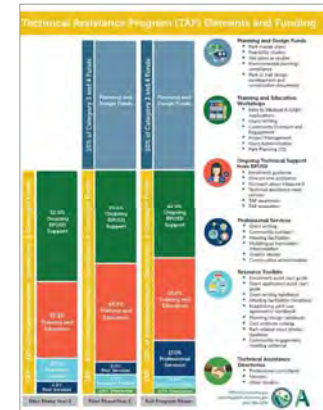
- Revised introduction to TAP and goals of TAP
- Inclusion of Case Managers for High and Very High Need Study Areas
 - Increase in funding to accommodate Case Manager element (categorized under “Ongoing RPOSD Support”)
- Addition of professional services for outreach in Pilot Year 1 and Pilot Year 2



4. REVISED TECHNICAL ASSISTANCE PROGRAM

Changes

- Reduced time between initiation of “Full Program Phase” and full evaluation of the TAP to five years
- Emphasized flexibility of accessing TAP, responsiveness of program to needs of recipients, and proactive role of RPOSD



5. RPOSD ONGOING COMMUNITY ENGAGEMENT

5. RPOSD ONGOING COMMUNITY ENGAGEMENT



Outreach to General Public:

- Thirty meetings planned for May and June
- Three community-based organizations are assisting with the meetings:
 - Community Nature Connection
 - Los Angeles Neighborhood Land Trust
 - Nature for All
- Additional outreach support for meetings will be provided by other community groups, local park agencies, and RPOSD

5. RPOSD ONGOING COMMUNITY ENGAGEMENT

Outreach to General Public:

- Meetings will provide information on Measure A implementation
- Meetings will provide information for getting involved with local park agencies as they prepare to use Measure A Funds



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5. RPOSD ONGOING COMMUNITY ENGAGEMENT

Outreach to Public Agencies:

- RPOSD will continue to provide updates via email to all agencies and potential RPOSD enrollees
- Park Funding 103 meeting series will be shifted to Summer 2018 to accommodate schedule changes
- RPOSD will continue to field calls from agencies and provide information on request



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5. RPOSD ONGOING COMMUNITY ENGAGEMENT

Social Media Outreach:

- RPOSD is developing a series of targeted posts and ads to reach members of general public and agencies
- Increase general awareness of Measure A among public and agencies
- Direct traffic to RPOSD website for additional information
- Advertise community meetings and Park Funding 103


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5. RPOSD ONGOING COMMUNITY ENGAGEMENT

Outreach to High and Very High Need Study Areas:

- RPOSD is working with partners to interview an initial sample of 10 agencies with High and Very High Need Study Areas
- Building on information gathered in survey completed last fall
- Looking for detailed insights into Technical Assistance needs
 - Barriers to applying for funds, plans for meeting park need in the Study Area



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Upcoming Meetings

All future meetings will be held at the LA River Center from 9:30 am -12 noon

- **Steering Committee Meeting #12 – April 26**
Park Needs Assessment Updates; Revised Bonding Policy, General Grantmaking Policy
- **Steering Committee Meeting #13 – May 31**
Project Delivery/Grant Administration; Additional Carryover Items (tbd)
- **Steering Committee Meeting #14 – June 28**
Final Draft Grant Guidelines Procedures and Policies; Board Letter and Summation

Submit any comments by April 12th on the revised evaluation criteria and scoring rubrics.

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Are the individual subcriteria on which the criteria are scored appropriate?

Submit your thoughts on this question by April 12th

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MEASURE A IMPLEMENTATION STEERING COMMITTEE MEETING #11

APRIL 5, 2018

Safe, clean neighborhood parks, open space, beaches, rivers protection, and water conservation measure

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MEMORANDUM

DATE March 29, 2018
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District (RPOSD)
SUBJECT Steering Committee Meeting #11 Format and Agenda

Steering Committee Meeting #11 on April 5 will cover Revised Competitive Grant Scoring Rubrics, Revised Community Engagement Requirements, Revised Technical Assistance Program, and updates on RPOSD's engagement work. PlaceWorks reviewed comments submitted by Steering Committee members (during and after meetings), the general public, and Board of Supervisor offices, and worked closely with RPOSD staff to incorporate comments where appropriate and feasible. In some cases, further revisions were made to more accurately reflect Measure language and intent.

Agenda Overview

The agenda for the April 5 meeting will be as follows:

- Steering Committee members will receive an overview of the updated scoring rubrics for each grant category.
- Steering Committee members will meet in small groups to discuss the revised scoring rubrics.
- After the small group discussion, the Steering Committee will reconvene for a facilitated large group discussion to identify any lingering concerns and final recommendations.
- Revisions to the Community Engagement Requirements and Technical Assistance Program will be discussed as a large group and will focus on the revisions made to these documents based on comments received.
- The final item is a review of work RPOSD is doing to share Measure A updates with the general public and park agencies.

How Grant Scoring Will Occur

As a reminder, evaluation of competitive grant applications will occur in the following manner:

1. RPOSD will create a Competitive Grants Evaluation Panel for each competitive grant program. The panel will be composed of a multidisciplinary team with diverse backgrounds and expertise in various aspects of park, recreation, and open space issues.
2. RPOSD staff will complete an administrative review to evaluate all submissions for completeness, adherence to category requirements, and adherence to project requirements.
3. Complete applications meeting all requirements will be forwarded to the Competitive Grants Evaluation Panel for scoring. Each application will be scored by three reviewers.

4. RPOSD staff will meet with the Competitive Grants Evaluation Panel to review each grant application and arrive at a composite score for each application. This meeting will result in a preliminary ranked list of applications, and will be used to select applicants that will receive a site visit.
5. RPOSD staff and the Competitive Grants Evaluation Panel will schedule and complete site visits for those applications receiving top scores in the preliminary ranking.
6. RPOSD staff and evaluation panel members will convene to finalize recommendations for grant funding.
7. The final funding recommendations will be approved by the Board of Supervisors meeting as the RPOSD Board.

Attached Materials

The following four documents are attached to this memorandum for Steering Committee review prior to the April 5th meeting:

- Revised scoring rubrics and grant program descriptions for all competitive grant programs. Please note that the County Cultural Facilities grant program has been changed from a competitive grant to an annual allocation. These funds will be allocated using a “divide by five” model, and thus are no longer included with the competitive grants.
- Revised Community Engagement Requirements
- Revised Technical Assistance Program
- Graphic Enlargements, including the Technical Assistance Program Elements Matrix

NATURAL LANDS, LOCAL BEACHES, WATER CONSERVATION AND PROTECTION COMPETITIVE GRANT PROGRAM DESCRIPTION

Goals

Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grant Program projects should improve and protect open space, watersheds, and water resources through planning, acquisition, development, improvement, and restoration, of multi-benefit park projects that promote, improve, or protect clean local water supplies, habitat improvements, park space, recreation, public access, watershed health, and open space, including improvements or restoration of areas that buffer our rivers, streams, and their tributaries along with the lakes and beaches throughout the County. Priority will be given to projects offering the greatest regional benefit, or serving the greatest regional need.

Thirty percent of these funds will be awarded to projects in High or Very High Need Study Areas, as defined by the most recent Countywide Parks Needs Assessment.

2018 Funding Amount

\$4,000,000

Project Types

Below is a non-exhaustive list of projects that may be eligible for these grant funds:

Natural Lands/Open Spaces

- Parks
- New or improved access points to mountain, foothill, river, stream, and wetland areas
- Restoration of natural habitat
- Scenic vistas
- Wildlife corridors and habitats
- Habitat gardens
- Nature/Interpretive centers
- Preservation of natural lands
- Tree planting

Local Beaches

- Active recreation amenities
- New or improved fishing and boating facilities
- Pier/dock improvements
- Replacement of sand
- Restrooms/shower facilities
- Access facilities, including staging areas, roadways, parking lots, and trailheads.

Water Conservation and Protection

- Drainage basins
- Irrigation projects
- Permeable walkways and play surfaces
- Rainwater harvesting
- Revegetation of banks and waterways
- Stormwater capture and other water recycling
- Beach and coastal watershed clean up
- Drinking water improvements
- Lake or reservoir clean up
- Riparian corridor improvements
- River and stream clean-up
- River and stream parkway development

Project Requirements

Project Eligibility

Applicants must meet all of the following Project Eligibility requirements in order to apply for a grant award:

- The project plans for, acquires, develops, improves, or restores a multi-benefit park project that promotes, improves, or protects clean local water supplies, habitat improvements, park space, recreation, public access, watershed health, or open space.
- The project is a permanent capital project.
- The project is consistent with the Study Area's long-range park planning documents.
- The project's requested grant award size is a minimum of \$50,000 and maximum of \$3,700,000.

Project Feasibility

The project must meet at least one requirement in each topic area in order to apply for a grant award:

Land Access/Tenure

- Applicant owns the land in question;
- Applicant has entered into a lease or other use agreement for the land in question; or
- Applicant has concrete plans as to how access or tenure will be acquired or arranged.

Planning and Design

- Design documents of 30% or greater are complete; or
- Applicant has sketch-level plans for project design and a planned approach as to how and when planning and design will be completed.

Permitting and CEQA Compliance

- Project is exempt from regulatory permits and CEQA;
- Any necessary permitting and CEQA documents are completed and certified; or
- Applicant has concrete plans as to how and when permitting and CEQA will be completed.

Adverse Site Conditions (e.g., overhead or underground utilities, toxic contamination, etc.)

- There are no adverse site conditions that would affect project implementation;
- Adverse site conditions have been characterized and the applicant has concrete plans for addressing them; or
- Adverse site conditions are known to exist but have not been characterized. Applicant has plans as to how and when these conditions will be addressed, with appropriate budget contingencies in the project budget.

Project Cost and Funding

- Applicant has a detailed budget consistent with the level of planning and design completed to date, as well as a plan for funding to cover the budgeted costs, with appropriate contingencies given the level of planning completed.

Project Schedule

- Applicant has a detailed schedule from grant receipt to project completion that reflects the level of planning, design, permitting and community involvement that will be necessary for the project.

Operations and Maintenance

- The project has an appropriately detailed financial plan for operation and maintenance of the completed project.

Community Engagement

The project must meet the minimum community engagement requirements described in Section X.

Award Size

Requested grant awards must meet the minimum and maximum grant award size requirements. Grant applications will be categorized into different thresholds of award size brackets depending on the requested size of the grant award. Grant applications within the same award size bracket will be evaluated against each other and at least one grant will be awarded in each bracket that receives completed applications. Total funds available and award bracket limits may be adjusted prior to each grant round, and will be publicized in the grant announcement materials.

Minimum: \$50,000

Maximum: \$3,700,000

Brackets

Small: \$50,000- \$499,999

Medium: \$500,000 - \$999,999

Large: \$1,000,000 - \$1,999,999

Jumbo: \$2,000,000 - \$3,700,000

Evaluation Criteria

Applications will be scored using the following criteria:

- Level of Need
- Regional Benefits
- Community Involvement Beyond Required Minimum
- Environmental Multi-benefits
- Community Health Multi-benefits
- Social Multi-Benefits
- Timeliness and Urgency
- Connectivity and Accessibility
- Leveraging of Funds

Each evaluation criterion is described below, along with a breakdown of points by subcriteria (where applicable). All acquisition-only project applications will be scored only against other acquisition-only projects, regardless of requested award amount. These projects will be evaluated using the same criteria as are used for the Acquisition-only Grant Program (Level of Need, Regional Benefits, Environmental Multi-benefits, Social Multi-Benefits, Leveraging of Funds, and Timeliness and Urgency)

NATURAL LANDS, LOCAL BEACHES, WATER CONSERVATION AND PROTECTION COMPETITIVE GRANT PROGRAM SCORING RUBRIC

Evaluation Criteria	Points
Level of Need	10
Regional Benefits	10
Community Involvement Beyond Minimum Requirements	10
Social Multi-Benefits	10
Community Health Multi-Benefits	10
Environmental Multi-Benefits	40
Leveraging of Funds	5
Connectivity and Accessibility	15
Timeliness and Urgency	20
TOTAL POINTS	130

<p>LEVEL OF NEED LEVEL OF NEED IS BASED ON THE CURRENT COUNTYWIDE PNA DETERMINATION. PROJECTS SERVING OR BENEFITTING STUDY AREAS WITH HIGH OR VERY HIGH NEED WILL RECEIVE MORE POINTS THAN PROJECTS THAT DO NOT.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Project attracts visitors who live in High or Very High Need Study Areas. More points will be awarded to projects that can provide statistical information that a high number of residents from High or Very High Need Study Areas visit/use the project.</i></p>	<p>0-6</p>
<p><i>(B) Project demonstrates access from High or Very High Need Study Areas to the project site. Access can include connections by existing or planned trails, bikeways, pathways, transit routes, or shuttle service to and from High or Very High Need Study Areas. Best practices include convenience in access, frequency in service, visibility, safety, and /or provision of the most effective and/or efficient means of transportation between the project site and High or Very High Need Study Area. Other best practices include providing signage, using social media, and other marketing on how to navigate to the project.</i></p>	<p>0-4</p>
<p><i>(C) Project includes elements that support the language needs of people who live in High or Very High Need Study Areas, including multilingual wayfinding, informational signage, interpretive programs, and educational materials.</i></p>	<p>0-2</p>

<p>REGIONAL BENEFITS PROJECTS THAT PROVIDE REGIONAL BENEFITS OR SERVE REGIONAL NEED WILL RECEIVE POINTS¹.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Project provides regional benefits by rehabilitating, adding, or improving a unique facility, amenity, or natural resource within the region it serves.</i></p>	<p>0-2</p>
<p><i>(B) Project meets regional need by adding, rehabilitating or improving any facility, amenity, or natural resource for which regional demand/use is high.</i></p>	<p>0-2</p>
<p><i>(C) Project accommodates regional access by providing trail connectivity, transit connections beyond the local vicinity, trailhead and/or parking improvements, or ADA improvements.</i></p>	<p>0-2</p>
<p><i>(D) Project includes interpretive, educational, programmatic, or other components that encourage regional visitation.</i></p>	<p>0-2</p>
<p><i>(E) Project involves the collaboration of multiple, agencies, or organizations.</i></p>	<p>0-2</p>
<p><i>(F) Project increases community value (natural or built) by filling a gap in regional facilities, amenities, or natural resources.</i></p>	<p>0-2</p>

¹ Definition of “regional benefit” and “regional need” will be determined by RPOSD through the future development of a Countywide Regional and Open Space Assessment.

<p>COMMUNITY INVOLVEMENT BEYOND MINIMUM REQUIREMENTS APPLICANTS WILL RECEIVE POINTS BASED ON THE QUALITY OF PAST AND/OR PROPOSED ENGAGEMENT WITH THE COMMUNITY (SEE SECTION 3.X) THAT GOES BEYOND THE MINIMUM ENGAGEMENT REQUIREMENTS.</p> <p>Points will be awarded based on the evaluators' assessment of the submitted community involvement documentation and/or community involvement plan describing proposed community involvement. All proposed community involvement will be tracked as part of the grant administration process; grantees not completing proposed community involvement will lose good standing on the grant.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Applicant engaged and/or will engage the community at a point in the project when community input could influence the outcome of the plan.</i></p>	<p>0-2</p>
<p><i>(B) Project utilized and/or will utilize multiple inclusive outreach methods that targeted broad representation of residents and stakeholders. Applicants utilizing more than three methods may receive more points.</i></p>	<p>0-2</p>
<p><i>(C) Applicant actively sought and/or will seek to remove barriers to accessing engagement meetings/events such as scheduling meetings in the evenings and/or weekends, providing childcare, providing transportation, and providing refreshments. Applicants removing more barriers will receive more points.</i></p>	<p>0-2</p>
<p><i>(D) Applicant established or leveraged, or will establish or leverage, community partnerships with local community-based organizations, citizen advisory groups, and/or school districts to gain support for the project.</i></p>	<p>0-2</p>
<p><i>(E) Applicant provided or will provide language access services beyond minimum requirements.</i></p>	<p>0-2</p>
<p><i>(F) Project reflects or will reflect community input received during the engagement process.</i></p>	<p>0-2</p>

<p>SOCIAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO SOCIAL ISSUES.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Community Safety, Gang Activity Reduction, and Violence Prevention</i> <i>Project includes features that improve safety conditions and visibility through the provision of safe equipment and facilities, and thereby reduce or prevent of gang activity, violence, and crime. Best practices include using Crime Prevention Through Environmental Design (CPTED) strategies, such as increasing natural surveillance, reducing isolated spaces, increasing sight lines, and providing adequate lighting. Projects located in areas of high gang activity and violence and incorporate safe design, and/or engage former and current gang members or gang reduction community groups to ensure park safety.</i></p>	<p>0-3</p>
<p><i>(B) Anti-displacement Mitigation</i> <i>Project includes advance displacement avoidance strategies to prevent displacement if a potential unintended consequence associated with the project creates a significant increase in the cost of housing. More points will be scored based on how realistic and proactive the strategies are.</i></p>	<p>0-3</p>
<p><i>(C) Cultural and Language Sensitivity</i> <i>Project incorporates elements that accommodate the cultural and language needs of the served populations, such as multilingual wayfinding and other signage and informational signs or public art related to the surrounding history and culture of the project and area. More points will be scored on the quantity and quality of the proposed cultural and language elements.</i></p>	<p>0-3</p>
<p><i>(D) Interpretive Programs and Education</i> <i>Project incorporates elements that provide interpretation and education to foster user connection and awareness of the environment, the outdoors, and/or recreation, such as incorporating informative signage explaining the project’s location, landscape, wildlife, plants, background, and history. More points will be scored on the appropriateness of the proposed interpretive programs and education elements.</i></p>	<p>0-3</p>

<p>COMMUNITY HEALTH MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO COMMUNITY HEALTH ISSUES.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Physical Activity</i> <i>Project provides infrastructure and equipment that encourages physical activity. Examples include a combination of playground equipment, exercise equipment, walking and biking paths, and/or trails.</i></p>	<p>0-3</p>
<p><i>(B) Universal Design and Accessibility</i> <i>Project provides infrastructure and equipment that cater to the physical activity of people of all abilities, especially to people with special needs. Examples include access ramps, accessible restrooms, and inclusive recreation options.</i></p>	<p>0-3</p>
<p><i>(C) Safe and Active Transportation</i> <i>Project includes connections to transportation infrastructure to increase the ability of users to travel to and from the project by active forms of transportation such as walking, biking, skateboarding, scootering, etc. Examples include sidewalks, multi-use paths, bikeways, and Safe Routes to School.</i></p>	<p>0-3</p>
<p><i>(D) Social Interaction</i> <i>Project includes elements that promote social interaction, such as safe, attractive, and interactive gathering areas; interpretive and wayfinding signage; public art; and infrastructure for play.</i></p>	<p>0-3</p>

<p>ENVIRONMENTAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO ENVIRONMENTAL ISSUES.</p> <p>Projects may receive up to a maximum of 40 points by meeting one or more of the subcriteria below.</p>	<p>40 MAX.</p>
<p><i>(A) Stormwater Capture and Conservation</i> <i>Project includes features to capture stormwater and attenuate potential flood conditions which go beyond those required by State and local codes. Examples include swales, rain gardens, retention basins, pervious pavement, use of drought-tolerant plants, use of drip irrigation, etc.</i></p>	<p>0-10</p>
<p><i>(B) Water and Air Quality Improvements</i> <i>Project includes features to improve water quality which go beyond those required by State and local codes and features to reduce existing criterion air pollutant emissions that go beyond those required by current regulations. Examples include bioswales, use of recycled water, low allergen plant palette selection, sustainable irrigation practices, and reducing runoff.</i></p>	<p>0-10</p>
<p><i>(C) Greenhouse Gas (GHG) Reductions, including Carbon Sequestration</i> <i>Project includes features to reduce existing GHG emissions that go beyond those required by current regulations and features to sequester carbon that go beyond typical plantings found in park and open space projects. Examples include tree planting, active transportation options, and sustainable maintenance of amenities.</i></p>	<p>0-10</p>
<p><i>(D) Heat-Island Reductions</i> <i>Project includes features to reduce heat-island effects, in ways that go beyond typical plantings found in park and open space projects. Examples include use of light colored and/or reflective surfaces, planting trees, providing shade, and reducing hardscape.</i></p>	<p>0-10</p>
<p><i>(E) Habitat Protection and Biodiversity</i> <i>Project includes features to create and preserve important habitat areas and biodiversity. Examples include preserving critical habitat areas, using native plants that attract pollinators, and creating a diversity of spaces that can be used as habitat for a diversity of animals.</i></p>	<p>0-10</p>

<p>LEVERAGING OF FUNDS</p> <p>MEASURE A ENCOURAGES PROJECTS THAT LEVERAGE PUBLIC AND PRIVATE FUNDING FROM SEVERAL SPECIFIC TYPES OF BENEFIT PROGRAMS. PLEASE SUBMIT A BUDGET INDICATING SECURED FUNDING SOURCES AND AMOUNTS THAT WILL BE LEVERAGED FOR THE PROJECT. RELEVANT FUNDING SOURCES SPECIFICALLY CALLED OUT IN MEASURE A ARE THOSE THAT ADDRESS THE FOLLOWING:</p> <ul style="list-style-type: none"> • WATER CONSERVATION AND SUPPLY; WATER QUALITY IMPROVEMENTS; FLOOD RISK MANAGEMENT; • AIR QUALITY IMPROVEMENTS; CLIMATE POLLUTION REDUCTION OR ADAPTATION; CARBON SEQUESTRATION; HEAT-ISLAND REDUCTION; HABITAT PROTECTION AND BIODIVERSITY; • PUBLIC HEALTH; ENVIRONMENTAL JUSTICE. <p>Projects may receive up to a maximum of 5 points by meeting one or more of the subcriteria below.</p>	<p>5 MAX.</p>
<p><i>(A) Project leverages a percentage of the project's cost. Only one of the following subcriteria may apply to each project. More points will be awarded to projects that use a higher percentage of the project's cost as leveraged funds.</i></p>	<p>4 max.</p>
<p><i>(A1) Project uses more than 80% of the project's cost as leveraged funds.</i></p>	<p>4</p>
<p><i>(A2) Project uses 60%-80% of the project's cost as leveraged funds.</i></p>	<p>3</p>
<p><i>(A3) Project uses 40%-59% of the project's cost as leveraged funds.</i></p>	<p>2</p>
<p><i>(A4) Project uses 20%-39% of the project's cost as leveraged funds.</i></p>	<p>1</p>
<p><i>(B) Project leverages funds in one or more of the following methods: (1) uses awarded Measure A competitive funds as a source of leveraged funding for other grant programs; (2) uses awarded Measure A competitive funds to complete funding for a project that is currently funded by other grant programs; and/or (3) uses Measure A Category 1 or 2 funds as a source of leveraged funds.</i></p>	<p>4</p>

<p>CONNECTIVITY AND ACCESSIBILITY PROJECTS THAT PROVIDE ACCESSIBILITY, CONNECTING RIVER, MOUNTAIN, AND URBAN AREAS, ESPECIALLY TO COUNTY PARKS, STATE PARKS, THE NATIONAL FOREST, THE NATIONAL RECREATION AREA(S), AND THE NATIONAL MONUMENT(S), AND THAT LINK OTHER CANYONS AND REGIONAL AND LOCAL PARKS THROUGHOUT THE COUNTY.</p> <p>Only one of the following subcriteria will apply to each project, for a maximum of 15 points.</p>	<p>15 MAX.</p>
<p><i>(A) Project provides <u>new</u> physical connections, such as multi-use trails, access points, staging areas, and other accessibility options, that connect river, mountain, and urban areas, especially to County Parks, State Parks, the National Forest, the National Recreation Area(s), and the National Monument(s), and that link other canyons and regional and local parks throughout the County. More points will be awarded according to the quality of the physical connection such as including wayfinding, and landscaping, and the scale of the connection.</i></p>	<p>0-15</p>
<p><i>(B) Project provides <u>improvements</u> to existing physical connections, such as multi-use trails, access points, staging areas and other accessibility strategies that connect river, mountain, and urban areas especially to County Parks, State Parks, National Forests, National Recreation Areas, National Monuments, and that link canyons and regional and local parks throughout the County. More points will be awarded according to the quality of the physical connection such as including wayfinding, landscaping, and the scale of the connection.</i></p>	<p>0-10</p>

<p>TIMELINESS AND URGENCY THE INITIATION AND COMPLETION OF THE PROJECT IS NEEDED AND TIMELY IN THAT IT BUILDS ON, COMPLEMENTS, OR MOVES TOWARD IMPLEMENTING HIGH PRIORITY ACQUISITIONS, CONNECTIONS, AND/OR HABITAT PROTECTION PLANS WATER CONSERVATION OR PROTECTION .</p> <p>Only one of the following subcriteria will apply to each project, for a maximum of 20 points.</p>	<p>20 MAX.</p>
<p><i>(A) The completion of the project is timely and urgent and will result in additional acquisition, connections, habitat protection, water conservation or improvements, and/or there is an existing threat of imminent development on the project site.</i></p>	<p>11-20</p>
<p><i>(B) The completion of the project is timely, but not urgent, and/or will not necessarily advance other high priority acquisitions, connections, habitat protection plans, water conservation or protection improvements.</i></p>	<p>0-10</p>

DRAFT

REGIONAL RECREATION, MULTI-USE TRAILS, AND ACCESSIBILITY COMPETITIVE GRANT PROGRAM DESCRIPTION

Goals

Regional Recreation, Multi-use Trails, and Accessibility Competitive Grant Program projects should improve and protect regional recreational facilities, trails and accessibility projects. Greater priority will be given to trail and accessibility projects that connect river, mountain, and urban areas, especially to County Parks, State Parks, the National Forest, the National Recreation Area(s), and the National Monument(s), and that link other canyons and regional and local parks throughout the County.

Thirty percent of these funds will be awarded to projects in High or Very High Need Study Areas, as defined by the most recent Countywide Parks Needs Assessment.

2018 Funding Amount

\$5,000,000

Project Types

Below is a non-exhaustive list of projects that may be eligible for grant funds.

Regional Recreational Facilities

- Aquatic facilities
- New regional park facilities
- Equestrian staging areas
- Improvements to existing regional park facilities
- Golf course facilities
- Multi-use sports facilities

Multi-use Trails

- Addition of amenities along trail corridor
- Development of new multi-use trails
- Upgrades to existing multi-use trails
- Trail refurbishment
- Trailhead amenities and improvements

Accessibility

- ADA restroom upgrades, walkway/sidewalk improvements, ADA-compliant amenities
- Bike storage facilities at parks, trails, recreation centers, and beaches
- Connections from Class I bike paths to recreation facilities
- General trail and walkway repairs or improvements
- Interactive wayfinding
- Parking facilities serving parks and recreational facilities
- Pathways and trails connecting transit stops to park and recreation facilities, open space, natural lands, or beaches
- Projects that utilize publicly owned rights-of-way and vacant spaces
- Safety improvements such as crosswalks and pedestrian signals that provide safer access (must be adjacent to facility)
- Trailhead improvements

Project Requirements

Project Eligibility

Applicants must meet all of the following Project Eligibility requirements in order to apply for a grant award:

- The project acquires, develops, improves, and/or rehabilitates land for regional recreational facilities, multi-use trails, and/or accessibility.
- The project is a permanent capital project.
- The project is consistent with the Study Area's long-range park planning documents.
- The project's requested grant award size is a minimum of \$50,000 and maximum of \$3,100,000.

Project Feasibility

The project must meet at least one requirement in each topic area in order to apply for a grant award:

Land Access/Tenure

- Applicant owns the land in question;
- Applicant has entered into a lease or other use agreement for the land in question; or
- Applicant has concrete plans as to how access or tenure will be acquired or arranged.

Planning and Design

- Design documents of 30% or greater are complete; or
- Applicant has sketch-level plans for project design and a planned approach as to how and when planning and design will be completed.

Permitting and CEQA Compliance

- Project is exempt from regulatory permits and CEQA;
- Any necessary permitting and CEQA documents are completed and certified; or
- Applicant has concrete plans as to how and when permitting and CEQA will be completed.

Adverse Site Conditions (e.g., overhead or underground utilities, toxic contamination, etc.)

- There are no adverse site conditions that would affect project implementation;
- Adverse site conditions have been characterized and the applicant has concrete plans for addressing them; or
- Adverse site conditions are known to exist but have not been characterized. Applicant has plans as to how and when these conditions will be addressed, with appropriate budget contingencies in the project budget.

Project Cost and Funding

- Applicant has a detailed budget consistent with the level of planning and design completed to date, as well as a plan for funding to cover the budgeted costs, with appropriate contingencies given the level of planning completed.

Project Schedule

- Applicant has a detailed schedule from grant receipt to project completion that reflects the level of planning, design, permitting and community involvement that will be necessary for the project.

Operations and Maintenance

- The project has an appropriately detailed financial plan for operation and maintenance of the completed project.

Community Engagement

The project must meet the minimum community engagement requirements described in Section X.

Award Size

Requested grant awards must meet the minimum and maximum grant award size requirements. Grant applications will be categorized into different thresholds of award size brackets depending on the requested size of the grant award. Grant applications within the same award size bracket will be evaluated against each other and at least one grant will be awarded in each bracket that receives completed applications. Total funds available and award bracket limits may be adjusted prior to each grant round, and will be publicized in the grant announcement materials.

Minimum: \$50,000

Maximum: \$3,100,000

Brackets

Small: \$50,000- \$499,999

Medium: \$500,000 - \$999,999

Large: \$1,000,000- \$1,999,999

Jumbo: \$2,000,000 - \$3,100,000

Evaluation Criteria

Applications will be scored using the following criteria:

- Level of Need
- Regional Benefits
- Community Involvement Beyond Minimum Requirements
- Environmental Multi-benefits
- Community Health Multi-benefits
- Social Multi-Benefits
- Timeliness and Urgency
- Connectivity and Accessibility
- Leveraging of Measure A Funds

Each evaluation criterion is described below, along with a breakdown of points by subcriteria (where applicable). All acquisition-only project applications will be scored only against other acquisition-only projects, regardless of requested award amount. These projects will be evaluated using the same criteria as are used for the Acquisition-only Grant Program (Level of Need, Regional Benefits, Environmental Multi-benefits, Social Multi-Benefits, Leveraging of Measure A Funds, and Timeliness and Urgency)

REGIONAL RECREATION, MULTI-USE TRAILS, AND ACCESSIBILITY COMPETITIVE GRANT PROGRAM SCORING RUBRIC

Evaluation Criteria	Points
Level of Need	10
Regional Benefits	30
Community Involvement Beyond Minimum Requirements	10
Social Multi-Benefits	10
Community Health Multi-Benefits	10
Environmental Multi-Benefits	20
Leveraging of Funds	5
Connectivity and Accessibility	15
Timeliness and Urgency	20
TOTAL POINTS	130

<p>LEVEL OF NEED LEVEL OF NEED IS BASED ON THE CURRENT COUNTYWIDE PNA DETERMINATION. PROJECTS SERVING OR BENEFITTING STUDY AREAS WITH HIGH OR VERY HIGH NEED WILL RECEIVE MORE POINTS THAN PROJECTS THAT DO NOT.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Project attracts visitors who live in High or Very High Need Study Areas. More points will be awarded to projects that can provide statistical information that a high number of residents from High or Very High Need Study Areas visit/use the project.</i></p>	<p>0-6</p>
<p><i>(B) Project demonstrates access from High or Very High Need Study Areas to the project site. Access can include connections by existing or planned trails, bikeways, pathways, transit routes, or shuttle service to and from High or Very High Need Study Areas. Best practices include convenience in access, frequency in service, visibility, safety, and /or provision of the most effective and/or efficient means of transportation between the project site and High or Very High Need Study Area. Other best practices include providing signage, using social media, and other marketing on how to navigate to the project.</i></p>	<p>0-4</p>
<p><i>(C) Project includes elements that support the language needs of people who live in High or Very High Need Study Areas, including multilingual wayfinding, information signage, interpretive programs, and educational materials.</i></p>	<p>0-2</p>

<p>REGIONAL BENEFITS PROJECTS THAT PROVIDE REGIONAL BENEFITS OR SERVE REGIONAL NEED WILL RECEIVE POINTS².</p> <p>Projects may receive up to a maximum of 30 points by meeting one or more of the subcriteria below.</p>	<p>30 MAX.</p>
<p><i>(A) Project provides regional benefits by rehabilitating, adding or improving a unique facility, amenity, or natural resource within the region it serves.</i></p>	<p>0-6</p>
<p><i>(B) Project meets regional need by rehabilitating, adding or improving any facility, amenity, or natural resource for which regional demand/or use is high.</i></p>	<p>0-6</p>
<p><i>(C) Project accommodates regional access by providing trail connectivity, transit connections beyond the local vicinity, trailhead and/or parking improvements, or ADA improvements.</i></p>	<p>0-6</p>
<p><i>(D) Project includes interpretive, educational, programmatic, or other components that encourage regional visitation.</i></p>	<p>0-6</p>
<p><i>(E) Project involves the collaboration of multiple Study Areas, agencies, or nonprofit organizations.</i></p>	<p>0-6</p>
<p><i>(F) Project increases community value (natural or built) by filling a gap in regional facilities, amenities, or open space.</i></p>	<p>0-6</p>

² Definition of “regional benefit” and “regional need” to be determined by RPOSD through the development of a Countywide Regional and Open Space Assessment.

Regional Recreation, Multi-Use Trails, and Accessibility Competitive Grant Program Scoring Rubric
 March 29, 2018

<p>COMMUNITY INVOLVEMENT BEYOND MINIMUM REQUIREMENTS APPLICANTS WILL RECEIVE POINTS BASED ON THE QUALITY OF PAST AND/OR PROPOSED ENGAGEMENT WITH THE COMMUNITY (SEE SECTION 3.X) THAT GOES BEYOND THE MINIMUM ENGAGEMENT REQUIREMENTS.</p> <p>Points will be awarded based on the evaluators' assessment of the submitted community involvement documentation and/or community involvement plan describing proposed community involvement. All proposed community involvement will be tracked as part of the grant administration process; grantees not completing proposed community involvement will lose good standing on the grant.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Applicant engaged and/or will engage the community at a point in the project when community input could influence the outcome of the plan.</i></p>	<p>0-2</p>
<p><i>(B) Project utilized and/or will utilize multiple inclusive outreach methods that targeted broad representation of residents and stakeholders. Applicants utilizing more than three methods may receive more points.</i></p>	<p>0-2</p>
<p><i>(C) Applicant actively sought and/or will seek to remove barriers to accessing engagement meetings/events such as scheduling meetings/events in the evenings and/or weekends, providing childcare, providing transportation, and providing refreshments. Applicants removing more barriers will receive more points.</i></p>	<p>0-2</p>
<p><i>(D) Applicant established or leveraged, or will establish or leverage, community partnerships with local community-based organizations, citizen advisory groups, and/or school districts to gain support for the project.</i></p>	<p>0-2</p>
<p><i>(E) Applicant provided or will provide language access services beyond minimum requirements.</i></p>	<p>0-2</p>
<p><i>(F) Project reflects or will reflect community input received during the engagement process.</i></p>	<p>0-2</p>

<p>SOCIAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO SOCIAL ISSUES.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Community Safety, Gang Activity Reduction, and Violence Prevention</i> <i>Project includes features that improve safety conditions and visibility through the provision of safe equipment and facilities, and thereby reduce or prevent gang activity, violence, and crime. Best practices include using Crime Prevention Through Environmental Design (CPTED) strategies, such as increasing natural surveillance, reducing isolated spaces, increasing sight lines, and providing adequate lighting. Projects located in areas of high gang activity and violence and incorporate safe design, and/or engage former and current gang members or gang reduction community groups to ensure park safety.</i></p>	<p>0-3</p>
<p><i>(B) Anti-displacement Mitigation</i> <i>Project includes advance displacement avoidance strategies to prevent displacement if a potential unintended consequence associated with the project creates a significant increase in the cost of housing. More points will be scored based on how realistic and proactive the strategies are.</i></p>	<p>0-3</p>
<p><i>(C) Cultural and Language Sensitivity</i> <i>Project incorporates elements that accommodate the cultural and language needs of the served populations, such as multilingual wayfinding and other signage and informational signs or public art related to the surrounding history and culture of the project and area. More points will be scored on the quantity and quality of the proposed cultural and language elements.</i></p>	<p>0-3</p>
<p><i>(D) Interpretive Programs and Education</i> <i>Project incorporates elements that provide interpretation and education to foster user connection and awareness of the environment, the outdoors, and/or recreation, such as incorporating informative signage explaining the project's location and cultural and natural history . More points will be scored on the appropriateness of the proposed interpretive programs and education elements.</i></p>	<p>0-3</p>

<p>COMMUNITY HEALTH MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO COMMUNITY HEALTH ISSUES.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Physical Activity</i> Project provides infrastructure and equipment that encourages physical activity. Examples include a combination of playground equipment, exercise equipment, walking and biking paths/trails, etc. More points will be scored for the quantity and variety of infrastructure and equipment.</p>	<p>0-3</p>
<p><i>(B) Universal Design and Accessibility</i> Project provides infrastructure and equipment that cater to the physical activity of people of all abilities, especially to people with special needs. Examples include access ramps, accessible restrooms, and inclusive recreation options.</p>	<p>0-3</p>
<p><i>(C) Safe and Active Transportation</i> Project includes transportation infrastructure to increase the ability of users to travel to and from the project by active forms of transportation such as walking, biking, skateboarding, scootering, etc. Examples include sidewalks, multi-use paths, bikeways, and Safe Routes to School.</p>	<p>0-3</p>
<p><i>(D) Healthy Food Access</i> Project provides access to healthy food growing and/or healthy food options, such as healthy street vending, community gardens, and healthy grocers. Examples include community gardens, areas for farmers' markets, clean drinking water, incorporation of healthy food vending or provision on the project site, and/or providing transportation infrastructure that allows access to these types of healthy food uses.</p>	<p>0-3</p>
<p><i>(E) Social Interaction</i> Project includes elements that promote social interaction, such as safe, attractive, and interactive gathering areas; public art; and infrastructure for play.</p>	<p>0-3</p>

<p>ENVIRONMENTAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO ENVIRONMENTAL ISSUES.</p> <p>Projects may receive up to a maximum of 20 points by meeting one or more of the subcriteria below.</p>	<p>20 MAX.</p>
<p><i>(A) Stormwater Capture and Conservation</i> <i>Project includes features to capture stormwater and attenuate potential flood conditions which go beyond those required by State and local codes. Examples include swales, rain gardens, retention basins, pervious pavement, use of drought-tolerant plants, use of drip irrigation, etc.</i></p>	<p>0-5</p>
<p><i>(B) Water and Air Quality Improvements</i> <i>Project includes features to improve water quality which go beyond those required by State and local codes and features to reduce existing criterion air pollutant emissions that go beyond those required by current regulations. Examples include bioswales, use of recycled water, low allergen plant palette selection, sustainable irrigation practices, and reducing runoff.</i></p>	<p>0-5</p>
<p><i>(C) Greenhouse Gas (GHG) Reductions, including Carbon Sequestration</i> <i>Project includes features to reduce existing GHG emissions that go beyond those required by current regulations and features to sequester carbon that go beyond typical plantings found in park and open space projects. Examples include tree planting, active transportation options, and sustainable maintenance of amenities.</i></p>	<p>0-5</p>
<p><i>(D) Heat-Island Reductions</i> <i>Project includes features to reduce heat-island effects, in ways that go beyond typical plantings found in park and open space projects. Examples include use of light colored and/or reflective surfaces, planting trees, providing shade, and reducing hardscape.</i></p>	<p>0-5</p>
<p><i>(E) Habitat Protection and Biodiversity</i> <i>Project includes features to create and preserve important habitat areas and biodiversity. Examples include preserving critical habitat areas, using native plants that attract pollinators, and creating a diversity of spaces that can be used as habitat for a diversity of animals.</i></p>	<p>0-5</p>

<p>LEVERAGING OF FUNDS</p> <p>MEASURE A ENCOURAGES PROJECTS THAT LEVERAGE PUBLIC AND PRIVATE FUNDING FROM SEVERAL SPECIFIC TYPES OF BENEFIT PROGRAMS. PLEASE SUBMIT A BUDGET INDICATING SECURED FUNDING SOURCES AND AMOUNTS THAT WILL BE LEVERAGED FOR THE PROJECT. RELEVANT FUNDING SOURCES SPECIFICALLY CALLED OUT IN MEASURE A ARE THOSE THAT ADDRESS THE FOLLOWING:</p> <ul style="list-style-type: none"> • WATER CONSERVATION AND SUPPLY; WATER QUALITY IMPROVEMENTS; FLOOD RISK MANAGEMENT; • AIR QUALITY IMPROVEMENTS; CLIMATE POLLUTION REDUCTION OR ADAPTATION; CARBON SEQUESTRATION; HEAT-ISLAND REDUCTION; HABITAT PROTECTION AND BIODIVERSITY; • PUBLIC HEALTH; ENVIRONMENTAL JUSTICE. <p>Projects may receive up to a maximum of 5 points by meeting one or more of the subcriteria below.</p>	<p>5 MAX.</p>
<p><i>(A) Project leverages a percentage of the project’s cost. Only one of the following subcriteria may apply to each project. More points will be awarded to projects that use a higher percentage of the project’s cost as leveraged funds.</i></p>	<p>4 max.</p>
<p><i>(A1) Project uses more than 80% of the project’s cost as leveraged funds.</i></p>	<p>4</p>
<p><i>(A2) Project uses 60%-80% of the project’s cost as leveraged funds.</i></p>	<p>3</p>
<p><i>(A3) Project uses 40%-59% of the project’s cost as leveraged funds.</i></p>	<p>2</p>
<p><i>(A4) Project uses 20%-39% of the project’s cost as leveraged funds.</i></p>	<p>1</p>
<p><i>(B) Project leverages funds in one or more of the following methods: (1) uses awarded Measure A competitive funds as a source of leveraged funding for other grant programs; (2) uses awarded Measure A competitive funds to complete funding for a project that is currently funded by other grant programs; and/or (3) uses Measure A Category 1 or 2 funds as a source of leveraged funds.</i></p>	<p>4</p>

<p>CONNECTIVITY AND ACCESSIBILITY PROJECTS THAT PROVIDE ACCESSIBILITY, CONNECTING RIVER, MOUNTAIN, AND URBAN AREAS, ESPECIALLY TO COUNTY PARKS, STATE PARKS, THE NATIONAL FOREST, THE NATIONAL RECREATION AREA(S), AND THE NATIONAL MONUMENT(S), AND THAT LINK OTHER CANYONS AND REGIONAL AND LOCAL PARKS THROUGHOUT THE COUNTY.</p> <p>Only one of the following subcriteria will apply to each project, for a maximum of 15 points.</p>	<p>15 MAX.</p>
<p><i>(A) Project provides <u>new</u> physical connections, such as multi-use trails, access points, staging areas, and other accessibility options, that connect river, mountain, and urban areas, especially to County Parks, State Parks, the National Forest, the National Recreation Area(s), and the National Monument(s), and that link other canyons and regional and local parks throughout the County. More points will be awarded according to the quality of the physical connection such as including lighting, wayfinding, paving, and landscaping, and the scale of the connection.</i></p>	<p>0-15</p>
<p><i>(B) Project provides <u>improvements</u> to existing physical connections, such as multi-use trails, access points, staging areas, and other accessibility options, that connect river, mountain, and urban areas, especially to County Parks, State Parks, National Forests, National Recreation Areas, National Monuments, and that link canyons and regional and local parks throughout the County. More points will be awarded according to the quality of the physical connection such as including lighting, wayfinding, paving, and landscaping, and the scale of the connection.</i></p>	<p>0-10</p>

<p>TIMELINESS AND URGENCY THE INITIATION AND COMPLETION OF THE PROJECT IS NEEDED AND TIMELY IN THAT IT BUILDS ON, COMPLEMENTS, OR MOVES TOWARD IMPLEMENTING HIGH PRIORITY acquisitions, CONNECTIONS, AND/OR HABITAT PROTECTION PLANS WATER CONSERVATION OR PROTECTION .</p> <p>Only one of the following subcriteria will apply to each project, for a maximum of 20 points.</p>	<p>20 MAX.</p>
<p><i>(A) The completion of the project is timely and urgent and will result in additional acquisition, connections, habitat protection, water conservation or improvements, and/or there is an existing threat of imminent development on the project site.</i></p>	<p>11-20</p>
<p><i>(B) The completion of the project is timely, but not urgent, and/or will not necessarily advance other high priority acquisitions, connections, habitat protection plans, water conservation or protection improvements.</i></p>	<p>0-10</p>

DRAFT

ACQUISITION-ONLY GRANT PROGRAM DESCRIPTION

Goals

Acquisition-only grant projects should meet the goals of the Natural Lands, Local Beaches, Water Conservation and Protection Program or the Regional Recreation, Multi-use Trails, and Accessibility Program. Urgent acquisitions in High or Very High Need Study Areas and for trails connections and access, wildlife corridors, and critical habitat will be prioritized.

Thirty percent of these funds will be awarded to projects in High or Very High Need Study Areas, as defined by the most recent Countywide Parks Needs Assessment.

2018 Funding Amount

\$2,400,000

Project Types

All projects should acquire land for project types included in the Natural Lands, Local Beaches, Water Conservation and Protection Program or the Regional Recreation, Multi-Use Trails, and Accessibility Program. Refer to those programs for additional information.

Project Requirements

Project Eligibility

Applicants must meet all of the following Project Eligibility requirements in order to apply for a grant award:

- The project only includes land acquisition.
- There is a willing seller.
- The acquired land will be used for a purpose covered in the Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grants Program OR the Regional Recreation, Multi-Use Trails, and Accessibility Competitive Grants Program.
- The project's requested grant award size is a minimum of \$50,000 and maximum of \$1,000,000.

Project Feasibility

The project must meet at least one requirement in each topic area in order to apply for a grant award:

Land Access/Tenure

- Applicant has entered into a preliminary offer or purchase agreement, or negotiations with the willing seller; or
- Applicant has concrete plans for entering into negotiations with the willing seller.

Permitting and CEQA Compliance

- Project is exempt from regulatory permits and CEQA;
- Any necessary permitting and CEQA documents are completed and certified; or
- Applicant has concrete plans as to how and when permitting and CEQA will be completed.

Adverse Site Conditions (e.g., overhead or underground utilities, toxic contamination, etc.)

- There are no adverse site conditions that would affect future project implementation;
- Adverse site conditions have been characterized and the applicant has plans for addressing them during future project implementation; or
- Adverse site conditions are known to exist but have not been characterized. Applicant has plans as to how and when these conditions will be addressed.

Project Cost and Funding

- Applicant has a detailed budget as well as a plan for funding to cover the budgeted acquisition costs related to the acquisition of the property, with appropriate contingencies where needed.

Project Schedule

- Applicant has a detailed schedule that reflects the anticipated timeline for acquisition.

Operations and Maintenance

- The project has an appropriately detailed financial plan for operation, including future project development if applicable, and maintenance of the acquired land project.

Award Size

Requested grant awards must meet the minimum and maximum grant award size requirements. Grant applications will be categorized into different thresholds of award size brackets depending on the requested size of the grant award. Grant applications within the same award size bracket will be evaluated against each other and at least one grant will be awarded in each bracket that receives completed applications. Total funds available and award bracket limits may be adjusted prior to each grant round, and will be publicized in the grant announcement materials.

Minimum: \$50,000

Maximum: \$1,000,000

Evaluation Criteria

Applications will be scored using the following criteria:

- Level of Need
- Regional Benefits
- Environmental Multi-benefits
- Social Multi-Benefits
- Leveraging Measure A Funds
- Timeliness and Urgency

Each evaluation criterion is described below, along with a breakdown of points by subcriteria (where applicable).

ACQUISITION-ONLY GRANT SCORING RUBRIC

Evaluation Criteria	Points
Level of Need	10
Regional Benefits	20
Social Multi-Benefits	10
Environmental Multi-Benefits	10
Leveraging of Funds	5
Timeliness and Urgency	30
TOTAL POINTS	85

<p>LEVEL OF NEED LEVEL OF NEED IS BASED ON THE CURRENT COUNTYWIDE PNA DETERMINATION. PROJECTS SERVING OR BENEFITTING STUDY AREAS WITH HIGH OR VERY HIGH NEED WILL RECEIVE MORE POINTS THAN PROJECTS THAT DO NOT.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Project attracts visitors who live in High or Very High Need Study Areas. More points will be awarded to projects that can provide statistical information that a high number of residents from High or Very High Need Study Areas visit/use the project.</i></p>	<p>0-6</p>
<p><i>(B) Project demonstrates access from High or Very High Need Study Areas to the project site. Access can include connections by existing or planned trails, bikeways, pathways, transit routes, or shuttle service to and from High or Very High Need Study Areas. Best practices include convenience in access, frequency in service, visibility, safety, and /or provision of the most effective and/or efficient means of transportation between the project site and High or Very High Need Study Area. Other best practices include providing signage, using social media, and other marketing on how to navigate to the project.</i></p>	<p>0-4</p>
<p><i>(C) Project includes elements that support the language needs of people who live in High or Very High Need Study Areas, including multilingual wayfinding, information signage, interpretive programs, and educational materials.</i></p>	<p>0-2</p>

<p>REGIONAL BENEFITS PROJECTS THAT PROVIDE REGIONAL BENEFITS OR SERVE REGIONAL NEED WILL RECEIVE POINTS³.</p> <p>Projects may receive up to a maximum of 20 points by meeting one or more of the subcriteria below.</p>	<p>20 MAX.</p>
<p><i>(A) Project provides regional benefits by adding acreage to a park, acreage for a new park, or natural resource within the region it serves.</i></p>	<p>0-5</p>
<p><i>(B) Project meets regional need by adding park acreage for which regional demand is high.</i></p>	<p>0-5</p>
<p><i>(C) Project accommodates regional access by providing trail connectivity, transit connections beyond the local vicinity, trailhead and parking improvements, or ADA improvements.</i></p>	<p>0-5</p>
<p><i>(D) Project involves the collaboration of multiple Study Areas, agencies, or nonprofit organizations.</i></p>	<p>0-5</p>
<p><i>(E) Project increases community value (natural or built) by filling a gap in regional facilities, amenities, or open space.</i></p>	<p>0-5</p>

³ Definition of “regional benefit” and “regional need” to be determined by RPOSD through the development of a Countywide Regional and Open Space Assessment
 Acquisition-Only Grant Program Scoring Rubric
 March 29, 2018

<p>SOCIAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO SOCIAL ISSUES.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Community Safety, Gang Activity Reduction, and Violence Prevention</i> <i>Project acquisition results in improved safety conditions and visibility. . Best practices include using Crime Prevention Through Environmental Design (CPTED) strategies, such as increasing natural surveillance, reducing isolated spaces, increasing sight lines, and providing adequate lighting. Projects located in areas of high gang activity and violence and incorporate safe design, and/or engage former and current gang members or gang reduction community groups to ensure park safety.</i></p>	<p>0-5</p>
<p><i>(B) Anti-displacement Mitigation</i> <i>Project includes advance displacement avoidance strategies to prevent displacement if a potential unintended consequence associated with the project creates a significant increase in the cost of housing. More points will be scored based on how realistic and proactive the strategies are.</i></p>	<p>0-5</p>
<p>ENVIRONMENTAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO ENVIRONMENTAL ISSUES.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Heat-Island Reductions</i> <i>Project includes features to reduce heat-island effects, in ways that go beyond typical plantings found in park and open space projects. Examples include use of light colored and/or reflective surfaces, planting trees, providing shade, and reducing hardscape.</i></p>	<p>0-5</p>
<p><i>(B) Habitat Protection and Biodiversity</i> <i>Project acreage includes important habitat areas and biodiversity. Examples include preserving critical habitat areas, using native plants that attract pollinators, and creating a diversity of spaces that can be used as habitat for a diversity of animals.</i></p>	<p>0-5</p>

<p>LEVERAGING OF FUNDS</p> <p>MEASURE A ENCOURAGES PROJECTS THAT LEVERAGE PUBLIC AND PRIVATE FUNDING FROM SEVERAL SPECIFIC TYPES OF BENEFIT PROGRAMS. PLEASE SUBMIT A BUDGET INDICATING SECURED FUNDING SOURCES AND AMOUNTS THAT WILL BE LEVERAGED FOR THE PROJECT. RELEVANT FUNDING SOURCES SPECIFICALLY CALLED OUT IN MEASURE A ARE THOSE THAT ADDRESS THE FOLLOWING:</p> <ul style="list-style-type: none"> • WATER CONSERVATION AND SUPPLY; WATER QUALITY IMPROVEMENTS; FLOOD RISK MANAGEMENT; • AIR QUALITY IMPROVEMENTS; CLIMATE POLLUTION REDUCTION OR ADAPTATION; CARBON SEQUESTRATION; HEAT-ISLAND REDUCTION; HABITAT PROTECTION AND BIODIVERSITY; • PUBLIC HEALTH; ENVIRONMENTAL JUSTICE. <p>Projects may receive up to a maximum of 5 points by meeting one or more of the subcriteria below.</p>	<p>5 MAX.</p>
<p><i>(A) Project leverages a percentage of the project's cost. Only one of the following subcriteria may apply to each project. More points will be awarded to projects that use a higher percentage of the project's cost as leveraged funds. (OBJECTIVE)</i></p>	<p>4 max.</p>
<p><i>(A1) Project uses more than 80% of the project's cost as leveraged funds.</i></p>	<p>4</p>
<p><i>(A2) Project uses 60%-80% of the project's cost as leveraged funds.</i></p>	<p>3</p>
<p><i>(A3) Project uses 40%-59% of the project's cost as leveraged funds.</i></p>	<p>2</p>
<p><i>(A4) Project uses 20%-39% of the project's cost as leveraged funds.</i></p>	<p>1</p>
<p><i>(B) Project leverages funds in one or more of the following methods: (1) uses awarded Measure A competitive funds as a source of leveraged funding for other grant programs; (2) uses awarded Measure A competitive funds to complete funding for a project that is currently funded by other grant programs; and/or (3) uses Measure A Category 1 or 2 funds as a source of leveraged funds.</i></p>	<p>4</p>

<p>TIMELINESS AND URGENCY THE INITIATION AND COMPLETION OF THE PROJECT IS NEEDED AND TIMELY IN THAT IT BUILDS ON, COMPLEMENTS, OR MOVES TOWARD IMPLEMENTING HIGH PRIORITY COMMUNITY PARK OR GREENING INITIATIVES THAT COULD RESULT IN THE COMPLETION OF A MEASURE A-FUNDED IMPROVEMENT OR DEVELOPMENT PROJECT, AND/OR THERE IS AN EXISTING THREAT OF IMMINENT DEVELOPMENT ON THE PROJECT SITE.</p> <p>Only one of the following subcriteria will apply to each project, for a maximum of 30 points.</p>	<p>30 MAX.</p>
<p><i>(A) The completion of the project is timely and urgent and will result in being more competitive for Measure A funds to advance high priority park or greening initiatives that could result in the completion of a Measure A-funded improvement or development project, and/or there is an existing threat of imminent development on the project site.</i></p>	<p>16-30</p>
<p><i>(B) The completion of the project is timely, but not urgent, and/or will not necessarily advance other high priority park or greening community initiatives that could result in the completion of a Measure A-funded improvement or development project.</i></p>	<p>0-15</p>

RECREATION ACCESS GRANT PROGRAM DESCRIPTION

Goals

Measure A allows for up to 15 percent (15%) of Category 3 and 4 funds to be awarded to recreation access programs. These programs shall increase the ability of residents to access public lands, park facilities, and park amenities, including education, interpretive services, safety information, transportation, and other activities that increase the accessibility for County residents, especially those in high-need and very high-need areas.

2018 Funding Amount

\$3,600,000

Program Types

Below is a non-exhaustive list of programs that may be eligible for Recreation Access grant funds:

- Educational and interpretive programs that promote park use
- Resource interpretive programs and nature education
- Pop-up recreational or interpretive programs
- Programs that provide or fund transportation from areas of High and Very High need to beaches, regional parks, cultural facilities, recreational events, or natural parks

Program Requirements

Program Eligibility

Applicants must meet all of the following Program Eligibility requirements in order to apply for a grant award:

- The program increases the ability for county citizens to access public lands, park facilities, park amenities, and recreational opportunities.
- The program meets the requirements of the Americans with Disabilities (ADA) Act of 1990.
- The program must provide an annual program evaluation report.

Program Feasibility

The program must meet at least one of the following Program Feasibility requirements:

- The program has already been established.
- The program provider has a track record of running similar types of programs at other locations.
- The program provider has not run programs similar to the one proposed, but is either well-established in the service area or has established a partnership with an agency or community based organization (CBO) that is well-established in the service area.

Award Size

Requested grant awards must meet the minimum and maximum grant award size requirements. Grant applications will be categorized into different thresholds of award size brackets depending on the requested size of the grant award. Grant applications within the same award size bracket will be evaluated against each other and at least one grant will be awarded in each bracket that receives completed applications. Total funds available and award bracket limits may be adjusted prior to each grant round, and will be publicized in the grant announcement materials.

Minimum: \$50,000

Maximum: \$1,850,000

Brackets

Small: \$50,000- \$499,999

Medium: \$500,000 - \$999,999

Large: \$1,000,000 - \$1,850,000

Evaluation Criteria

Applications will be scored using the following criteria:

- Level of Need
- Community Involvement
- Program Benefits

Each evaluation criterion is described below, along with a breakdown of points by subcriteria (where applicable).

RECREATION ACCESS GRANT PROGRAM SCORING RUBRIC

Evaluation Criteria	Points
Level of Need	25
Community Involvement Beyond Minimum Requirements	30
Program Benefits	30
TOTAL POINTS	85

<p>LEVEL OF NEED</p> <p>LEVEL OF NEED IS BASED ON THE CURRENT COUNTYWIDE PNA DETERMINATION. PROJECTS LOCATED WITHIN OR SERVING OR BENEFITTING STUDY AREAS WITH HIGH OR VERY HIGH NEED WILL RECEIVE MORE POINTS THAN PROJECTS THAT DO NOT.</p> <p>Projects may receive up to a maximum of 25 points by meeting one or more of the subcriteria below.</p>	25 MAX.
<i>(A) Program is located in a High or Very High Need Study Area or 90% of program participants live in a High or Very High Need Study Area.</i>	25
<i>(B) Program is not located in a High or Very High Need Study Area, but directly serves or benefits the residents of a High or Very High Need Study Area by achieving one or more of the subcriteria below.</i>	20 max.
<i>(B1) Program attracts participants who live in High or Very High Need Study Areas. More points will be awarded to projects that can provide statistical information that a high number of residents from High or Very High Need Study Areas will participate in the program.</i>	0-10
<i>(B2) Program demonstrates access from High or Very High Need Study Areas to the recreation site. Access can include connections by existing trails, bikeways, pathways, transit routes, or shuttle service to and from High or Very High Need Study Areas. Best practices include convenience in access, frequency in service, visibility, safety, and /or provision of the most effective and/or efficient means of transportation between the program site and High or Very High Need Study Area.</i>	0-15
<i>(B3) Program includes elements that support the language needs of the participants and/or people who live in High or Very High Need Study Areas, including multilingual wayfinding, information signage, interpretive programs, and educational materials.</i>	0-10

<p>COMMUNITY INVOLVEMENT BEYOND MINIMUM REQUIREMENTS APPLICANTS WILL RECEIVE POINTS BASED ON THE QUALITY OF PAST AND/OR PROPOSED ENGAGEMENT WITH THE COMMUNITY (SEE SECTION 3.X) THAT GOES BEYOND THE MINIMUM ENGAGEMENT REQUIREMENTS.</p> <p>Points will be awarded based on the evaluators' assessment of the submitted community involvement documentation and/or community involvement plan describing proposed community involvement. All proposed community involvement will be tracked as part of the grant administration process; grantees not completing proposed community involvement will lose good standing on the grant.</p> <p>Projects may receive up to a maximum of 30 points by meeting one or more of the subcriteria below.</p>	<p>30 MAX.</p>
<p><i>(A) Applicant engaged the community while developing the program, to ensure that the program will meet the community's needs.</i></p>	<p>0-8</p>
<p><i>(B) Applicant utilized and will continue to utilize multiple inclusive outreach methods that target broad representation of residents and stakeholders. Applicants utilizing more than three methods may receive more points.</i></p>	<p>0-8</p>
<p><i>(C) Applicant actively sought and/or will seek to remove barriers to accessing the program, such as scheduling meetings/events in the evenings and/or weekends, providing transportation, and providing refreshments. Applicants removing more barriers will receive more points.</i></p>	<p>0-8</p>
<p><i>(D) Applicant established or leveraged, or will establish or leverage, community partnerships with local community-based organizations, citizen advisory groups, and/or school districts to gain support for the program.</i></p>	<p>0-8</p>
<p><i>(E) Applicant provided or will provide language access services beyond minimum requirements.</i></p>	<p>0-8</p>
<p><i>(F) Program reflects or will reflect community input received during the engagement process.</i></p>	<p>0-8</p>

<p>PROGRAM BENEFITS PROGRAMS THAT IMPROVE ACCESSIBILITY, CONNECTIVITY, AND SAFETY, AND PROVIDE OPPORTUNITIES FOR EDUCATION, INTERPRETIVE SERVICES, AND ACTIVE RECREATION.</p> <p>Programs may receive up to a maximum of 30 points by meeting one or more of the subcriteria below.</p>	<p>30 MAX.</p>
<p><i>(A) Goals and Objectives</i> Agency or organization has clearly stated its goals and objectives (e.g., service or recruit a certain number of participants), and has provided a detailed description on how these goals and objectives will be met, and an evaluation program to show how the outcomes are met.</p>	<p>0-5</p>
<p><i>(B) Accessibility</i> Program provides accessibility for many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities, especially in urban areas. More points will be awarded to programs that intentionally provide access to more types of users, and/or targets its services to urban areas.</p>	<p>0-5</p>
<p><i>(C) Participant Recruitment</i> Agency or organization actively recruits and publicizes the program to a wide range of participants within the area served.</p>	<p>0-5</p>
<p><i>(D) Connectivity</i> Program connects (or offers transportation to) river, mountain, and urban areas, especially to County Parks, State Parks, National Forests, National Recreation Area, and National Monument, and that link other canyons and regional and local parks throughout the County.</p>	<p>0-5</p>
<p><i>(E) Interpretive Programs and Education</i> Program incorporates elements that provide interpretation and education to foster user connection and awareness of the environment, the outdoors, and/or recreation, such as programs that educate the public about the project’s location and natural and cultural history. More points will be scored on the quantity and quality of the proposed interpretive programs and education programs.</p>	<p>0-5</p>
<p><i>(F) Safe and Active Transportation</i> Program includes elements that promote the ability of users to travel to and from the project by active forms of transportation such as walking, biking, skateboarding, scootering, utilizing a Metro or City transportation system, etc. Examples include Safe Routes to School programs, safety education, and other programs that promote walking and biking.</p>	<p>0-5</p>

YOUTH AND VETERAN JOB TRAINING AND PLACEMENT GRANT PROGRAM DESCRIPTION

Description

Youth and Veteran Job Training and Placement grants provide funds for organizations that provide any of the following programs:

- **Education and Skills Training Program.** Organizations or program providers within the County, including certified conservation corps, are eligible for funds if they administer a program that provides education, skills training, and career pathway development to young adults, aged 18 to 25, or veterans, to implement park projects and programs.
- **Certification and Job Placement Program.** Organizations or program providers within the County, including conservation corps, are eligible for funds if they administer a program that provides certifications and placement services, or apprenticeship opportunities, for young adults, aged 18 to 25, or veterans, for jobs and careers in the Parks and Recreation field.

Organizations may submit grant applications to fund multi-year program(s) not to exceed three years. For awarded multi-year programs, grant funding will only be guaranteed for the first year. Funding for subsequent year(s) is contingent to approval by RPOSD and a third-party evaluation process. The awarded grant program must receive a satisfactory evaluation from a third party and work to fix any deficiencies found through the evaluation process, in order to receive additional funding for the following years. The third-party evaluation process can be funded through the grant.

2018 Funding Amount

\$2,900,000. Of these funds, at a minimum \$2,884,028 (80%) must be allocated to education and skills training programs and at most \$700,000 (20%) must be allocated to certification and job placement programs.

Program Types

Below is a non-exhaustive list of programs that may be eligible for grant funds in this program. Eligible programs are required to provide education, skills, training, and career pathway development to implement park projects to young adults and/or veterans; or provide certifications, placement services or apprenticeship opportunities for jobs and careers in the Parks and Recreation field to young adults and/or veterans.

Careers in the Parks and Recreation field are wide ranging and include but are not limited to: Recreation Specialists and/or Leaders, Recreation Coordinators, Recreation Supervisors, Recreation Therapists, Cultural and/or Performing/Visual Art Coordinators, Aquatics Directors, Lifeguards, Park Assistants, Natural and Cultural History Interpreters, Environmental Educators, Landscape and Building Maintenance workers, and Building and Trade Craft positions such as Building Facilities Superintendents.

“Park projects” is defined as, but not limited to, pre-project assistance and feasibility, planning, acquisition, construction, development, improvement, restoration, rehabilitation, or any combination thereof, for any park or recreation project or improvement.

Education and Skills Training Program Examples:

- Apprenticeship programs
- Educational seminars
- Formal coursework
- Internship/entry level job placement
- Job skills classes that focus on education and training needed to meet the job requirements at Parks and Recreation agencies.
- Trade schools that focus on skills needed to meet the job requirements at Parks and Recreation agencies
- Tuition grants/stipends

Certification and Job Placement Program Examples:

- Apprenticeship programs
- Arborist training and certification for tree planting and maintenance in parks
- Interpretive training and certification for Natural and Cultural History Interpretation, planning and programming.
- Park and Recreation Professional Organization’s Certification programs (e.g., National Association of Interpretation, National Recreation and Park Association, California Park and Recreation Society, Southern California Municipal Athletic Federation, Epply Institute, etc.)
- Playground Safety and Athletic Field Management Certification
- Camp Counselor Training and Certifications
- California Aquatics Management School Certification
- Aquatics Facility Operator Certification

Program Requirements

Program Eligibility

Applicants must meet all of the following Program Eligibility requirements in order to apply for a grant award:

- The program provider is an eligible organization (including certified conservation corps) which meets the following:
 - Has an office within Los Angeles County; and
 - Serves young adults (aged 18 to 25) or veterans; and either
 - Provides education, skills training, and career pathway development to implement park projects; OR,
 - Provides certifications and placement services, or apprenticeship opportunities for jobs and careers in the Parks and Recreation field
- The program provider's requested grant award size for the program is a minimum of \$50,000 and maximum of \$1,400,000.
- The program provider must provide an annual third-party program evaluation report for the grant program.

Program Feasibility

The proposed program must meet at least one of the following Program Feasibility requirements:

- The program has already been established.
- The program provider has a track record of running similar types of programs in other locations.
- The program provider has not run programs similar to the one proposed, but is either well-established in the geographic service area or has established a partnership with an agency or organization that has experience running similar types of programs.

Award Size

Requested grant awards must meet the minimum and maximum grant award size requirements. Grant applications will be categorized into different thresholds of award size brackets depending on the requested size of the grant award. Grant applications within the same award size bracket will be evaluated against each other and at least one grant will be awarded in each bracket that receives completed applications. Total funds available and award bracket limits may be adjusted prior to each grant round, and will be publicized in the grant announcement materials.

Minimum: \$50,000

Maximum: \$1,400,000

Brackets

Small: \$50,000- \$249,999

Medium: \$250,000 - \$549,999

Large: \$550,000- \$1,400,000

Evaluation Criteria

Applications will be scored using the following criteria:

- Level of Need
- Community Partnerships
- Program Benefits

Each evaluation criterion is described below, along with a breakdown of points by subcriteria (where applicable).

YOUTH AND VETERAN JOB TRAINING AND PLACEMENT GRANT PROGRAM SCORING RUBRIC

Evaluation Criteria	Points
Level of Need	15
Community Partnerships	20
Program Benefits	50
TOTAL POINTS	85

<p>LEVEL OF NEED THE PROGRAM PROVIDER PROVIDES SERVICES TO AND/OR RECRUITS A MAJORITY OF ITS PARTICIPANTS FROM HIGH OR VERY HIGH NEED STUDY AREAS.</p> <p>Program providers may receive up to a maximum of 15 points by meeting one or more of the subcriteria below.</p>	<p>15 MAX.</p>
<p><i>(A) The program provider recruits a majority of its participants from High or Very High Need Study Areas, or has a concrete plan to do so (for new programs). More points will be awarded for higher recruitment rates from High or Very High Need Study Areas.</i></p>	<p>0-10</p>
<p><i>(B) The program provider's program(s) helps implement park projects and creates jobs and careers in the Parks and Recreation field within High or Very High Need Study Areas, or has a plan to do so (for new programs).</i></p>	<p>0-10</p>

<p>COMMUNITY PARTNERSHIPS PROGRAM PROVIDER HAS ESTABLISHED OR LEVERAGED LOCAL COMMUNITY PARTNERSHIPS WITH PUBLIC AGENCIES, SCHOOL DISTRICTS, UNIVERSITIES, PRIVATE INDUSTRY, AND OTHER COMMUNITY-BASED ORGANIZATIONS. THESE PARTNERSHIPS LEAD TO INCLUSIVE RECRUITMENT, COLLABORATIVE PROGRAM DEVELOPMENT, AND INCREASED OPPORTUNITIES FOR PROGRAM PARTICIPANTS.</p> <p>Program providers may receive up to a maximum of 20 points by meeting one or more of the subcriteria below.</p>	<p>20 MAX.</p>
<p><i>(A) Program provider has established productive partnerships with organizations that result in inclusive recruitment, collaborative program development, and increased opportunities for program participants.</i></p>	<p>10-20</p>
<p><i>(B) Program provider has initiated partnerships with organizations that could result in inclusive recruitment, collaborative program development, and increased opportunities for program participants.</i></p>	<p>5-10</p>
<p><i>(C) Program provider has plans to initiate partnerships with organizations that could result in inclusive recruitment, collaborative program development, and increased opportunities for program participants.</i></p>	<p>0-5</p>

<p>PROGRAM BENEFITS ORGANIZATION OR PROGRAM PROVIDER PROVIDES EXCEPTIONAL PROGRAM(S) RELATED TO (1) EDUCATION, SKILLS TRAINING, AND CAREER PATHWAY DEVELOPMENT TO IMPLEMENT PARK PROJECTS, AND/OR (2) CERTIFICATIONS AND PLACEMENT SERVICES, OR APPRENTICESHIP OPPORTUNITIES FOR JOBS AND CAREERS IN THE PARKS AND RECREATION FIELD.</p> <p>Programs may receive full or partial credit in each subcriterion below, totaling up to a maximum of 50 points.</p>	<p>50 MAX.</p>
<p><i>(A) Program Readiness</i> <i>Organization or program provider demonstrates a high level of capability and readiness to provide Youth and Veteran program-eligible programs, including having an efficient and effective organizational structure, being staffed by highly trained and qualified individuals, providing a wealth of useful resources, fostering invested mentorship relationships, etc.</i></p>	<p>0-10</p>
<p><i>(B) Goals and Objectives</i> <i>Program provider has clearly stated its goals and objectives (e.g., service or recruit a certain number of participants), and has provided a detailed description on how these goals and objectives will be met and an evaluation program to show how the outcomes are met. Program provider's primary goal is to result in the implementation of park projects and/or development of career pathways within the Parks and Recreation field.</i></p>	<p>0-10</p>
<p><i>(C) Participant Recruitment and Retention</i> <i>Program provider actively recruits and publicizes the program to a wide range of participants, including in High and Very High Need Study Areas, or has a concrete plan to do so (for new programs). For existing programs, program provider has a successful track record of retaining participants.</i></p>	<p>0-10</p>
<p><i>(D) Follow-up Services</i> <i>Program provider effectively and efficiently tracks the status and outcomes of past program participants, or has a concrete plan to do so (for new programs).</i></p>	<p>0-10</p>
<p><i>(E) History of Success and Outcomes</i> <i>Program provider has defined expectations of participants and developed evaluation tools, or has a concrete plan to do so (for new programs). For existing programs, program provider has a history of success helping participants find employment, earn a steady income and thrive in careers that promote parks and the environment.</i></p>	<p>0-10</p>

PLANNING AND DESIGN FUNDS (TECHNICAL ASSISTANCE) PROGRAM DESCRIPTION

Goals

Planning and Design funds are a part of the Technical Assistance Program (TAP) described in Chapter X. Planning and Design funds are intended to provide recipients with the financial resources to perform work in planning and/or designing a park, trail, open space, or other recreation project.

Planning

Planning funds provide resources to complete a range of planning efforts such as park master plans, feasibility studies, and other site studies required to effectively plan and design a park project. Park master planning includes planning assistance for Study Areas that lack current park master plans, whose plans are outdated, and/or have identified major demographic or physical changes that prove their current plans obsolete. While the 2016 PNA included the identification of priorities for park projects, further examination of community-wide park system and project needs could help agencies and groups refine and expand on the list of priority projects for both competitive grants and annual allocations. Site studies would inform acquisition and development of new parks, and/or additions to existing parks, and could evaluate elements such as physical context and site conditions, land use and zoning compatibility, traffic, safety, and utilities. Assistance related to necessary environmental compliance and permitting required for site acquisition and development may also be provided.

Design

Design funds provide resources to complete design services and could include a preliminary conceptual design, design development drawings, or construction documents. Services could also include specific tasks such as landscape design, materials selection, design of stormwater treatment elements, or incorporation of best management practices.

2018 Funding Amount

\$2,500,000

Project Types

Below is a non-exhaustive list of projects that may be eligible for funds under the Planning and Design funds program.

- Park master plans
- Feasibility studies
- Site plans or studies
- Environmental planning/compliance

- Park or trail design development and construction documents

Project Requirements

Project Eligibility

Applicants must meet all of the following Project Eligibility requirements in order to apply for these funds:

- The applicant must be enrolled with RPOSD, and determined by RPOSD to be eligible to apply for Planning and Design funds. See Section X in Chapter 4, Technical Assistance Program, for additional details.
- The proposed project's schedule is a maximum of two years.
- The applicant must not have an open planning/design grant with RPOSD.

Project Feasibility

The project must meet at least one requirement in each topic area in order to apply for a grant award:

Land Access/Tenure

- Applicant has a plan as to how access or tenure will be acquired or arranged.

Permitting and CEQA Compliance

- Applicant has a general timeline and approach as to how and when permitting and CEQA will be completed; or
- If permitting and/or CEQA compliance are not applicable to the project, applicant has an explanation as to why not.

Adverse Site Conditions (e.g., overhead or underground utilities, toxic contamination, etc.)

- Adverse site conditions are known to exist but have not been characterized. Applicant has plans as to how and when these conditions will be addressed, with appropriate budget contingencies in the project budget; or
- The proposed project seeks to identify adverse site conditions on the project site.

Project Cost and Funding

- Applicant has a budget consistent with the level of planning and design completed to date, as well as a plan for funding to cover the budgeted costs, with appropriate contingencies given the level of planning completed.

Project Schedule

- Applicant has a schedule from fund award receipt to project completion that reflects the level of planning, design, permitting and community involvement that will be necessary for the planning/design project.

Award Size

Requested grant awards must meet the minimum and maximum grant award size requirements. Grant applications will be categorized into different thresholds of award size brackets depending on the requested size of the grant award. Grant applications within the same award size bracket will be evaluated against each other and at least one grant will be awarded in each bracket that receives completed applications. Total funds available and award bracket limits may be adjusted prior to each grant round, and will be publicized in the grant announcement materials.

Minimum: \$20,000

Maximum: \$250,000

Brackets

Small: \$20,000- \$99,999

Medium: \$100,000- \$174,999

Large: \$175,000- \$250,000

Evaluation Criteria

Applications will be scored using the following criteria:

- Level of Need
- Community Involvement
- Timeliness and Urgency
- Existing Planning and Design Challenges

Each evaluation criterion is described below, along with a breakdown of points by subcriteria (where applicable).

The evaluation criterion of “Community Involvement Beyond Minimum Requirement” will not be applicable to those projects that are more exploratory and/or technical in nature such as adverse site condition assessments or development of construction documents. These types of projects will be scored out of a total of 70 points.

All projects will be scored and ranked based on a percentage of how many points are earned out of a respective total number of points, either 70 or 80 points. For example, a project that earns 56 out of a total of 70 points will be assigned a final percentage of 80 percent to be ranked against other projects within the same award size bracket.

PLANNING AND DESIGN FUNDS (TECHNICAL ASSISTANCE) SCORING RUBRIC

Evaluation Criteria	Points
Level of Need	20
Community Involvement Beyond Minimum Requirements ⁴	10
Timeliness and Urgency	20
Existing Planning and Design Challenges	30
TOTAL POINTS	80

<p>LEVEL OF NEED</p> <p>LEVEL OF NEED IS BASED ON THE CURRENT COUNTYWIDE PNA DETERMINATION. PROJECTS LOCATED WITHIN OR SERVING OR BENEFITING STUDY AREAS WITH HIGH OR VERY HIGH NEED WILL RECEIVE MORE POINTS THAN PROJECTS THAT DO NOT.</p> <p>Projects may receive up to a maximum of 20 points by meeting one or more of the subcriteria below.</p>	<p>20 MAX.</p>
<p><i>(A) Project to be planned or designed is located in a High or Very High Need Study Area.</i></p>	<p>20</p>
<p><i>(B) Project to be planned or designed is not located in a High or Very High Need Study Area, but will directly serve or benefit the residents of a High or Very High Need Study Area by achieving one or more of the subcriteria below.</i></p>	<p>10 max.</p>
<p><i>(B1) The described planning or design process includes a plan for inclusion of participants/future park users who live in High or Very High Need Study Areas. More points will be awarded to projects that can provide statistical information that a high number of residents from High or Very High Need Study Areas currently visit nearby sites or will visit/use the proposed project.</i></p>	<p>0-6</p>
<p><i>(B2) The described planning or design process includes meeting the language needs of the participants in the process and/or the future park users who live in High or Very High Need Study Areas.</i></p>	<p>0-4</p>

⁴ The evaluation criterion of “Community Involvement Beyond Minimum Requirements” will not be applicable to those projects that are more exploratory and/or technical in nature such as adverse site condition assessments or development of construction documents. These types of projects will be scored out of a total of 70 points.

All projects will be scored and ranked based on a percentage of how many points are earned out of a respective total number of points, either 70 or 80 points. For example, a project that earns 56 out of a total of 70 points will be assigned a final percentage of 80 percent to be ranked against other projects within the same award size bracket.

<p>COMMUNITY INVOLVEMENT BEYOND MINIMUM REQUIREMENTS APPLICANTS WILL RECEIVE POINTS BASED ON THE QUALITY OF PAST AND/OR PROPOSED ENGAGEMENT WITH THE COMMUNITY (SEE SECTION 3.X) THAT GOES BEYOND THE MINIMUM ENGAGEMENT REQUIREMENTS.</p> <p>Points will be awarded based on the evaluators' assessment of the submitted community involvement documentation and/or community involvement plan for the planning and/or design process.</p> <p>PROJECTS MAY RECEIVE UP TO A MAXIMUM OF 10 POINTS BY MEETING ONE OR MORE FOR THE SUBCRITERIA BELOW.</p>	<p>10 MAX.</p>
<p><i>(A) Applicant engaged and/or will engage the community at a point in the planning and/or design process when community input could influence the outcome of the plan and/or design.</i></p>	<p>0-2</p>
<p><i>(B) Plan or design process has utilized or will utilize multiple inclusive outreach methods that target broad representation of residents and stakeholders. Applicants utilizing more than three methods may receive more points.</i></p>	<p>0-2</p>
<p><i>(C) Plan or design process has actively removed or will actively remove barriers to accessing engagement meetings/events such as scheduling meetings in the evenings and/or weekends, providing childcare, providing transportation, and providing refreshments. Applicants removing more barriers will receive more points.</i></p>	<p>0-2</p>
<p><i>(D) Plan or design process has established or will establish or leverage community partnerships with local community-based organizations, citizen advisory groups, and/or school districts to gain support for the project.</i></p>	<p>0-2</p>
<p><i>(E) Plan or design process has provided or will provide language access services beyond minimum requirements.</i></p>	<p>0-2</p>
<p><i>(F) Community input received during the engagement process or design process is reflected in or will be reflected in the plan and/or design of the project.</i></p>	<p>0-2</p>

<p>TIMELINESS AND URGENCY THE INITIATION AND COMPLETION OF THE PROJECT IS NEEDED AND TIMELY IN THAT IT BUILDS ON, COMPLEMENTS, OR MOVES TOWARD IMPLEMENTING HIGH PRIORITY COMMUNITY PARK OR GREENING INITIATIVES THAT COULD RESULT IN THE COMPLETION OF A MEASURE A-FUNDED PROJECT.</p> <p>Only one of the following subcriteria will apply to each project, for a maximum of 20 points.</p>	<p>20 MAX.</p>
<p><i>(A) The completion of the project is timely and urgent and will result in being more competitive for Measure A funds to advance high priority park or greening initiatives that could result in the completion of a Measure A-funded project.</i></p>	<p>12-20</p>
<p><i>(B) The completion of the project is timely, but not urgent, and/or will not necessarily advance other high priority park or greening community initiatives that could result in the completion of a Measure A-funded project.</i></p>	<p>0-10</p>
<p>EXISTING PLANNING AND DESIGN CHALLENGES THE PLANNING OR PROJECT AREA HAS A HISTORY OF PLANNING AND DESIGN CHALLENGES. RELEVANT PLANNING AND/OR DESIGN ARE/IS NEEDED TO GUIDE THE DEVELOPMENT AND IMPROVEMENT OF FUTURE PARK, TRAIL, OPEN SPACE, OR OTHER RECREATION PROJECTS. EXISTING CHALLENGES INCLUDE HAVING NO PREVIOUS OR RELEVANT PARK OR RECREATION PLANNING OR DESIGN EFFORTS, AND HAVING NO AWARD OF PREVIOUS PLANNING AND DESIGN FUNDS.</p> <p>Projects may receive up to a maximum of 30 points by meeting one or more for the subcriteria below.</p>	<p>30 MAX.</p>
<p><i>(A) The planning or project area has a high level of existing planning and design challenges, including having no known records of any previous park or recreation planning or design efforts and having no award of previous Planning and Design funds.</i></p>	<p>24-30</p>
<p><i>(B) The planning or project area has a moderate level of existing planning and design challenges, including having no previous relevant planning or design efforts for at least ten years and having no award of previous Planning and Design funds.</i></p>	<p>12-24</p>
<p><i>(C) The planning or project area has a low level of existing planning and design challenges, including having no previous relevant planning or design efforts for at least five years.</i></p>	<p>0-9</p>

3.1 COMMUNITY OUTREACH AND ENGAGEMENT

RPOSD recognizes the importance of robust and inclusive community engagement that actively seeks input from the public, especially those in high and very high need areas who have been historically underrepresented in decision-making. By engaging a diverse range of community members when identifying, prioritizing, programming and designing parks and recreation projects, public agencies and their partners can encourage increased levels of community trust and help to ensure that they deliver community-driven and supported projects.

In order to qualify for funding, Measure A applicants must conduct community outreach and engagement that meets the minimum requirements outlined in Section 3.1.1 with the intent to: 1) to ensure that communities throughout the County are aware of, and can help determine, spending priorities for Measure A-funded projects; and 2) to facilitate a transparent process by which agencies report how previous year's funds were spent. The requirements outlined in Section 3.1.1 are *minimum* requirements, and all applicants are encouraged to conduct robust outreach and engagement that goes above and beyond these requirements.

To support the practice of robust and meaningful community engagement, RPOSD will provide applicants with Technical Assistance and training on best practices for conducting outreach and engagement. Through the Technical Assistance Program, RPOSD will also establish partnerships with consultants and community-based organizations who can assist cities with their outreach and engagement efforts. To help offset the cost of facilitating outreach and engagement, agencies may advance up to 30 percent of their annual allocation funds, not to exceed \$20,000, to apply to community engagement processes. See Section X for policies and guidelines regarding advancing of funds.

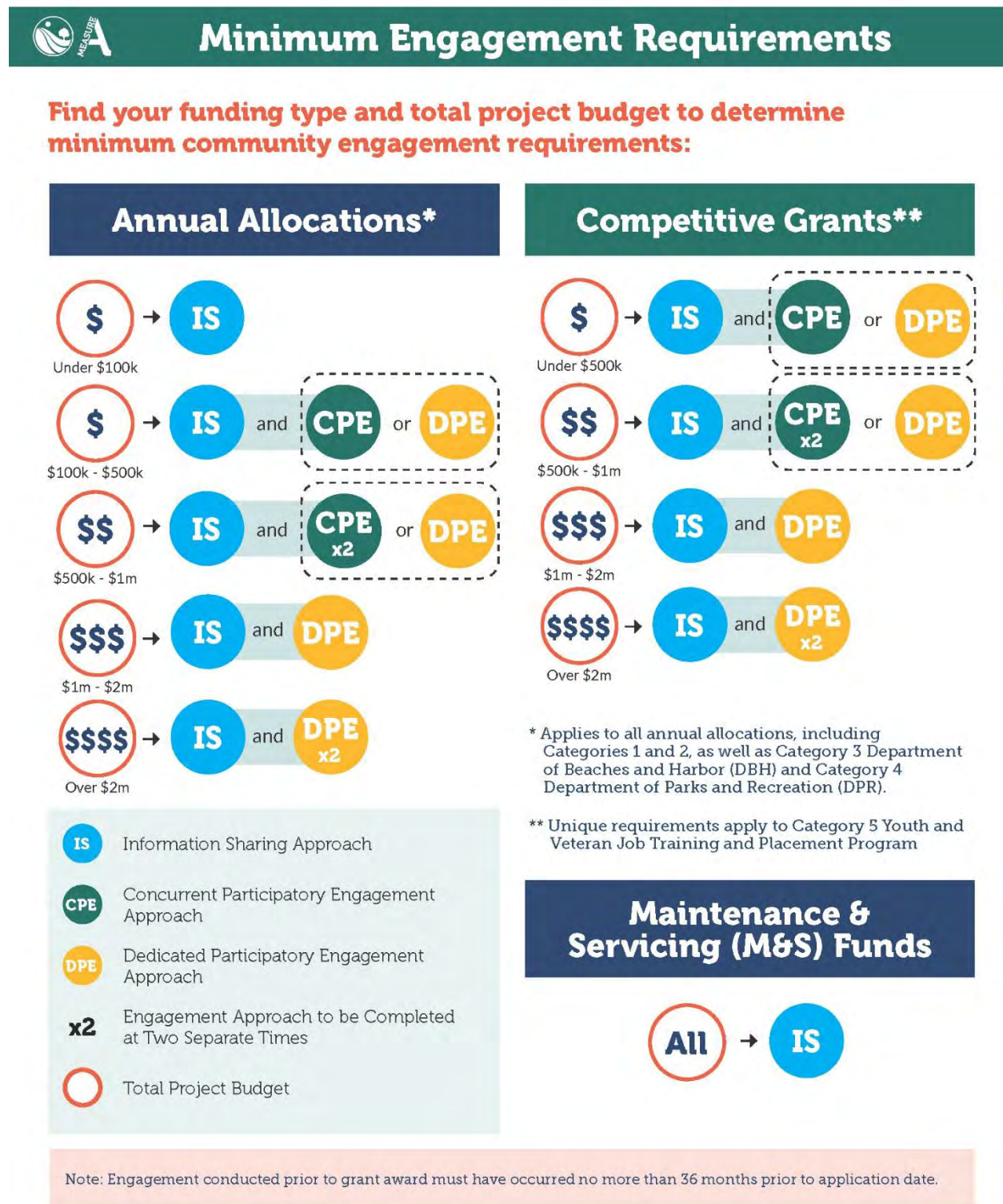
3.1.1 MINIMUM ENGAGEMENT REQUIREMENTS

As shown on Figure 3-3, two metrics are used to determine engagement requirements: award type and total project budget. Each award type (annual allocation or competitive grant) contains project budget size brackets, with each bracket having a specific set of engagement requirements. In general, the larger the budget, the more intensive the engagement requirement. When identifying engagement requirements, applicants should first identify the appropriate award type and then find the applicable project budget size bracket. The required approaches to engagement are described in detail in Section 3.1.2.

Engagement requirements do not mandate when the engagement must occur, as long as it occurs no more than 36 months before the application date or is included within the project scope for future completion. Engagement occurring after the grant award must be implemented according to the reported scope and timeline on the community engagement plan (see Section 3.1.3). As a general rule, the community should be engaged each time critical decisions must be made or when notable changes to the project's scope occur. This may include, but is not limited to:

- + At the onset of the project
- + During design phases
- + During construction

FIGURE 3-1. MINIMUM ENGAGEMENT REQUIREMENTS



Although the timing is not specified, some projects are required to engage the community at least two times, as indicated by the “x2” symbol on Figure 3-3. Changes to project budgets may trigger additional engagement requirements if the updated budget falls into a different bracket. RPOSD may withhold reimbursements until appropriate engagement has been conducted.

All applicants are required to submit a community engagement plan as part of their application. The community engagement plan should describe all outreach and engagement conducted and/or describe all plans to engage the community in the future. Supporting documentation is required of all applicants. Additional information on supporting documentation and evaluation of engagement can be found in Section 3.1.3.

3.1.1.1 ANNUAL ALLOCATIONS

This section applies to engagement requirements for annual allocations to individual jurisdictions under the Community-Based Park Investment Program and the Neighborhood Parks, Healthy Communities & Urban Green Program. It also applies to annual allocations to the Department of Beaches and Harbors, Department of Parks and Recreation, and County Cultural Facilities Grant Program identified in funding Categories 3 and 4.

There are five project budget brackets for annual allocation funds: under \$100,000; between \$100,000 and \$500,000; between \$500,000 and \$1,000,000; between \$1,000,000 and \$2,000,000; and over \$2,000,000. The required approach to community engagement is determined by total project budget, not the total available allocation.

For example, if an agency receives an annual allocation of \$150,000 and has plans to fund three different projects with budgets of \$50,000 each, the required engagement is based on the \$50,000 project budget. Engagement must be conducted for each project, however, to avoid fatiguing community members, engagement efforts may be combined for projects with concurrent timelines, as long as there is equal opportunity to learn about and discuss each of the projects being funded.

The stated requirements do not apply to projects addressing infrastructure improvements that are required by law to ensure health, safety, and/or accessibility. These types of projects should not be avoided, regardless of community input. Therefore, the Information Sharing engagement approach is the minimum engagement requirement, regardless of the project budget. Applicants will be required to submit documentation to describe the specific legal mandate and how the project will bring a site into legal compliance. For projects that involve mandated infrastructure improvements *and* capital improvements that include the development of new amenities or acquisition of land, all agencies/organizations must follow the standard engagement requirements shown in Figure 3-3 and described throughout this section.

3.1.1.2 M&S ALLOCATIONS

The 2016 Parks Needs Assessment identified approximately \$12 billion in deferred maintenance needs throughout the County. RPOSD recognizes the urgency in addressing these needs, many of which pose as potential threats to health and safety. In an effort to expedite the process of improving existing park conditions, agencies are given greater leniency in expending M&S funds without seeking community

support. The minimum engagement requirement for Maintenance and Servicing projects is Information Sharing, regardless of allocation amount. The frequency of Information Sharing should be consistent with the scale of the project. See section 3.1.2 for best practices for information sharing.

3.1.1.3 ACQUISITION-ONLY GRANTS

Acquisition-only projects may be funded from annual allocations or competitive grants and often involve complex real estate negotiations that may or may not lead to a successful acquisition. These projects may need to approach community engagement with unique considerations such as confidentiality, urgency, and other legal parameters.

Applicants for acquisition-only projects are not required to conduct engagement during the negotiation stage but must implement Information Sharing and Concurrent Engagement approaches, according to the requirements shown on Figure 3-3, as the acquisition moves through the public approval process. Although early engagement is not required for acquisition-only projects, gaining early community support could, in some cases, positively influence acquisitions. Applicants should carefully consider the project dynamics and engage the community as early as possible.

During early Information Sharing, in cases where the parcel(s) of land must be kept confidential during the acquisition stage, it is acceptable to share a general location along with the total acreage, anticipated acquisition cost, and projected project plans. Any acquisition project that also includes the development of land, facilities, or amenities must adhere to the community engagement requirements shown on Figure 3-3 and described throughout this section.

3.1.1.4 COMPETITIVE GRANTS

This section applies to competitive grant programs in Categories 3 and 4, but not to acquisition-only projects as described in Section 3.1.1.3.

There are four project budget brackets for competitive grants: under \$500,000; between \$500,000 and \$1,000,000; between \$1,000,000 and \$2,000,000; and over \$2,000,000. The required approach to community engagement is determined by the total project budget, not the grant award size.

For example, if a grant recipient applies for a grant award in the amount \$750,000 for a project with a total budget of \$5 million, the recipient must follow the engagement requirements that coincide with the over \$2,000,000 bracket. Changes to project scope and budget may trigger additional engagement requirements if the project budget changes brackets. RPOSD may withhold reimbursements until appropriate engagement has been conducted.

As shown on Figure 3-3, projects with larger budgets require engagement multiple times throughout the duration of the project. Where the “x2” symbol is shown, the associated engagement must be conducted at least twice throughout the course of the project. Acceptable engagement has been conducted within 36 months of the application date, or will be conducted as part of the project. All engagement conducted prior to the grant award is also held to the requirements.

Youth and Veteran Job Training and Placement Grant Program

Funding for youth and veteran job training and placement is often most needed by organizations that have limited resources, high demand for services, and often lengthy waitlists. These organizations need to take unique approaches to outreach and engagement in order to avoid misleading potential participants regarding the availability of services.

Applicants for Youth and Veteran Job Training and Placement grants must fulfill Information Sharing community engagement requirements, regardless of project budget. Organizations are expected to continuously conduct outreach to promote programs and resources, especially among high and very high need study areas. In lieu of stringent engagement requirements, Youth and Veteran Job Training and Placement grant scoring criteria closely evaluates the quality of program benefits provided to the intended populations and emphasizes the importance of community partnerships in developing appropriate programs, resources, and services. In cases where these grant funds are utilized to implement park projects, the community engagement requirements for general competitive grants described in Section 3.1.1.4 will apply.

Language Access Requirements

Considering cultural and linguistic sensitivities when conducting outreach and engagement encourages participation from groups of people who typically face barriers to entry and are less likely to be involved in collaborative public processes. To ensure truly inclusive practices, all outreach and engagement conducted for Measure A funded projects must adhere to the language access requirements described in this section. Table 1 identifies the required levels of translation and interpretation services based on the percentage of linguistically isolated populations speaking a given language within a given Study Area.

Detailed methodology for identifying isolated languages is described in Appendix A. Each study area should refer to Appendix A to identify its specific language isolation and Tier requirements.

Table 1. Language Access Tiers and Requirements

TIER 1	15% or more of the population is linguistically isolated for any given language	Workshops and any in-person meetings must provide consecutive or simultaneous interpretation services. In addition, all written materials must be translated including, outreach materials, signage, agendas, and all other printed meeting materials.
TIER 2	5-14.99% of the population is linguistically isolated for any given language	Key written materials must be translated, including all printed meeting materials and at least one form of outreach. Workshops and any in-person meetings must provide consecutive or simultaneous interpretation services only if a specific request is received.
TIER 3	1-4.99% of the population is linguistically isolated for any given language	It is recommended (but not required) that outreach materials and printed meeting materials be translated.

3.1.2 ENGAGEMENT APPROACHES

This section contains guidelines for outreach and engagement and provides a baseline standard for best practices. Through the Technical Assistance Program, all Measure A enrollees will have the opportunity to receive hands-on training, personalized mentoring, and community partnerships to encourage robust engagement and support organizational capacity-building. Some trainings and other aspects of technical assistance may be mandatory. Applicants are expected to adhere to the best practices outlined in this section and throughout the TAP resources. Additional information regarding the Technical Assistance Program can be found in Section X.

Information Sharing (IS)

The intent of the Information Sharing approach is to educate and inform community members of potential and ongoing projects, facility needs and challenges, funding opportunities, and available programs and services. This approach is most effective when implemented along with participatory engagement, not in place of. This approach may also be appropriate for lower-cost projects, which often include maintenance on existing park assets which are deemed essential and often mandated by law, to ensure public health and safety. This approach is required for all award types and budgets and should generally be conducted at each critical stage of a project, as noted in Section 3.1.1.

The IS approach requires applicants to utilize a minimum of three different types of outreach methods, which should be appropriate in scale and type to the particular community being served. Outreach methods refers to the specific way information is disseminated to the community in order to educate them or invite them to engage in further discussions. Acceptable outreach methods include but are not limited to: email blasts, social media, newsletters, publication on a website, distribution of flyers or other printed materials, local and regional print media, local radio and television, door-to-door canvassing, and phone banking. Utilizing any combination of the aforementioned methods will satisfy minimum requirements. Outreach materials should include the Measure A and/or RPOSD logo and other associated branding tools such as slogans and hashtags. Digital files will be available to all grantees.

Applicants will be required to provide supporting documentation to demonstrate which outreach methods were utilized and to identify approximately how many people were reached. RPOSD may require applicants demonstrating unsatisfactory outreach and information sharing to conduct additional outreach and receive additional Technical Assistance before reimbursements will be issued.

Concurrent Participatory Engagement (CPE)

Participatory approaches to engagement seek to build strong, sustainable, authentic partnerships with impacted communities by enabling them to identify their needs and priorities and inform project decisions. The CPE approach allows agencies the flexibility to discuss Measure A funded projects and plans in conjunction with other public meetings or events. This may include but is not limited to: meetings scheduled around community plans, regularly scheduled council and/or commission meetings, or special community events that aim to engage the community and solicit feedback pertaining to spending priorities within a Study Area.

The CPE approach to engagement should occur during the stage(s) of the project which allows community input to be incorporated into project plans to the greatest extent possible. Input that cannot be feasibly incorporated into project plans must be explained to the community in a public forum. CPE for competitive grant awards in the Medium project budget bracket must conduct at a minimum of two CPE events (see Figure 3-3).

Dedicated Participatory Engagement (DPE)

Similar to CPE approach, the DPE approach seeks to build strong, sustainable, authentic partnerships with impacted communities by enabling them to identify their needs and priorities and inform project decisions. However, the DPE approach provides less flexibility and requires that all engagement meetings, workshops, or events be dedicated to discussing project(s) with Measure A funding needs. Unlike the CPE approach, these events must focus entirely on parks and open space projects, plans, or priorities and may not include agenda items that do not pertain to specific projects, plans, or priorities. This is intended to provide more time and focus to allow for robust participation without agenda-based time constraints that may occur in CPE. Examples of acceptable DPE include but are not limited to: public workshops or meetings, design charrettes, collective design/visioning, community mapping, model making, and participatory budgeting.

Similar to CPE, the DPE approach to engagement should occur during the stage(s) of the project which allows community input to be incorporated into project plans to the greatest extent possible. Input that cannot be feasibly incorporated into project or plans must be explained to the community in a public forum. DPE for competitive grant awards in the Jumbo project budget bracket must conduct at a minimum of two DPE events (see Figure 3-3).

3.1.3 EVALUATION OF ENGAGEMENT

All applicants are required to submit a community engagement plan as part of their application package. The community engagement plan should describe all outreach and engagement conducted and/or describe all future plans to engage the community. The engagement plan must include the following information to show that minimum requirements have been fulfilled:

- + Dates, frequency, and methods used to share information
- + Scope of planned and/or conducted activities
- + Outcomes reached
- + Language access verification
- + Detailed budget

For engagement that has been completed prior to the application date (no more than 36 months), applicants must submit all supporting documentation at the time of the application. For applicants planning to conduct engagement after the application date (according to submitted engagement plan scope and schedule), supporting documentation must be submitted in order to receive reimbursements. Documentation must support the submitted engagement plan, project scope and schedule. Acceptable supporting documentation includes: vendor invoices, outreach flyers, media ads, and other graphics; sign-in sheets; photos; activity sheets; public comment cards; meeting minutes, staff reports, and other summary documents.

RPOSD may request additional documentation within 4 weeks of submission and may require additional engagement if deemed necessary. Program managers or other District staff may attend randomly selected engagement meetings. Failure to implement the engagement plan as stated could result in a delay of reimbursements and may impact status of good standing with RPOSD. RPOSD may require grantees to attend periodic trainings to improve best practices in outreach and engagement.

Competitive Evaluation Scoring

In all competitive grant programs, applicants will be eligible to receive points for demonstrating robust engagement that goes beyond the minimum requirements outlined in this document. The degree to which applicants are able to score these points will be determined by the quality of engagement according to the guidelines described below. Detailed scoring rubrics for competitive grant evaluation can be found in Section X.

Engage the Community at an Appropriate Time

Although the most appropriate time to engage the community will vary depending on the project type, it is important to ensure that community members have an opportunity to raise questions and offer suggestions that could influence the outcome of the project. Applicants will be evaluated based on the following requirements and best practices:

- + Participants should be engaged during points in the project that allow them the opportunity to identify issues and needs; conceptualize project scopes; establish project goals; assess constraints, challenges, and opportunities; and to benefit from the project outcomes.
- + Appropriate timing may include but is not limited to: the onset of the project; during design phases; during construction; upon project completion; and through ongoing programming.
- + Engagement must have occurred within 36 months of grant application.
- + As part of the community engagement plan, applicants must report all dates of past or planned outreach and engagement. Changes to a project's scope and schedule may trigger additional engagement requirements.
- + Failure to implement engagement at appropriate stages of the project could result in a delay of reimbursements and may impact status of good standing with RPOSD.

Employ Inclusive Outreach Methods

Inclusive outreach should seek to engage people whose interests are affected by the project plans, particularly those groups who typically experience barriers to participation such as ethnic minorities, non-English speakers, and members of low-income communities. Outreach for all engagement approaches should begin at least two (2) weeks prior to any event or major decision. As mentioned above, outreach methods should be appropriate in scale and type to the particular community being served. Acceptable outreach methods include but are not limited to: door-to-door canvassing, phone banking, mailers, distribution of flyers or other printed materials, local and regional print media, local radio and television, surveys and focus groups, email blasts, online newsletters, and social media. All award recipients must employ a minimum of three outreach methods to fulfill the Information Sharing requirement for all awards, regardless of award type or size.

RPOSD will support outreach efforts through social media and web-based platforms if requested at least 4 weeks prior to requested publish date. Outreach materials must be submitted to RPOSD at least 3 weeks prior to requested publish date. As mentioned, outreach materials should include appropriate RPOSD and Measure A branding such as logos, slogans, and hashtags.

Remove Barriers to Access

To maximize opportunities to engage in the public process, applicants should mindfully remove any practical, financial, or cultural barriers to participation. To reduce practical barriers, applicants should: select locations easy to access by multiple modes of transportation; provide childcare services or kid-friendly engagement activities; provide easy to read wayfinding signs; schedule meetings during weekends or evenings; ensure venues provide ADA accessibility; provide adequate audio-visual devices; and provide refreshments if meetings are scheduled close to traditional meal times.

To avoid financial barriers to participation, applicants should: provide free or reimbursed parking; provide free childcare services or kid-friendly engagement activities; and avoid scheduling meeting during traditional work hours. To avoid cultural barriers to participation, applicants should: provide language translation services (as required); utilize culturally relevant messaging; and partner with community-based organizations who are familiar with the community's cultural sensitivities.

Establish and Leverage Community Partnerships

Establishing and leveraging strong, sustainable, and authentic community partnerships can help to center the perspectives of vulnerable communities; encourage inclusive community-based participation; promote shared decision-making; and support agencies with limited organizational capacity. Community organizations can help public agencies improve their quality of engagement by: developing and implementing appropriate outreach materials and methods, facilitating meetings and events, providing translation services, and by providing direct connections to the community to ensure inclusive representation of local values and goals. Financial assistance to fund engagement services provided by community organizations services may be available through the TAP (see Section X).

Incorporate Community Input into Project Plans

Incorporating community input into project plans is essential to building trust and collaborative relationships between public agencies and the communities they serve. Participants should always have a clear understanding of how their feedback will or will not be incorporated into project development and a general understanding of how policies and regulations may influence the project development. Although there are cases when the utility of community feedback may be hampered by fiscal, legal, or other constraints, applicants should allow participants to:

- + Have the opportunity to provide input regarding the location of facilities or amenities
- + Learn about and/or report deferred maintenance concerns
- + Recommend new facility locations and/or amenities
- + Provide design ideas for recreation features
- + Provide design ideas for softscape features
- + Request programmatic changes

As mentioned, it is critical that participants understand how their feedback will or will not be used for project development. Applicants should avoid raising false hopes and soliciting feedback without intent to consider it during project development. For projects with limited ability to genuinely incorporate community input, applicants should focus the conversations on educating and informing the community to ensure they understand the needs, opportunities, and anticipated outcomes. Applicants are encouraged to partner with community-based organizations to help facilitate difficult conversations around unaligned priorities.

DRAFT

Appendix A: Language Access Methodology and Requirements

The best-available data for determining language needs is U.S. Census 2015 American Community Survey (ACS) Table B16001 “Language Spoken at Home by Ability to Speak English for the Population 5 Years and Over.” This table reports population data for 39 languages; however, the table has been discontinued at the census tract level for future census counts. The discontinuation of this data source will cause some isolated languages to be grouped together and classified as broad language categories without identifying specific languages. In some cases, this grouping will ultimately underreport isolated languages and create challenges to identifying translation needs. Although other data sources are available, they are not at the census tract-level which is necessary to determine language isolation at the Study Area-level. To avoid losing this important data, Measure A will continue to use the 2015 ACS data to identify isolated languages. It is assumed that no major demographic changes will occur within the first five years of Measure A implementation, given that demographic shifts occur more gradually over time. The District will reassess appropriate data sources and methodology after the 2020 Census data.

Steps taken to calculate linguistic isolation:

- 1) Sum the attributes of census tracts’ centroids that fall within study area boundaries.
- 2) For each of the 39 languages, calculate the percentage of residents that speak English “less than very well” against the Study Area’s population.¹
- 3) Using the ranges defined in Table 1, assign languages to the appropriate Tier. Each Tier identifies appropriate levels of translation and interpretation services based on the percentage of linguistically isolated populations speaking a given language within a given Study Area.

Table 1

TIER 1	15% OR MORE of the population is linguistically isolated for any given language	Workshops and any in-person meetings must provide consecutive or simultaneous interpretation services. In addition, all written materials must be translated including, outreach materials, signage, agendas, and all other printed meeting materials.
TIER 2	5-14.99% of the population is linguistically isolated for any given language	Key written materials must be translated, including all printed meeting materials and at least one form of outreach. Workshops and any in-person meetings must provide consecutive or simultaneous interpretation services only if a specific request is received.
TIER 3	1-4.99% of the population is linguistically isolated for any given language	It is recommended (but not required) that outreach materials and printed meeting materials be translated.

Please refer to Table 2 to identify isolated languages by Study Area.

¹ Total residents that speak English “less than very well” for language X in a study area divided by the Study Area’s total population.

Appendix A: Language Access Methodology and Requirements

Table 2

ID	Study Area Name	TIER 1: Language(s) with Isolation of 15% or greater	TIER 2: Language(s) with Isolation of 5 to 14.99%	TIER 3: Langage(s) with Isolation of 1 - 4.99%
81	City of Agoura Hills			Spanish
82	City of Alhambra	Chinese	Spanish	Vietnamese
166	City of Arcadia	Chinese		Spanish; Korean
40	City of Artesia		Spanish	Portuguese; Gujarati; Hindi; Indic; Chinese; Korean; Tagalog
53	City of Avalon / Unincorporated Channel Islands North	Spanish		
175	City of Azusa	Spanish		
54	City of Baldwin Park	Spanish	Chinese	Vietnamese; Tagalog
71	City of Bell	Spanish		
114	City of Bell Gardens	Spanish		
100	City of Bellflower	Spanish		Tagalog
167	City of Beverly Hills		Persian	Spanish; Korean; Hebrew
7	City of Bradbury / Unincorporated Bradbury		Chinese	Spanish
176	City of Burbank		Spanish; Armenian	
101	City of Calabasas			Persian
161	City of Carson		Spanish; Tagalog	
184	City of Cerritos \ Unincorporated Cerritos		Chinese; Korean	Spanish; Tagalog
171	City of Claremont / Unincorporated Claremont			Spanish; Chinese
55	City of Commerce	Spanish		

Appendix A: Language Access Methodology and Requirements

ID	Study Area Name	TIER 1: Language(s) with Isolation of 15% or greater	TIER 2: Language(s) with Isolation of 5 to 14.99%	TIER 3: Langage(s) with Isolation of 1 - 4.99%
142	City of Compton	Spanish		
93	City of Covina		Spanish	Chinese; Tagalog
56	City of Cudahy	Spanish		
172	City of Culver City			Spanish
157	City of Diamond Bar		Chinese; Korean	Spanish; Tagalog
162	City of Downey	Spanish		
143	City of Duarte		Spanish	Chinese; Tagalog
115	City of El Monte	Spanish	Chinese; Vietnamese	
158	City of El Segundo			Spanish
102	City of Gardena		Spanish	Japanese; Korean; Vietnamese
180	City of Glendale - Northside	Armenian		Spanish; Korean
168	City of Glendale - Southside	Armenian	Spanish	Russian; Korean; Tagalog
144	City of Glendora / Unincorporated Glendora			Spanish
41	City of Hawaiian Gardens	Spanish		
145	City of Hawthorne	Spanish		
128	City of Hermosa Beach			
1	City of Hidden Hills			Chinese
72	City of Huntington Park	Spanish		

Appendix A: Language Access Methodology and Requirements

ID	Study Area Name	TIER 1: Language(s) with Isolation of 15% or greater	TIER 2: Language(s) with Isolation of 5 to 14.99%	TIER 3: Langage(s) with Isolation of 1 - 4.99%
25	City of Industry	Spanish	Chinese	Korean; Vietnamese; Tagalog
116	City of Inglewood	Spanish		
57	City of Irwindale	Spanish		
117	City of LA Arleta - Pacoima	Spanish		
83	City of LA Baldwin Hills - Leimert - Hyde Park		Spanish	
26	City of LA Bel Air - Beverly Crest/ Unincorporated Hollywood Hills			Spanish; Persian
135	City of LA Boyle Heights	Spanish		
129	City of LA Brentwood - Pacific Palisades			Persian
66	City of La Canada Flintridge		Korean	Armenian; Chinese
58	City of LA Canoga Park - Winnetka	Spanish		Persian; Vietnamese; Tagalog
118	City of LA Central City		Spanish; Korean	Chinese; Japanese
59	City of LA Central City North	Chinese	Spanish	Korean; Cambodian; Vietnamese
152	City of LA Chatsworth - Porter Ranch / Uninc. Chatsworth / Uninc. Northridge / Uninc. Conoga Park / Uninc Porter Ranch-Oat Mountain		Spanish	Persian; Korean; Vietnamese
136	City of LA Encino - Tarzana		Persian	Spanish; Russian; Hebrew
164	City of LA Exposition Park - University Park - Vermont Square	Spanish		Chinese; Korean
73	City of LA Granada Hills - Knollwood		Spanish	Armenian; Korean; Tagalog
42	City of La Habra Heights			Spanish; Chinese
43	City of LA Harbor Gateway	Spanish		Japanese; Korean; Vietnamese; Tagalog

Appendix A: Language Access Methodology and Requirements

ID	Study Area Name	TIER 1: Language(s) with Isolation of 15% or greater	TIER 2: Language(s) with Isolation of 5 to 14.99%	TIER 3: Language(s) with Isolation of 1 - 4.99%
103	City of LA Hollywood - North		Spanish	Russian; Armenian
104	City of LA Hollywood - South	Spanish		Russian; Armenian; Tagalog
137	City of La Mirada		Spanish	Korean; Tagalog
130	City of LA Mission Hills - Panorama City - North Hills	Spanish		Armenian; Tagalog
94	City of LA North Hollywood - Valley Village	Spanish		Russian; Armenian
183	City of LA Northeast Los Angeles - North	Spanish		Chinese; Tagalog
177	City of LA Northeast Los Angeles - South	Spanish	Chinese	
60	City of LA Northridge		Spanish	Chinese; Korean
105	City of LA Palms - Mar Vista - Del Rey		Spanish	Chinese
27	City of La Puente	Spanish		Chinese; Tagalog
95	City of LA Reseda - West Van Nuys	Spanish		Armenian; Persian; Vietnamese; Tagalog
185	City of LA San Pedro / City of LA Port of Los Angeles / Unincorporated La Rambla		Spanish	
84	City of LA Sherman Oaks - Studio City - Toluca Lake - Cahuenga Pass / Unic Universal City			Spanish; Russian
138	City of LA Silver Lake - Echo Park - Elysian Valley	Spanish		Chinese; Tagalog
119	City of LA South Los Angeles	Spanish		
163	City of LA Southeast Los Angeles	Spanish		
169	City of LA Southeast Los Angeles - North	Spanish		
120	City of LA Sun Valley - La Tuna Canyon	Spanish		Armenian; Tagalog

Appendix A: Language Access Methodology and Requirements

ID	Study Area Name	TIER 1: Language(s) with Isolation of 15% or greater	TIER 2: Language(s) with Isolation of 5 to 14.99%	TIER 3: Langage(s) with Isolation of 1 - 4.99%
139	City of LA Sunland - Tujunga - Lake View Terrace - Shadow Hills		Spanish; Armenian	Korean
96	City of LA Sylmar	Spanish		
61	City of LA Valley Glen - North Sherman Oaks	Spanish		Russian; Armenian
44	City of LA Van Nuys - North Sherman Oaks	Spanish		Armenian
106	City of LA Venice			Spanish
159	City of La Verne / Unincorporated La Verne/ Unincorporated Claremont			Spanish; Chinese
107	City of LA West Adams	Spanish		Korean
146	City of LA West Hills - Woodland Hills \ Unic Conoga Park - West Hills			Spanish; Persian
85	City of LA West Los Angeles			Spanish; Persian; Chinese
67	City of LA Westchester - Playa del Rey / City of LA Los Angeles International Airport			Spanish
147	City of LA Westlake	Spanish	Korean	Tagalog
45	City of LA Westwood / Unincorporated Sawtelle VA Center			Persian; Chinese; Korean
121	City of LA Wilmington - Harbor City / City of LA Port of Los Angeles	Spanish		Korean
68	City of LA Wilshire - Koreatown	Spanish; Korean		Tagalog
108	City of LA Wilshire - West		Spanish	Persian; Korean
153	City of Lakewood / Unincorporated Lakewood		Spanish	Chinese; Korean; Tagalog
69	City of Lancaster - Eastside		Spanish	
122	City of Lancaster - Westside		Spanish	

Appendix A: Language Access Methodology and Requirements

ID	Study Area Name	TIER 1: Language(s) with Isolation of 15% or greater	TIER 2: Language(s) with Isolation of 5 to 14.99%	TIER 3: Language(s) with Isolation of 1 - 4.99%
74	City of Lawndale	Spanish		Vietnamese
62	City of Lomita		Spanish	Japanese; Korean; Tagalog
97	City of Long Beach Central		Spanish	Tagalog
165	City of Long Beach East / Unincorporated Long Beach			Spanish
123	City of Long Beach North	Spanish		Cambodian
188	City of Long Beach South		Spanish	Cambodian
154	City of Long Beach West	Spanish		Cambodian; Tagalog
109	City of Lynwood/ Unincorporated Lynwood	Spanish		
75	City of Malibu			
178	City of Manhattan Beach			
76	City of Maywood	Spanish		
77	City of Monrovia		Spanish	Chinese
131	City of Montebello	Spanish		Armenian; Chinese
148	City of Monterey Park	Chinese	Spanish	Japanese; Vietnamese
149	City of Norwalk	Spanish		Chinese; Korean; Tagalog
124	City of Palmdale - Eastside / Unincorporated South Antelope Valley	Spanish		
125	City of Palmdale - Westside		Spanish	
46	City of Palos Verdes Estates			Spanish; Chinese; Japanese

Appendix A: Language Access Methodology and Requirements

ID	Study Area Name	TIER 1: Language(s) with Isolation of 15% or greater	TIER 2: Language(s) with Isolation of 5 to 14.99%	TIER 3: Langage(s) with Isolation of 1 - 4.99%
140	City of Paramount	Spanish		
132	City of Pasadena - Eastside / Unincorporated Kinneloa Mesa		Spanish	Armenian; Chinese
173	City of Pasadena - Westside		Spanish	Chinese
110	City of Pico Rivera	Spanish		
155	City of Pomona - Northside	Spanish		
150	City of Pomona - Southside	Spanish		Chinese; Vietnamese
170	City of Rancho Palos Verdes			Spanish; Chinese; Japanese; Korean
186	City of Redondo Beach			Spanish
2	City of Rolling Hills			Spanish; Chinese; Japanese; Korean
86	City of Rolling Hills Estates / Unincorporated Westfield			Spanish; Chinese; Japanese; Korean
98	City of Rosemead	Chinese	Spanish; Vietnamese	
156	City of San Dimas / Unincorporated San Dimas			Spanish; Chinese
87	City of San Fernando	Spanish		
111	City of San Gabriel	Chinese	Spanish	Vietnamese
8	City of San Marino	Chinese		Spanish
126	City of Santa Fe Springs	Spanish		Korean
182	City of Santa Monica			Spanish; Chinese
112	City of Sierra Madre			Spanish; Chinese

Appendix A: Language Access Methodology and Requirements

ID	Study Area Name	TIER 1: Language(s) with Isolation of 15% or greater	TIER 2: Language(s) with Isolation of 5 to 14.99%	TIER 3: Langage(s) with Isolation of 1 - 4.99%
141	City of Signal Hill		Spanish	Cambodian; Tagalog
78	City of South El Monte/ Unincorporated El Monte/ Unincorporated Whittier Narrows	Spanish		Chinese; Vietnamese
88	City of South Gate	Spanish		
89	City of South Pasadena			Spanish; Chinese; Japanese; Korean
28	City of Temple City	Chinese		Spanish; Vietnamese
174	City of Torrance - North			Spanish; Chinese; Japanese; Korean; Vietnamese
181	City of Torrance - South			Spanish; Chinese; Japanese; Korean
3	City of Vernon / Unincorporated Vernon	Spanish		Chinese
133	City of Walnut	Chinese		Spanish; Korean; Vietnamese; Tagalog
160	City of West Covina		Spanish; Chinese	Vietnamese; Tagalog
90	City of West Hollywood		Russian	Spanish
79	City of Westlake Village			
187	City of Whittier		Spanish	
179	Santa Clarita - North		Spanish	
151	Santa Clarita - South		Spanish	
9	Unincorporated Acton/ Unincorporated South Antelope Valley		Spanish	
10	Unincorporated Agua Dulce-Angeles National Forest- Canyon Country			Spanish
47	Unincorporated Altadena		Spanish	Armenian

Appendix A: Language Access Methodology and Requirements

ID	Study Area Name	TIER 1: Language(s) with Isolation of 15% or greater	TIER 2: Language(s) with Isolation of 5 to 14.99%	TIER 3: Langage(s) with Isolation of 1 - 4.99%
29	Unincorporated Angeles National Forest		Spanish	
127	Unincorporated Azusa	Spanish		Chinese; Tagalog
50	Unincorporated Bassett-West Puente Valley	Spanish		Chinese; Tagalog
91	Unincorporated Castaic		Spanish	
11	Unincorporated Charter Oak Islands		Spanish	Chinese
12	Unincorporated Compton		Spanish	
5	Unincorporated Covina Islands	Spanish		Chinese
4	Unincorporated Covina-San Dimas		Chinese	Spanish; Gujarati
13	Unincorporated Del Aire	Spanish		Arabic
70	Unincorporated East Los Angeles - Northwest	Spanish		
30	Unincorporated East Los Angeles - Southeast	Spanish		
31	Unincorporated East Rancho Dominguez	Spanish		
32	Unincorporated East San Gabriel/ Unincorporated Arcadia	Chinese	Spanish	Vietnamese
80	Unincorporated Florence-Firestone	Spanish		
99	Unincorporated Hacienda Heights-Whittier		Spanish; Chinese	Korean
34	Unincorporated Hawthorne/ Unincorporated Alondra Park		Spanish; Vietnamese	Chinese; Tagalog
14	Unincorporated La Crescenta - Montrose		Korean	Spanish; Armenian
48	Unincorporated Ladera Heights / View Park - Windsor Hills			Spanish

Appendix A: Language Access Methodology and Requirements

ID	Study Area Name	TIER 1: Language(s) with Isolation of 15% or greater	TIER 2: Language(s) with Isolation of 5 to 14.99%	TIER 3: Langage(s) with Isolation of 1 - 4.99%
35	Unincorporated Lake Los Angeles\ Unincorp Pearblossom\ Unincorp Liano\ Unincorp Valyermo		Spanish	
15	Unincorporated Lennox	Spanish		
6	Unincorporated Leona Valley/ Unincorp Lake Hughes			
36	Unincorporated Littlerock	Spanish		
16	Unincorporated Malibu			Spanish
63	Unincorporated Marina del Rey			Chinese; Arabic
33	Unincorporated Monrovia		Spanish; Chinese	
17	Unincorporated Northeast Antelope Valley		Spanish	
18	Unincorporated Northwest Antelope Valley			Spanish
51	Unincorporated Pellissier Village-Avocado Heights	Spanish		Chinese; Vietnamese
19	Unincorporated Quartz Hill-Lancaster			Spanish
92	Unincorporated Rowland Heights	Chinese	Spanish	Korean; Tagalog
20	Unincorporated San Jose Hills	Spanish		Chinese
37	Unincorporated San Pasqual/ Unincorporated East Pasadena		Spanish; Chinese	Tagalog
38	Unincorporated Santa Monica Mountains/ Unincorporated Triunfo Canyon			Spanish; Korean
134	Unincorporated South Whittier/ Unincorporated East La Mirada	Spanish		
49	Unincorporated Stevenson/Newhall Ranch			Spanish; Korean
52	Unincorporated Sunrise Village-South San Gabriel- Whittier Narrows	Chinese	Spanish; Vietnamese	Korean; Tagalog

Appendix A: Language Access Methodology and Requirements

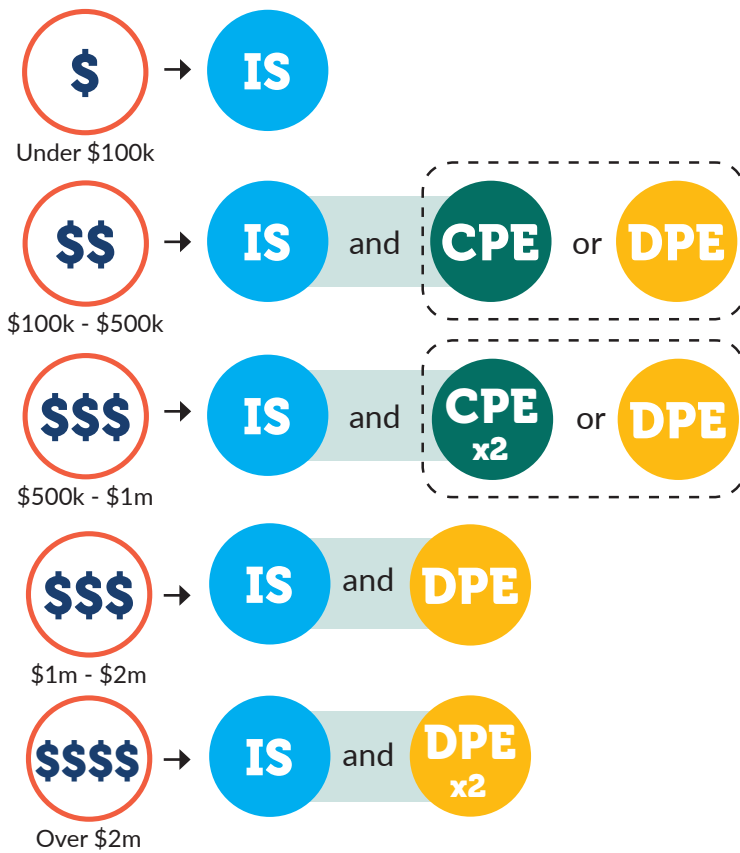
ID	Study Area Name	TIER 1: Language(s) with Isolation of 15% or greater	TIER 2: Language(s) with Isolation of 5 to 14.99%	TIER 3: Langage(s) with Isolation of 1 - 4.99%
64	Unincorporated Topanga Canyon / Topanga			Spanish; Chinese
39	Unincorporated Valinda	Spanish		Chinese; Vietnamese; Tagalog
21	Unincorporated Walnut Park	Spanish		
22	Unincorporated West Athens-Westmont	Spanish		
23	Unincorporated West Carson		Spanish	Japanese; Korean; Tagalog
24	Unincorporated West Rancho Dominguez	Spanish		
65	Unincorporated West Whittier - Los Nietos	Spanish		
113	Unincorporated Willowbrook	Spanish		



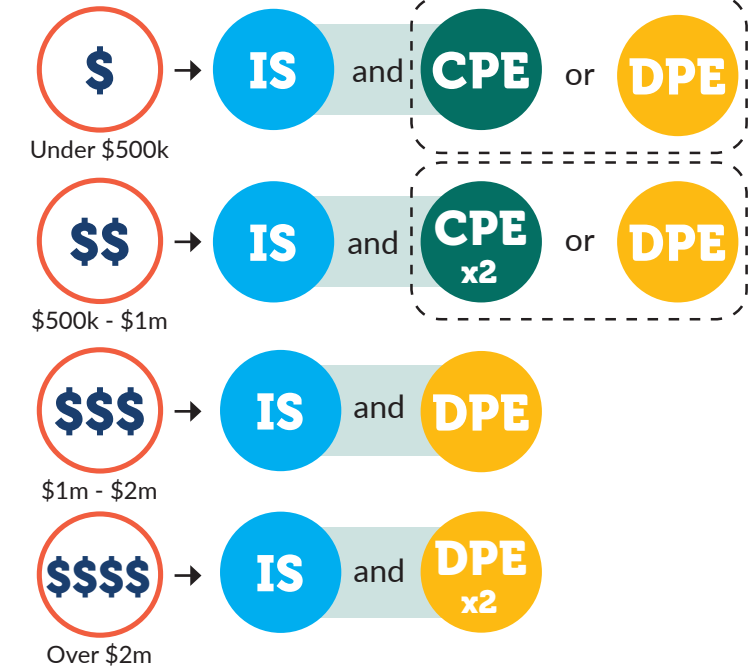
Minimum Engagement Requirements

Find your funding type and total project budget to determine minimum community engagement requirements:

Annual Allocations*



Competitive Grants**



* Applies to all annual allocations, including Categories 1 and 2, as well as Category 3 Department of Beaches and Harbor (DBH) and Category 4 Department of Parks and Recreation (DPR).

** Unique requirements apply to Category 5 Youth and Veteran Job Training and Placement Program

- IS** Information Sharing Approach
- CPE** Concurrent Participatory Engagement Approach
- DPE** Dedicated Participatory Engagement Approach
- x2** Engagement Approach to be Completed at Two Separate Times
- Total Project Budget

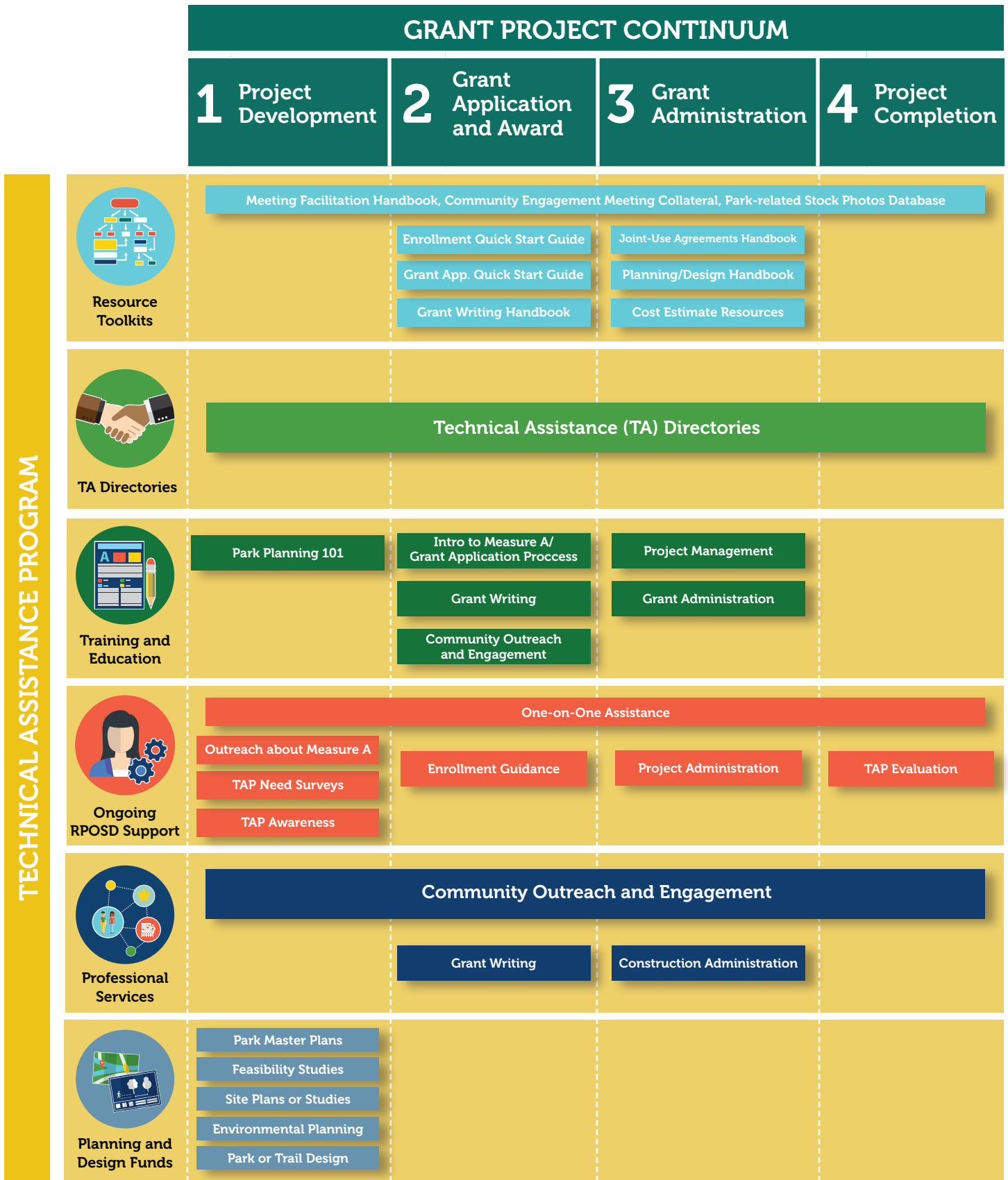
Maintenance & Servicing (M&S) Funds



Note: Engagement conducted prior to grant award must have occurred no more than 36 months prior to application date.

FIGURE 3-1. MINIMUM COMMUNITY ENGAGEMENT REQUIREMENTS

Technical Assistance Program (TAP) Schedule



RPOSD.LAcounty.gov
osdinfo@parks.lacounty.gov
626.588.5060

FIGURE 4-1. TAP SCHEDULE ALONG THE GRANT PROJECT CONTINUUM

MEASURE A ANNUAL EXPENDITURE PLAN

\$96.8M¹

Notes:

1. The District's Board of Supervisors may allocate up to 2% of total funds for eligible projects.
2. Technical Assistance funding shown is for the Technical Assistance Program (TAP)'s Pilot Phase Year 2. The amount of funding for TAP in Pilot Phase Year 1 (FY18/19) is \$2.8M and in Full Program Phase is \$3.6M

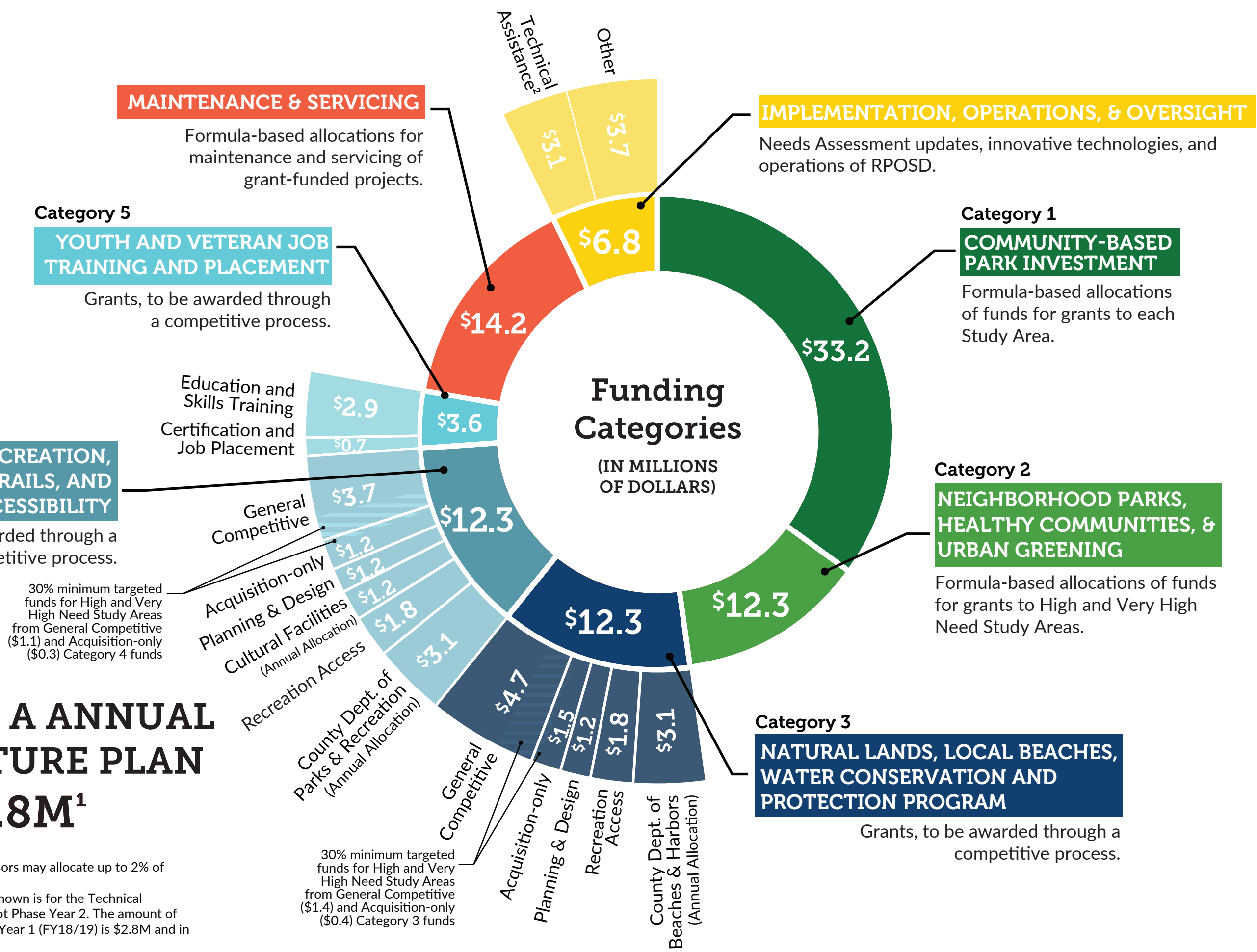


FIGURE 4-2. MEASURE A EXPENDITURE PLAN

Competitive Grants and TAP Calendar

PROGRAM	FUND CATEGORY	FREQUENCY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8*	YEAR 9*	YEAR 10*	YEAR 11*	YEAR 12*	YEAR 13*	YEAR 14*
			FY 18/19	FY 19/20	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	FY 26/27	FY 27/28	FY 28/29	FY 29/30	FY 30/31	FY 31/32
Technical Assistance Program	Program & Innovation	1 year**	\$2,822,100	\$3,069,900	\$3,591,900	\$3,591,900	\$3,591,900	\$3,591,900	\$3,591,900	TBD	TBD	TBD	TBD	TBD	TBD	TBD
Planning and Design	Category 3 and 4	1 year		Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000
General Competitive	Category 3 and 4	4 years		Q3 \$8,853,053				Q3 \$35,412,212				Q3 \$35,412,212				Q3 \$35,412,212
Acquisition -only	Category 3 and 4	1 year		Q3 \$2,213,263	Q3 \$2,213,263	Q3 \$2,213,263	Q3 \$2,213,263	Q3 \$2,213,263	Q3 \$2,213,263	Q3 \$2,213,263	Q3 \$2,213,263	Q3 \$2,213,263	Q3 \$2,213,263	Q3 \$2,213,263	Q3 \$2,213,263	Q3 \$2,213,263
Recreation Access	Category 3 and 4	2 years		Q1 \$3,699,904		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808
Youth and Veteran	Category 5	3 years		Q2 \$3,605,035			Q2 \$10,815,105			Q2 \$10,815,105			Q2 \$10,815,105			Q2 \$10,815,105

* TAP funding after Year 7 is to be determined based on RPOSD's monitoring and assessment of the TAP.

** TAP funding is to be spent every year, with Years 1 and 2 being a pilot phase, Years 3 to 7 being the full program phase, and Years 8 and onward (as needed) to be the maturity phase.

Note: Fiscal year begins July 1 and ends June 30. Q1 is July-September; Q2 is October-December; Q3 is January-March; Q4 is April-June

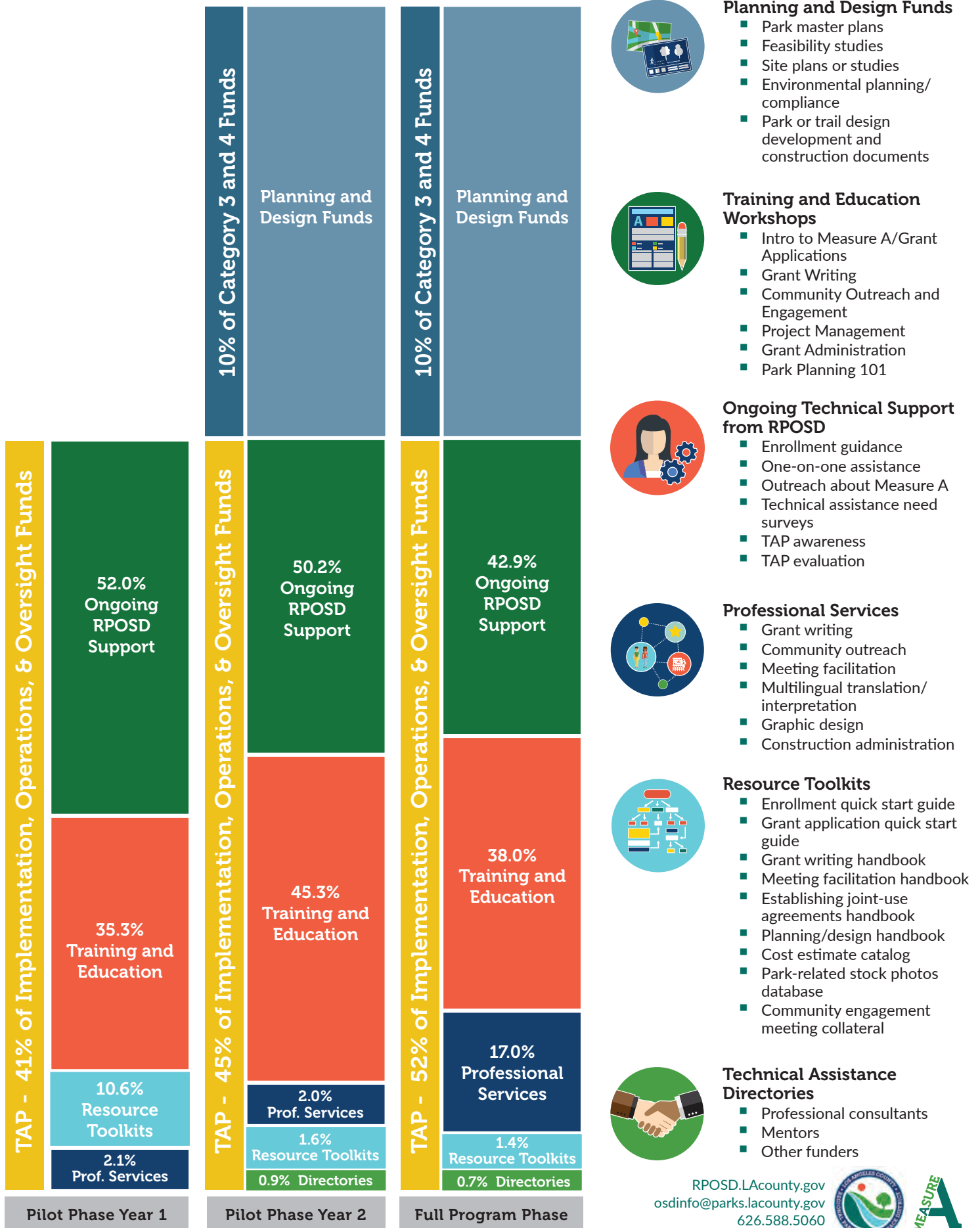
Q = Fiscal year quarter when grant application is due
\$ = Total estimated amount of funds available during grant period



RPOSD.LAcounty.gov
osdinfo@parks.lacounty.gov
626.588.5060

FIGURE 4-3. TAP FUNDING SCHEDULE

Technical Assistance Program (TAP) Elements and Funding



RPOSD.LAcounty.gov
 osdinfo@parks.lacounty.gov
 626.588.5060



FIGURE 4-4. TAP PHASING

Draft Technical Assistance Program (TAP) - Element Details

Technical Assistance Program Elements	Available to:	Who	Timing	Unit	Hours	Pilot Phase			Full Program Phase			Description	Assumptions				
						Year 1: FY 2018/19			Year 2: FY 2019/20					Years 3 to 10: FY 2020/21 - FY 2027/28 (Annual)			
						Quantity	Total Hours	Estimated Cost	Quantity	Total Hours	Estimated Cost			Quantity	Total Hours	Estimated Cost	
Resource Toolkits						1,984	\$297,600	10.6%	340	\$51,000	1.7%	340	\$51,000	1.4%			
Enrollment Quick Start Guide	All	RPOSD staff/paid consultants	1-2 months prior to enrollment going live	One time	120	1	120	\$18,000	-	-	-	-	-	-	Step-by-step instructions for enrolling with RPOSD and description of next steps		
Grant Application Quick Start Guide	All	RPOSD staff/paid consultants	1-2 months prior to enrollment going live	One time	120	1	120	\$18,000	-	-	-	-	-	-	Step-by-step instructions for starting a grant application with RPOSD		
Grant writing handbook	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Best practices and tips on writing successful grant applications and case studies of previously awarded grant applications		
Grant writing handbook updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant		
Community meeting facilitation guidance handbook	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Tips on facilitating community meetings, including goals, guidelines for good and balanced discussion, and recommended protocol		
Community meeting facilitation guidance handbook updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant		
PowerPoint templates for community engagement meetings/workshops	All	RPOSD staff/paid consultants	2018	One time	24	1	24	\$3,600	-	-	-	-	-	-	Pre-designed PowerPoint presentation templates for community meetings and workshops		
Templates for outreach flyers, sign-in sheets, and other meeting collateral	All	RPOSD staff/paid consultants	2018	One time	100	1	100	\$15,000	-	-	-	-	-	-	Pre-designed templates for outreach collateral		
Park-related stock photos database	All	RPOSD staff/paid consultants	2018	One time	120	1	120	\$18,000	-	-	-	-	-	-	Collection of photos available for use for presentations, outreach materials, etc.		
Park-related stock photos update	All	RPOSD staff/paid consultants	2018	Annual	20	1	20	\$3,000	1	20	\$3,000	1	20	\$3,000	As-needed updates to keep photos relevant		
Planning/Design handbook development	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Resources, checklists, standards, and best practices relevant to park and open space planning		
Planning/Design handbook updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant		
Establishing Joint-use Agreements handbook development	All	RPOSD staff/paid consultants	2018	One time	80	1	80	\$12,000	-	-	-	-	-	-	Guide on how to establish a joint-use agreement in Los Angeles County		
Establishing Joint-use Agreements handbook updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant		
Cost Estimate handbook and resources	All	RPOSD staff/paid consultants	2018	One time	120	1	120	\$18,000	-	-	-	-	-	-	General guide on developing cost estimates, access to cost resources (books, online, etc.) needed to complete cost estimate	Assumes RPOSD will not maintain cost estimate catalog but will provide cost numbers from an outside source that will need to be updated at least annually	
Cost estimate catalog updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant		
TBD resource toolkit	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Resource toolkit on a TBD topic		
TBD resource toolkit updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant		
TBD resource toolkit	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Resource toolkit on a TBD topic		
TBD resource toolkit updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant		
TBD resource toolkit	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Resource toolkit on a TBD topic		
TBD resource toolkit updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant		
Professional Services						400	\$60,000	2.1%	400	\$60,000	2.0%	4,060	\$609,000	17.0%			
Grant writing assistance	Eligible enrollees (selective/competitive)	Paid consultants	Application period	Grant Application	100	-	-	-	-	-	-	10	1,000	\$150,000	Grant writer to work one-on-one with applicant to complete application; or to provide intensive grant writing workshop to agency that results in completed application	Assumes avg. of 10 applicants receive assistance per General Grants Cycle, 10 for Recreation Access/Job Training/Cultural, avg. of 100 hrs of assistance per applicant	
Community outreach services	Eligible enrollees (selective/competitive)	Paid consultants	Ongoing	Meeting	40	10	400	\$60,000	10	400	\$60,000	10	400	\$60,000	Outreach to the community on behalf of the agency/organization to draw them to engagement meetings	Assumes 10 agencies per year	
Facilitation services	Eligible enrollees (selective/competitive)	Paid consultants	Ongoing	Meeting	20	-	-	-	-	-	-	10	200	\$30,000	Meeting facilitation on behalf agency/city	Assumes 10 meetings per year	
Multilingual translation/interpretive services	Eligible enrollees (selective/competitive)	Paid consultants	Ongoing	Meeting	6	-	-	-	-	-	-	10	60	\$9,000	Translation of outreach materials and/or multilingual interpretation at community meetings	Assumes 10 meetings per year	
Graphic design services	Eligible enrollees (selective/competitive)	Paid consultants	Ongoing	Meeting	40	-	-	-	-	-	-	10	400	\$60,000	Graphic design for production of outreach materials	Assumes 10 agencies per year	
Construction administration services	Eligible enrollees (selective/competitive)	Paid consultants	After grant award	Grant Application	100	-	-	-	-	-	-	10	1,000	\$150,000	Construction administration on behalf of the agency/organization during project's construction phase	Assumes 5 awarded grant projects per year	
TBD professional services	Eligible enrollees (selective/competitive)	Paid consultants	TBD	TBD	100	-	-	-	-	-	-	5	500	\$75,000	Professional service for a TBD/needed service	Assumes 5 awarded grant projects per year	
TBD professional services	Eligible enrollees (selective/competitive)	Paid consultants	TBD	TBD	100	-	-	-	-	-	-	5	500	\$75,000	Professional service for a TBD/needed service	Assumes 5 awarded grant projects per year	
Technical Assistance Directories						0	\$0	0.00%	180	\$27,000	0.9%	180	\$27,000	0.7%			
Directory online portal development	Enrollees	RPOSD staff/paid consultants	2019	One time	100	-	-	-	1	100	\$15,000	1	100	\$15,000	Recruitment of funders, planning/design, park/garden, legal assistance providers, and mentors who could provide informal guidance on a range of grant-related topics		
Directory updates	Enrollees	RPOSD staff	Annual	Annual	20	-	-	-	1	20	\$3,000	1	20	\$3,000	Confirm status of participants, add new consultants/mentors		
Mentor training workshop/webinar	Enrollees	RPOSD staff/paid consultants	Annual	Annual	40	-	-	-	1	40	\$6,000	1	40	\$6,000	Training for volunteer participants from previous successful grant awarded applicants		
Maintain online directory portal	Enrollees	RPOSD staff/paid consultants	Annual	Annual	20	-	-	-	1	20	\$3,000	1	20	\$3,000	As-needed maintenance and updates of online directory portal		
Training and Education						6,640	\$996,000	35.3%	9,280	\$1,392,000	45.3%	9,100	\$1,365,000	38.0%			
<i>Total Number of Workshops</i>						50			110			110					
Introduction to Measure A/Grant Application Process (per grant type) workshops	Enrollees	RPOSD staff	Annual	Annual	250	20	5,000	\$750,000	20	5,000	\$750,000	20	5,000	\$750,000	Workshop to introduce recipients of Measure A funds and processes for applying for annual allocations, M&S, and competitive grants per grant type	2 rounds of workshops: 10 workshops per round - 20 workshops total. Each workshop will be a day long and cover many topics. Workshops will also be recorded and available as a webinar online.	
Grant Writing workshops	Enrollees	RPOSD staff/paid consultants	3-4 months prior to competitive grant deadline	Grant Cycle	40	-	-	-	30	1,200	\$180,000	30	1,200	\$180,000	Workshop to teach grant writing skills	1 round of workshops per grant cycle: 10 workshops per grant category - 30 workshops total	
Community Outreach and Engagement workshops	Enrollees	RPOSD staff/paid consultants	3-4 months prior to competitive grant deadline	Grant Cycle	40	30	1,200	\$180,000	30	1,200	\$180,000	30	1,200	\$180,000	Workshop to train agencies in outreach	Assumes 30 workshops per year	
Project Management workshops	Enrollees	RPOSD staff/paid consultants	After grant award	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop to train agencies in project management	Assumes 5 workshops per year	
Grant Administration workshops	Enrollees	RPOSD staff/paid consultants	After grant award	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop to train agencies in grant administration	Assumes 5 workshops per year	
Park Planning 101 workshops	Enrollees	RPOSD staff/paid consultants	After grant award	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop to train agencies in park planning basics	Assumes 5 workshops per year	
TBD workshops	Enrollees	RPOSD staff/paid consultants	TBD	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop on a TBD technical assistance topic	Assumes 5 workshops per year	
TBD workshops	Enrollees	RPOSD staff/paid consultants	TBD	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop on a TBD technical assistance topic	Assumes 5 workshops per year	
TBD workshops	Enrollees	RPOSD staff/paid consultants	TBD	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop on a TBD technical assistance topic	Assumes 5 workshops per year	
Training and Education Management	N/A	RPOSD staff	Ongoing	Ongoing			440	\$66,000		680	\$102,000		500	\$75,000	Management of Training and Education workshops, including logistics, content, and outreach.		

Draft Technical Assistance Program (TAP) - Element Details

Technical Assistance Program Elements	Available to:	Who	Timing	Unit	Hours	Pilot Phase			Full Program Phase			Description	Assumptions			
						Year 1: FY 2018/19			Year 2: FY 2019/20					Years 3 to 10: FY 2020/21 - FY 2027/28 (Annual)		
						Quantity	Total Hours	Estimated Cost	Quantity	Total Hours	Estimated Cost			Quantity	Total Hours	Estimated Cost
Ongoing Technical Support from RPOSD						3,550	\$1,468,500	52.0%	4,026	\$1,539,900	50.2%	4,026	\$1,539,900	42.9%		
Technical Assistance Program Director	N/A	RPOSD staff	Ongoing	Ongoing	2,080	1	2,080	\$312,000	1	2,080	\$312,000	1	2,080	\$312,000	Day-to-day management of all technical assistance programs	Full Time position for Technical Assistance Program Director
TAP Case Manager	High or Very High Need Study Areas		Ongoing	Ongoing	2,080	3	6,240	\$936,000	3	6,240	\$936,000	3	6,240	\$936,000	Conduct intake interviews with all High or Very High Need Study Area agencies; selection process; one-on-one guidance with selected High or Very High Need Study Area agencies	
Technical Assistance Need Survey	N/A	RPOSD staff/paid consultants	Annually for allocations; 3-4 months prior to opening competitive grant applications	Grant Cycle			130	\$19,500		90	\$13,500		90	\$13,500	Online survey to be developed, analyzed, and distributed to all agencies and other potential candidates to assess technical assistance needs	
Technical Assistance Program Awareness	All	RPOSD staff	Ongoing	Ongoing			240	\$36,000		240	\$36,000		240	\$36,000	Social and traditional media outreach, workshops, webinars to inform eligible agencies about opportunities within the TAP	
Technical Assistance Program Evaluation	N/A	RPOSD staff	Annual	Annual			360	\$54,000		280	\$42,000		280	\$42,000	Monitoring and assessment of TAP to help determine program effectiveness and amount of future funding needed	
Enrollment Guidance	Enrollees	RPOSD staff	1-2 months prior to enrollment going live	Annual			160	\$24,000		160	\$24,000		160	\$24,000	Ongoing phone, email, and in-person support to offer assistance prior to and during enrollment periods	
One-on-one Assistance	Enrollees	RPOSD staff	Application period, 1-2 months prior to grant deadline	Grant Application			480	\$72,000		416	\$62,400		416	\$62,400	Grant writer to work one-on-one with applicant to complete application	Assumes average of 20 applicants receive assistance per General Grants Cycle, 10 for Recreation Access/Job Training and Cultural, average of 16 hours assistance per applicant
Outreach Facilitation	N/A	RPOSD staff/paid consultants	Ongoing	Ongoing	100	1	100	\$15,000	1	100	\$15,000	1	100	\$15,000	Facilitate outreach to public agencies, CBOs, potential and existing grantees to share information, resources, and events pertaining to Measure A	
Planning and Design Fund Management	N/A	RPOSD staff/paid consultants	Ongoing	Ongoing				\$0		660	\$99,000		660	\$99,000	Planning and Design Funds Program management	
Grand Total							12,574	\$2,822,100		14,226	\$3,069,900		17,706	\$3,591,900		

Avg. per year after Year 2
\$3,591,900

Planning & Design Funds	Availability to:	Who	Year 1: 2018			Year 2: 2019			Years 3 to 10: 2020 - 2027 (Annual)			Assumptions	
			Quantity	Average Award Amount	Total	Quantity	Average Award Amount	Total	Quantity	Average Award Amount	Total		
Small award size bracket	Enrollees (competitive)	Paid consultants	0	\$66,667	\$0	6	\$66,667	\$400,000	6	\$66,667	\$400,000	Funds for awarded proposed projects within the small award size bracket	Average award size could vary, assumes the same number of awarded applications per bracket
Medium award size bracket	Enrollees (competitive)	Paid consultants	0	\$150,000	\$0	6	\$150,000	\$900,000	6	\$150,000	\$900,000	Funds for awarded proposed projects within the medium award size bracket	Average award size could vary, assumes the same number of awarded applications per bracket
Large award size bracket	Enrollees (competitive)	Paid consultants	0	\$200,000	\$0	6	\$200,000	\$1,200,000	6	\$200,000	\$1,200,000	Funds for awarded proposed projects within the large award size bracket	Average award size could vary, assumes the same number of awarded applications per bracket
Total			0	\$0	\$0	18	\$138,889	\$2,500,000	18	\$138,889	\$2,500,000		

Avg. per year after Year 2
\$2,500,000



**LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT**



Measure A Implementation

Los Angeles County Regional Park and Open Space District

**Summary Meeting Notes
Steering Committee Meeting #11
April 5, 2018 9:30 am – 12:00 pm**

Steering Committee Members in Attendance:

Jean Armbruster	Belinda Faustinos	Yvette Lopez-Ledesma
Mark Baucum	Esther Feldman	Linda Lowry
Jane Beesley	Hugo Garcia	Sandra McNeill
Alina Bokde	Karen Ginsberg	Sussy Nemer
Tamika Butler	Bill Jones	Bonnie Nikolai
Scott Chan	John Johns	Dilia Ortega
Maria Chong-Castillo	Nicole Jones	Stefan Popescu
Reuben R. De Leon	Tori Kjer	Keri Smith
Reyna Diaz	Kim Lamorie	
Hugo Enciso	Amy Lethbridge	

Alternate Members in Attendance: Omar Gonzalez, Cara Meyer, Lilly Qi

Topic: Funding Allocation Schedule Updates

1. Due to pending litigation over Measure A, RPOSD is recommending that the BoS release annual allocations only, until the litigation is resolved. Any contracts for annual allocations will include a clause requiring repayment of the funds if RPOSD does not prevail in court.
2. No competitive grant rounds will be held until the litigation is resolved.
3. RPOSD will continue to assess and collect taxes during the appeal process.
4. **Questions**
 - a. What happens to annual allocation funds if an agency does not to use them during this period?
 - i. The funds will remain in the agency's account until the agency applies to use them. Any interest earned on these funds is returned to Measure A and redistributed according to the expenditure plan.
 - b. If there is a risk that money will have to be paid back after it has been used to do work, what incentive is there for cities to engage in contracts?
 - i. RPOSD recognizes that this is a risk that some agencies will not be willing to take. RPOSD is looking into various insurance options to mitigate the potential risk.
 - c. Is there information that can be shared with the COG?
 - i. We will create talking points to share with cities and get these to you as soon as we can
 - d. Please post FAQ on the website.
 - i. Information will be added to the website.
 - e. What is the benefit for the litigant?
 - i. To repeal the measure and not have to pay the tax.

AGENDA ITEM: Competitive Grant Scoring Rubrics

1. Consultant team worked with RPOSD staff to revise based on Steering Committee member comments, public comments, and additional work tying scoring to measure language.
2. Many terms are subjective. Urgent can refer to pending development, properties for sale that won't become available again, etc. It is up to the applicant to describe the urgency. In general, urgency indicates that if a project is not done now, the opportunity to do it later is severely diminished. Projects identified in the Parks Needs Assessment are timely but not necessarily urgent.
3. 30% is set aside for High and Very High Need Study Areas, but all scoring is independent of study area need.
4. There is a one-week timeframe to submit written comments on these criteria.

1. Comment Summary: Natural Lands - Social Multi-Benefit

- a. Issue of displacement cannot be addressed at all with only 3 points.
- b. Displacement criteria opens county to litigation. It is not in the measure language and shouldn't receive any points.
- c. Leave social multi-benefit criteria but take out anti-displacement
- d. As a policy issue, a study should be done on a countywide level about how capital investments affect displacement.
- e. All responsibility can't be put on Measure A, and issue will continue to be incorporated in future measures. Can't tackle it alone and can't ignore either.
- f. Not enough points or substance. Add more weight to anti-displacement scoring. Issues of equity should be addressed. However, better to keep it in as is than take it out completely.

Response Summary:

- a. Variety of viewpoints, look at places outside of scoring to address displacement as well.

2. Comment Summary: Natural Lands - Environmental Multi-Benefit

- a. Language doesn't reflect that areas of scoring are inherently linked together and not separable
- b. Categories pertaining to water, such as stormwater and water quality, should be looked at together, and all air elements looked at together as well.
- c. Should receive points for meeting regulatory requirements, and additional points for going above and beyond.
- d. Meeting regulatory requirements is required and shouldn't receive points.
- e. As worded now, no one is disadvantaged and not losing points for meeting requirements.
- f. Language that puts everything on the table creates more innovation in the future.
- g. 40 points for this category seems high.
- h. The whole grant category is about environmental benefits, so it should be scored high.

Response Summary:

- a. Overall consensus about grouping water subcriteria together and air subcriteria together within this category. Variety of viewpoints on regulatory requirements and number of points.

3. Comment Summary: Level of Need & Leveraging of Funds

- a. No points should be awarded for being in a High or Very High Need Study Area.
- b. Would be fair and points should be awarded for simply being in a High or Very High Need Study Area.
- c. Carve outs are not fair and should be avoided so that more money is available to everyone.
- d. Measure focused on level of need and it is important to emphasize this.
- e. 10 points for level of need is not enough. Too many category points are random. Look at programs and priorities and work backwards from there.
- f. Points to projects in High and Very High Need Study Areas is consistent with voter intent.

- g. Cities could have need that isn't reflected in the Parks Needs Assessment data.
- h. Projects in high need areas should receive points and it's helpful to the process so that low-scoring projects aren't winning.

Response Summary:

- a. Variety of viewpoints regarding receiving points for being in High or Very High Need Study Area; consensus that points should be awarded for serving or benefiting these areas.
- b. Variety of viewpoints on the number of points to be awarded.

4. Comment Summary: Level of Need & Leveraging of Funds

- a. Leveraging of funds needs more points in all categories because it is very important.
- b. Leveraging of funds creates urgency without changing point allocations, although double-dipping of points could be an issue.
- c. Leveraging of funds can be challenging for cities that don't have a lot of resources and capacity

Response Summary:

- a. As written, subcriteria try to balance leveraging opportunities for those cities that don't have access to funds to leverage by giving points for Measure A funds being the first points in, and for using *Community-Based Park Investment* or *Neighborhood Parks, Healthy Communities and Urban Greening* program funds as leveraging.

5. Comment Summary: Acquisition Only

- a. Social multi-benefits can't be met as it is written, language needs some work
- b. Open up discussion to talk about content of subcriteria rather than submit these comments in writing only.

Response Summary:

- a. Will revisit language to ensure the subcriteria can be met

6. Comment Summary: Recreation Access Program

- a. Need to add points for social multi-benefit.
- b. Should also add points for regional benefits and community partnerships so small cities and cities in high need areas can pull together resources and get points. Small cities rely on each other out of necessity.
- c. Want to encourage partnership building.
- d. Transit and transportation partnerships should be lumped into program benefits. Creates a clear path to developing programs.

Response Summary:

- a. General consensus that social multi-benefits should receive points. Program benefits criteria are intended to address these benefits, will take a look at the language.

7. Comment Summary: Youth & Veteran Job Training and Placement

- a. Should be able to score points for social multi-benefit
- b. How does this apply to youth & veteran?
- c. If program has social benefits, such as diverting youth from gangs, it should get points.

Response Summary:

- a. General consensus that social multi-benefits should receive points. Program benefits criteria are intended to address these benefits, will take a look at the language.

8. Comment Summary: Planning & Design Funds

- a. Need to remember that this is part of technical assistance program for those who can't develop projects on their own.

- b. Environmental, social, and health multi-benefits should be included. All program benefits should be included too.
- c. Existing challenges category is not necessary, those receiving technical assistance will have existing challenges.
- d. People will need help over time and technical assistance is ongoing. Timeliness and urgency is irrelevant for technical assistance.
- e. Applicants won't be able to articulate the benefits because they won't know them yet, so those shouldn't be included.
- f. Timeliness and urgency should award leveraging. Local priorities can create urgency if there is a long waiting list for certain projects.
- g. Add points for community partnerships to fill in gaps in expertise.

Response Summary:

- a. Variety of viewpoints on how points should be modified.
- b. Likely that organization that wants technical assistance will have some ideas about what the project is and will be able to describe challenges without having to say exactly what the benefits will be.
- c. Documented long term desire for program could be part of timeliness and urgency

AGENDA ITEM: Revised Community Engagement Requirements

1. **Question:** Does social media require translation?
 - a. Yes, all outreach materials must comply with requirements.
2. **Comment Summary**
 - a. Scoring needs to be more concrete. Scoring elements don't reflect points for specific numbers of outreach methods or meetings.

Response Summary:

- a. Goal was to balance quantifiable and subjective so agencies aren't just checking the box of having held a meeting. Trying to encourage quality engagement, rather than just a certain number of meetings or methods.

AGENDA ITEM: Revised Technical Assistance Program

1. **Comment Summary**
 - a. Look at it as if the measure has a sunset clause – pressure to deliver projects now.
 - b. Look to Prop. 68 as an example of prioritizing getting projects done and benefits into the community now.

Response Summary:

- b. Need might diminish over time, ongoing need for evaluation is still included here.
- c. Money comes from Implementation, Operations, & Oversight funds, so spending funds on TAP does not take funds away from grant programs, with the exception of the Planning & Design funds.

AGENDA ITEM: Public Comments

1. **Damaris Hernandez, Best Start/First 5 East LA, Proyecto Pastoral/Promesa Boyle Heights/Inner City Struggle**
 - a. Parks committee working to get more green space and resources and work towards equity
 - b. In East L.A. we have many people and few parks
 - c. Have a document to share summarizing our community work and how to get in contact
2. **Mikaela Randolph, resident**
 - a. Concerning rubric for community engagement, there should be more points in Category 3 and 4
 - b. Points should also increase in acquisition-only

- i. Community needs to know about acquisition
 - c. Youth & veteran should require some type of community involvement
 - i. Make sure programs are tailored to community being served
- 3. **Carrie Sutkin**, *Alliance of River Communities, 16 LA City Neighborhood Councils on LA River*
 - a. Community involvement beyond minimum requirements needs to be scored higher
 - b. Increase community involvement and include established stakeholders
 - c. Add community involvement to planning and design, especially in fragmented, multi-stakeholder projects
 - d. Communities need to be involved
- 4. **Anisha Hingorani**, *Advancement Project*
 - a. Great improvement over last version
 - b. 30% to High and Very High Need Study Areas sounds like a lot but it's not, especially if you exclude category 1
 - c. We need to change red and orange to green and be more forward thinking with more holistic thinking to achieve goals

Meeting Adjourned.



**LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT**



Measure A Implementation: Steering Committee Meeting #12

April 26, 2018

9:30 AM – 12:00 PM

**Los Angeles River Center and Gardens | Atrium
570 W. Ave. 26, Los Angeles, CA 90065**

1. Parks Needs Assessment Updates
2. Displacement Avoidance Strategy
3. Policy Updates
 - a. Bonding Policy
 - b. General Grantmaking Policy
4. Public Comment

Public comment is welcome on any agenda item. Unless otherwise ordered, individuals will be allowed three minutes to speak and representatives or organization/agencies will be given five minutes up to a total of 15 minutes per meeting. Individuals or organizations will be asked to complete a speaker card prior to addressing the Steering Committee.

Note: A person with a disability may request receipt of an agenda in an alternative format. Auxiliary aids or services, such as to assist members of the community who would like to request a disability-related accommodation in addressing the Steering Committee, are available if requested at least 72 hours before the scheduled meeting. Later requests will be accommodated to the extent feasible. Please contact the Los Angeles County Regional Park and Open Space District at PHONE: (626) 588-5060 FAX: (626) 458-1493 TTY: (800) 855-7100 or send an email to osdinfo@parks.lacounty.gov.

Note: The entire agenda package and any meeting related documentation may be found on <http://rposd.lacounty.gov>.

**Next Steering Committee meeting is on Thursday, May 31, 2018 from 9:30am to noon
Los Angeles River Center and Gardens, 570 W. Ave. 26, Los Angeles, CA 90065**

MEASURE A IMPLEMENTATION
STEERING COMMITTEE
MEETING #12
APRIL 26, 2018

Safe, clean neighborhood parks, open space, beaches,
rivers protection, and water conservation measure
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TODAY'S AGENDA

1. Data Updates
2. Displacement Avoidance Strategy
3. Policy Updates
 - Bonding Policy
 - General Grantmaking Policy
4. Public Comment

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MEASURE A

1. DATA UPDATES

- A. Calculation of Allocations
- B. Park Inventory
- C. Parks Needs Assessment Updates
- D. Regional and Open Space Assessment

1. DATA UPDATES

Calculation of Allocations


- RPOSD will use assessor's data and population data as calculated by Los Angeles County (derived from US Census) to determine allocations for:
 - Community-based Park Investment Program
 - Neighborhood Parks, Healthy Communities and Urban Greening Program
 - City Maintenance and Servicing funds
- Allocation calculations will be updated every 4-6 years

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1. DATA UPDATES

Park Inventory

- Park inventory data will be updated annually by park agencies
 - Park names, locations, acreage
 - Amenity quantity and condition for the 16 amenities included in the PNA
- Agencies will use an online portal to verify information on file and/or provide updates
- Agencies must participate to remain in good standing
- Need map to be updated every two years




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1. DATA UPDATES

Parks Needs Assessment Updates

- PNA will be revisited every 8-10 years
 - Every update of PNA will contain metrics used in 2016 PNA to ensure ability to track changes over time
 - Designation of Study Area Need Level will be updated concurrently with update of the PNA




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1. DATA UPDATES

Regional and Open Space Assessment

- RPOSD will conduct a separate assessment to determine regional recreation and open space needs in the County
- Results will be used to inform project planning and project selection for competitive grants
- Anticipate first assessment in 2020
- Updates anticipated every 8-10 years



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1. DATA UPDATES

Questions?

- Calculation of Allocations
 - Updated every 4-6 years
- Park Inventory
 - Updated annually
- Parks Needs Assessment
 - Updated every 8-10 years
- Regional and Open Space Assessment
 - Updated every 8-10 years



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A. Issue
 B. Goals
 C. Small Group Discussions
 D. Large Group Discussion

2. DISPLACEMENT AVOIDANCE STRATEGY

2. DISPLACEMENT AVOIDANCE STRATEGY

Issue

- California is experiencing a statewide housing crisis
- Effects of this crisis, including increased property values, are disproportionately affecting lower income residents
- Increased property values can gradually price out low-income residents and businesses from the neighborhoods in which they live
 - **Displacement** is the process of economic forces driving lower income population out of their homes and neighborhoods
 - **Gentrification** is a change in neighborhood population from lower to higher income



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2. DISPLACEMENT AVOIDANCE STRATEGY

Issue

- Acquisition of park land could contribute to displacement and gentrification
- Parks improvements can positively impact real property values
- Communities with parks have increased neighborhood appeal and may attract affluent residents




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2. DISPLACEMENT AVOIDANCE STRATEGY

Issue

- RPOSD is not able to directly fund housing and other displacement prevention projects
- RPOSD can include strategies intended to lessen the likelihood of displacement and gentrification occurring as a result of park enhancement projects
- Proposed strategy includes four goals with two to three policies each



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2. DISPLACEMENT AVOIDANCE STRATEGY

Goal #1

Ensure that projects funded by Measure A **serve all residents** of LA County

- **Policy 1:** Set aside a portion of Measure A funds for High and Very High Need Study Areas
 - *Accomplished with annual allocations, Per Capita Improvements formula*
- **Policy 2:** For competitive grant programs, give points to projects serving residents of High and Very High Need Study Areas; target 30% of funds for projects in High and Very High Need Study Areas
 - *Included in grant scoring rubrics, General Grantmaking policy*
- **Policy 3:** Allow affordable housing developers, working in collaboration with local park agencies, to receive Measure A funds for development of publicly accessible park space adjacent to, or within ½ mile of, the affordable housing development
 - *Could be accomplished by modifying eligibility requirements*



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2. DISPLACEMENT AVOIDANCE STRATEGY

Goal #2

Work to **minimize direct impacts on land values** that might occur through parkland acquisition and park development in low income areas

- **Policy 1:** Minimize advanced public disclosure of proposed use of Measure A funds to acquire specific parcels, so as to avoid speculative increases in land value
 - *Addressed in community engagement requirements*
- **Policy 2:** Avoid funding acquisition projects when purchase prices are based on speculative or inflated land values
 - *RPOSD will only fund acquisition projects that represent fair market property value*
- **Policy 3:** In scoring competitive grant applications, give points to agencies with value capture or other displacement prevention strategies in place
 - *Included in competitive grant scoring, Social Multi-benefits criterion*



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2. DISPLACEMENT AVOIDANCE STRATEGY

Goal #3

Require **inclusive and meaningful public outreach and engagement** aimed at existing populations for all projects funded by Measure A

- **Policy 1:** Adopt a community engagement policy that requires meaningful engagement, language access, and cultural inclusion
 - *Included in community engagement requirements*
- **Policy 2:** In competitive grants, give points to projects that include community outreach that goes beyond the minimum requirements, including strategies to employ small, local businesses and workers
 - *Included in competitive grant scoring rubrics*
- **Policy 3:** Engage park-users with innovative online platforms that allow individuals to connect to their local park agencies
 - *To be implemented with Implementation, Operations, & Oversight Funds*



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2. DISPLACEMENT AVOIDANCE STRATEGY

Goal #4

Collect, analyze and report **park investment data** to monitor for displacement and gentrification

- **Policy 1:** Produce GIS map layers that show location and size of Measure A investments
 - *Included in Metrics & Evaluation chapter of Measure A Grant Guidelines Procedures and Policies document*
- **Policy 2:** Partner with research institutions, universities, nonprofit organizations, and other public agencies by facilitating conversations and sharing data to support the development of equity tools and reports
 - *To occur as data is collected*



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2. DISPLACEMENT AVOIDANCE STRATEGY

Small Group Discussions

Meet in **small groups** for approximately **20 minutes** to discuss the Displacement Avoidance Strategy:

- 1. Should RPOSD consider any additional goals?
- 2. Should RPOSD consider any additional policies?



3. POLICY UPDATES

3. POLICY UPDATES

Bonding Policy Changes

- Based on discussion at Steering Committee Meeting #8, policy will be changed to allow bonding of competitive grant funds, as deemed appropriate by RPOSD
- RPOSD will balance demand for bonded funds needed for large, costly, and/or shovel-ready projects with the need for ongoing funding in the competitive grant categories
- Technical Assistance Program will help assess readiness of agencies and need for bonding of competitive grant funds

3. POLICY UPDATES

General Grantmaking Policy Changes

- Clarified that the 30% target of funds for projects in High or Very High Need Study Areas shall apply to three competitive grant programs:
 - Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grants
 - Regional Recreation, Multi-use Trails, and Accessibility Competitive Grants
 - Acquisition-only Competitive Grants
- Clarified use of “Level of Need” evaluation criterion:
 - Points will be awarded to projects that serve or benefit residents of High or Very High Need Study Areas



Upcoming Meetings

All future meetings will be held at the LA River Center from 9:30 am -12 noon

- **Steering Committee Meeting #13 – May 31**
Project Delivery/Grant Administration
- **Steering Committee Meeting #14 – June 28**
Final Draft Grant Guidelines Procedures and Policies; Board Letter and Summation

Submit any comments on today's topics by May 9th

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MEASURE A IMPLEMENTATION STEERING COMMITTEE MEETING #12 APRIL 26, 2018

Safe, clean neighborhood parks, open space, beaches, rivers protection, and water conservation measure

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MEMORANDUM

DATE April 19, 2018
TO Measure A Steering Committee
FROM Los Angeles Regional and Open Space Park District
SUBJECT Revised Policies – Bonding and Grantmaking

The following two policies have been revised to reflect comments received from Steering Committee members, members of the public, Board of Supervisors offices and RPOSD staff.

REVISED BONDING POLICY

Annual Allocations

- **Bonding Allowed** – Local jurisdictions may choose to bond against some or all of their annual allocations¹ in order to make funds available for large capital projects. Bonds will be issued by Los Angeles County on behalf of RPOSD and the requesting jurisdictions.
- **Limitations** – Funds generated through bonding may be used only to finance eligible Measure A capital projects.
- **Minimum Bond Issuance** – RPOSD will request Los Angeles County issue bonds to finance eligible Measure A projects if and when the aggregate requested by local jurisdictions exceeds \$100 million in anticipated bond proceeds, or an alternative amount determined by the Los Angeles County Treasurer/Tax Collector to be financially prudent. No bonds shall be issued at any time when the total demand from eligible jurisdictions is less than \$100 million, or an alternative amount determined by the Los Angeles County Treasurer/Tax Collector to be financially prudent.
- **Timing of Bond Issuance(s)** – Bonds will be issued no more frequently than once every two years, and only in compliance with the minimum bond issuance amount requirements.
- **Commitment to Bond Financing for Eligible Projects** – Each eligible local jurisdiction receiving annual allocations from Measure A shall decide on its own what proportion (if any) of its annual allocation will be used to secure bonds to finance eligible projects.

¹ Annual allocations include Community-Based Park Investment Program; Neighborhood Parks, Healthy Communities & Urban Greening Program; and allocations to County Cultural Facilities, Department of Parks and Recreation and Department of Beaches and Harbors

- **Limits on Revenue Used to Secure Bond Financing** – RPOSD may limit the percentage of annual allocation that an eligible jurisdiction may use to secure bond financing for eligible projects in order to account for possible reductions in an eligible recipient’s revenue resulting from changes in per capita and/or square feet of structural improvements.
- **Application and Project Description** – Jurisdictions intending to use bonding to finance eligible projects shall submit an application (following normal Measure A procedures being developed at this time) that includes a project description of the intended use(s) of the bond funds with sufficient detail to enable bond counsel to certify that the project(s) being funded qualify the interest paid on the bonds to be exempt from taxes.
- **Timely Completion of Projects** – Bond funded projects must be complete within three years from the time the bond proceeds are made available to the local jurisdiction by Los Angeles County. The time to complete projects may be changed to reflect changes in federal law, regulations, and the interpretations of bond counsel and the Los Angeles County agencies involved in the issuance of bonds. The application materials submitted by jurisdictions intending to use bonding to finance eligible projects shall demonstrate the ability to meet this requirement. Failure to complete project within specified timeframe will result in loss of grantee’s good standing.

Competitive Grant Funds

- **Bonding Allowed** – Bonding of Natural Lands, Local Beaches, Water Conservation and Protection; Regional Recreation, Multi-use Trails, and Accessibility; and Acquisition-only competitive grant program funds shall be allowed. Bonds will be issued by Los Angeles County on behalf of RPOSD.
- **Limitations** – Funds generated through bonding may be used only to finance capital projects that meet the requirements of the specified competitive grant programs.
- **Minimum Bond Issuance** – RPOSD may request Los Angeles County issue bonds to finance eligible projects from the specified competitive grant programs when the aggregate amount required for these projects exceeds \$100 million in anticipated bond proceeds, or an alternative amount determined by the Los Angeles County Treasurer/Tax Collector to be financially prudent. Alternatively, RPOSD may issue bonds when the demand from eligible jurisdictions plus the amount needed for competitive grant projects exceeds the specified minimum bond issuance requirement.
- **Timing of Bond Issuance(s)** – RPOSD shall balance both demand for bonded competitive grant funds and the technical assistance needs of jurisdictions considering applying for competitive grant funds when determining the timing of bond issuance. Any competitive grant funds not bonded shall be available according to the schedule detailed in the Competitive Grant Calendar.

- **Application and Project Description** – Jurisdictions intending to use bonding to finance eligible projects shall submit an application (following normal Measure A procedures being developed at this time) that includes a project description of the intended use(s) of the bond funds with sufficient detail to enable bond counsel to certify that the project(s) being funded qualify the interest paid on the bonds to be exempt from taxes.
- **Timely Completion of Projects** – Bond funded projects must be complete within three years from the time the bond proceeds are made available to the local jurisdiction by Los Angeles County. The time to complete projects may be changed to reflect changes in federal law, regulations, and the interpretations of bond counsel and the Los Angeles County agencies involved in the issuance of bonds. The application materials submitted by jurisdictions intending to use bonding to finance eligible projects shall demonstrate the ability to meet this requirement.

REVISED GENERAL GRANTMAKING POLICY

RPOSD recognizes the importance of lowering barriers to accessing and administering Measure A funds in order to meet the park need of all residents of Los Angeles County. Measure A includes formula-based funding allocation models for annual allocations in the Community-based Parks Investment Program, the Neighborhood Parks, Healthy Communities & Urban Greening Program, and maintenance and servicing funds. The Neighborhood Parks, Healthy Communities & Urban Greening Program funds are allocated only to High and Very High Need Study Areas. The Per Capita and Structural Improvement formula used for these allocations results in a greater amount of these funds going to densely populated and highly developed areas. This will help to ensure that a portion of funds are utilized in the areas with the highest need. RPOSD has the following grantmaking policies in place for accessing and administering Measure A Funds:

- **Targeting Funds** – A portion of competitive grant funds will be designated for projects in High or Very High Need Study Areas. The portion of funds to be targeted is initially set at 30%. This percent will be evaluated periodically and may increase or decrease in future years. At a minimum, the following grant programs will have targeted funds:
 - Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grants
 - Regional Recreation, Multi-use Trails, and Accessibility Competitive Grants
 - Acquisition-Only Grants

Additional competitive grant programs may include targeted funds in future years.

- **Project Types** – Every competitive grant program will fund project types that are in and/or serve High and Very High Need Study Areas. Descriptions of each competitive grant program cycle will provide examples of project types that could occur in and/or serve High and Very High Need communities.

- **Evaluation Criteria** – All competitive grant programs will include a “Level of Park Need” evaluation criterion. This criterion will consider whether or not a project serves or benefits residents of High or Very High Need Study Areas.
- **Long-Range Planning**– Measure A funding will be consistent with each Study Area’s long-range park planning documents, such as Parks Master Plan, community plan or other adopted planning document.
- **Community Engagement** – RPOSD will require appropriate community involvement and engagement for all projects funded by Measure A.
- **Monitoring and Correction** – RPOSD will consistently monitor, track, and if necessary, adjust the administration of both competitive funding and annual allocations, to ensure that the goals of Measure A are being met.
- **Technical Assistance** – RPOSD will provide technical assistance to potential applicants and grantees throughout the stages of the grant process to ensure that barriers to applying for, receiving, and administering funding are reduced.



MEMORANDUM

DATE April 19, 2018
TO Measure A Steering Committee
FROM Los Angeles Regional and Open Space Park District
SUBJECT Draft Parks Needs Assessment Data Update Protocol

An updated Countywide Comprehensive Parks and Recreation Needs Assessment (PNA) is critical to the continued successful implementation of Measure A. Updates of the PNA data will be needed for use in allocating Measure A funds and evaluating competitive grant applications.

DATA UPDATES

Park inventory data used in the PNA will be updated by agencies on an annual basis. The following inventory data will be included in the updates:

- Park names, locations, acreage
- Amenity quantity and condition for the 16 amenities included in the PNA, at each park

Verifying the data, and providing any necessary updates will be a requirement to maintain good standing with RPOSD. Agencies will use an online web portal to verify the information on file for their agency and to provide any updates. The web portal will be available for approximately 8 weeks. At a minimum, agencies are required to verify/accept their park inventory data in order to be in good standing with RPOSD.

It is anticipated that the need map would be updated based on the data inventory update and updated population data for internal tracking, bi-annually.

PNA UPDATES

It is anticipated that the Park Needs Assessment will be revisited approximately every 8-10 years. Each assessment would contain the metrics used in the 2016 assessment, to ensure the ability to track changes over time. It is anticipated that designation of Study Area Need Level would be updated concurrently with the update of the Parks Needs Assessment.

REGIONAL AND OPEN SPACE ASSESSMENT

RPOSD will conduct a separate Regional and Open Space Assessment to determine regional and open space needs in the County. The results of this assessment will be used to help inform project planning and project selection for competitive grants. It is anticipated that the first Regional and Open Space Assessment will occur in 2020, with updates once every 8-10 years.

CALCULATION OF ALLOCATIONS

RPOSD will use assessor's data and current population data as calculated by Los Angeles County, to determine allocations for the *Community-Based Park Investment* program, the *Neighborhood Parks, Healthy Communities, and Urban Greening* program, and all Maintenance and Servicing Funds. The new allocation calculations will be done every 4-6 years.



MEMORANDUM

DATE April 19, 2018
TO Measure A Steering Committee
FROM Los Angeles Regional and Open Space Park District
SUBJECT Draft Displacement Avoidance Strategy

In addition to supporting overall health and wellness, providing community cohesion, and environmental benefits, parks may also contribute economic benefits to communities they serve. Research indicates that park improvements can positively impact real property values and municipal revenues.

Unfortunately, this means that communities with parks have increased neighborhood appeal and may attract affluent residents and lead to increased property values, which can gradually price out low-income residents and businesses from the neighborhoods in which they live. The process of economic forces pricing lower income populations out of their homes and neighborhoods is called *displacement*, while the resulting changes of neighborhood population from lower to higher income is referred to as *gentrification*.¹²³

Although RPOSD is not able to directly fund housing and other displacement prevention projects, the implementation of Measure A should consider strategies intended to lessen the likelihood of displacement and gentrification as a result of park enhancement projects. The following goals and policies, many of which are included in the Measure A Grantmaking Policy, eligibility requirements, evaluation criteria, and/or other grant guidelines, are intended to lessen the likelihood of displacement and gentrification as a result of park enhancement projects:

Goals:

1. Ensure that parks and recreation facilities funded by Measure A serve all residents of Los Angeles County, particularly low-income people and ethnic minorities who generally populate High and Very High Need Study Areas.
 - **Policy 1.** Set aside a portion of Measure A funds for High and Very High Need Study Areas. (*Currently included in Community-Based Park Investment Program (Category 1), Neighborhood Parks, Healthy Communities and Urban Greening Program (Category 2)*)

¹ [American Planning Association](#): City Parks Forum: How Cities Use Parks for Economic Development

² [The Trust for Public Land](#): Measuring the Economic Value of a City Park System

³ [Active Living Research](#): The Economic Benefits of Open Space, Recreation Facilities and Walkable Community Design

- **Policy 2.** In scoring competitive grant applications, give points to projects that serve High and Very High Need Study Areas. For the Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grant, Regional Recreation, Multi-use Trails, and Accessibility Competitive Grants, and the Acquisition-only Competitive Grants, at least 30% of funds should be expended on projects in High and Very High Need Study Areas or serving residents of High and Very High Need Study Areas. *(Currently included in competitive grant scoring and Grantmaking Policy).*
 - **Policy 3.** Allow affordable housing developers working in collaboration with local agencies to receive Measure A funds for the development of publically-accessible park space that is located adjacent to or within one-half mile of the affordable housing development.
2. Work to minimize any direct impacts on land values that might occur through parkland acquisition and park development in low income areas.
- **Policy 1.** Minimize advanced public disclosure of proposed use of Measure A funds to acquire specific parcels, so as to avoid speculative increases in land value.
 - **Policy 2.** Avoid funding acquisition projects when purchase prices are based on speculative or inflated land values.
 - **Policy 3.** In scoring competitive grant applications, give extra points to agencies with value capture or other displacement prevention policies in place. *(Included in competitive grant scoring)*
3. Require inclusive and meaningful public outreach and engagement aimed at existing populations for all projects funded by Measure A.
- **Policy 1.** Adopt a community engagement policy for Measure A funded projects which requires meaningful engagement, language access, and cultural inclusion. *(Included in Community Engagement Requirements)*
 - **Policy 2.** In competitive grant scoring, give points to projects that include community outreach that goes beyond the basic requirements referenced in Policy 1, including strategies to employ small, local businesses and workers. *(Included in competitive grant scoring)*
 - **Policy 3.** Engage Los Angeles County park-users through innovative online platforms that allow individuals to connect to their local park agencies to assist in reporting ongoing local park conditions and needs.
4. Collect, analyze, and report park investment data to monitor for displacement and gentrification.
- **Policy 1.** As a part of the on-going analysis of Measure A implementation, produce GIS map layers that show the location and size of Measure A investments
 - **Policy 2.** Partner with research institutions, universities, non-profit organizations, and other public agencies seeking to address displacement and gentrification, by facilitating conversations and sharing data to support the development of equity tools and reports.



**LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT**



Measure A Implementation

Los Angeles County Regional Park and Open Space District

**Summary Meeting Notes
Steering Committee Meeting #12
April 26, 2018 9:30 am – 12:00 pm**

Steering Committee Members in Attendance:

Greg Alaniz	Jay Duke	Tori Kjer
Jean Armbruster	Hugo Enciso	Kim Lamorie
Jane Beesley	Hugo Garcia	Yvette Lopez-Ledesma
Mark Baucum	Michael Hughes	Linda Lowry
Scott Chan	Lacey Johnson	Delia Morales
Cheryl Davis	Bill Jones	Sussy Nemer
Reuben R. De Leon	John Johns	Stefan Popescu
Reyna Diaz	Nicole Jones	

Alternate Members in Attendance: Sylvia Arredondo, Clement Lau, Lilly Qi

AGENDA ITEM: Park Needs Assessment Updates

1. *Comment Summary: Timing of Parks Needs Assessment Updates*

- a. What about every 5 years to create incentives for change as quickly as possible?
- b. 8-10 years is not long from a city standpoint when thinking of time it takes to get a project done, working with interest groups, community groups, and matching funds
- c. Bonded projects must be completed in a certain amount of time. i.e. three years. If a significant number of funds are bonded, it may make more sense to do update quickly
- d. Over 8-10 years the metrics that need to be analyzed will change, so the baseline should be flexible to add in additional questions and evaluation criteria to address current issues moving forward

Response Summary

- a. Need to balance time and resources required to complete PNA. Not anticipating that Park Need will shift that quickly due to time needed to implement projects. Updated map of Park Need will be created every two years.
- b. Update of PNA will include everything that was done in 2016: outreach to all communities, asking priorities, socioeconomic assessment, etc.
- c. Park inventory data will be updated every year
- d. Park Need Map will be revised every two years.
- e. At a minimum keep previous assessment but may add additional items

2. Comment Summary: Accuracy of Assessment

- a. In some Study Areas, the PNA wasn't conducted accurately, with parks unaccounted for.
- a. Needs assessment for certain areas is inaccurate because the boundaries are wrong.
- b. Need to identify and correct errors prior to updates

Response Summary:

- a. Yes, we recognize that there are potential inaccuracies in the PNA. The annual update of the park inventory data should help address parks that were not accounted for. Need map will be updated every two years, recalculation of need and metrics to determine official level of need (full assessment) will happen every 8-10 years.
- b. Not possible to create separate study areas for each community in L.A. Many include multiple communities and would not serve study to redraw boundaries. Drawn as representative as possible with population in mind. Keeping Study Area boundaries consistent over time will allow for comparisons of changing Need Level. However, splitting a Study Area is something that could be reviewed as part of the next update of the PNA.

AGENDA ITEM: Displacement Avoidance Strategy

1. General Comment Summary

- a. Building parks will exacerbate displacement. We can't address the displacement and gentrification problem unless we collaboratively work with housing agencies.
- b. This is a bigger issue that will require overall county coordination.
- c. Clarify Policy 2: 30% to High and Very High Need Areas vs. serving those areas
- d. What does it mean to be "publicly accessible"? How is this defined?
- e. Can developer be required to pay park fees or build park as part of development agreement?

Response Summary:

- a. 30% of funds are targeted for projects in High and Very High Need areas. Points are awarded in competitive grant scoring for projects serving High and Very High Need areas
- b. Publicly accessible means all people are allowed to go there, but there may still be issues of the space being hard to find or feeling unwelcoming.
- c. Nonprofit housing developers may be co-applicants for Measure A funds. They must partner with a public parks agency. Park may be on private land but must be publicly accessible. State law allows jurisdictions to require park fees of developers (Quimby Act).

2. Comment Summary: Goal 1

- a. Reword policies 1 and 2 to clarify intent.
- b. Policy 3 needs to say "non-profit" not just "affordable."
- c. Consider another policy for competitive grants to give points for partnering with nonprofit organizations that extend programs and services to parks, involve the community more, and find innovative ways to serve users.
- d. Don't force cities to work with nonprofits through a point opportunity mandate.

Response Summary:

- a. Wording of policies can be fine-tuned.
- b. Policy 3 will be clarified to indicated that only nonprofit developers are eligible to apply.
- c. Can look into idea of partnering with nonprofit to increase programs and services at park.

3. Comment Summary: Goal 2

- a. Does Policy 1 violate the Brown Act? Are property acquisitions factored into outreach?
- a. Disclosure creates displacement challenges.
- b. Goal to minimize the direct impact on land values, but better nested under a countywide effort, not in a parks bubble

Response Summary:

- a. Brown Act has provisions to allow for sensitive negotiations. Decision-making body can make decisions in closed sessions and must report to public only when a decision is reached. Outreach requirements have been modified to limit requirements for acquisitions.

4. Comment Summary: Goal 3

- c. Can we add an additional goal to create a taskforce for anti-gentrification and anti-displacement? It would need to be a countywide task force to come up with countywide policy bringing together housing, parks, transportation, and public works. Taskforce could develop policies that communities can take and own, since many cities have need but no capacity to develop on their own policies.
- d. Displacement is statewide and we need statewide solutions also. There needs to be a discussion between city and community on what the city can do and how it can support residents.
- e. Policy #1 should include a requirement that cities talk about displacement with their communities, or should be required to have a taskforce to discuss displacement.
- f. This is a broad issue that Measure A can't solve alone. Housing subsidy programs are needed to avoid displacement.
- g. Look at data collection piece as bigger issue than just parks
- h. Look at collaborations with Metro, non-profits, housing developers
- i. Policies need teeth to be effective. We should promote a proactive integration of all agencies to discuss displacement.
- j. Need technical assistance for coordinating and leveraging funding in ways that reduce displacement.
- k. Park agencies are operating under charters with limited powers and can't necessarily advocate for housing needs but can take to the board of supervisors and push planning departments. Park agencies should definitely be involved in any working group though, as we have expertise to contribute. This committee should recommend to the board of supervisors that a committee/working group be established to address these issues countywide.
- l. Already opportunities that exist and there are lots of partners to address issues. Metro has many goals and programs to address issues outlined here that are funded and structured in a similar manner as parks.

Response Summary:

- a. Add to Policy #1 to encourage or require conversations about displacement. T. Kjer and J. Armbruster will form a sub-committee to look at this. Will take goals and policies and reorder and reorganize to see if there is anything else to be added. Will share at next meeting.
- b. Idea of creating a new goal or recommendation that the Board of Supervisors should convene a countywide task force on the issue and include RPOSD as a member of the taskforce along with other agencies that need to be part of the discussion and solution.
- c. Idea of an ongoing taskforce that could advise RPOSD on displacement issues and concerns in the immediate future.

5. Comment Summary Goal 4:

- a. No comments

AGENDA ITEM: Policy Updates

Comment Summary: Bonding

- a. Is there a threshold we need to meet to bond?

Response Summary:

- a. No prohibition on bonding amount, but bonds under 100 million don't get a good rate. RPOSD will work with cities who want to bond to organize together

Comment Summary: General Grantmaking Policy

- a. If 30% set aside for High and Very High Need areas could change over time, it needs to be clarified that any change would be linked to data collected as metrics

Response Summary:

- a. Noted.

AGENDA ITEM: Public Comment

1. ***Sissy Trinh, SEACA:*** This is a start. We do need a taskforce that will help cities succeed in building great parks and stabilizing neighborhoods at the same time. Enterprise has been partnering with Metro on this these issues for years, so we don't need to create something from scratch. Displacement affects everyone and can't be figured out in two weeks. Park agencies can always push on other departments to make sure displacement is being addressed. All the different efforts need to be aligned.

Meeting Adjourned.



**LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT**



Measure A Implementation: Steering Committee Meeting #13

May 31, 2018

9:30 AM – 12:00 PM

**Los Angeles River Center and Gardens | Atrium
570 W. Ave. 26, Los Angeles, CA 90065**

1. Revised Draft Displacement Avoidance Strategy
2. Grant Administration and Project Delivery
3. Next Steps for Measure A
4. Public Comment

Public comment is welcome on any agenda item. Unless otherwise ordered, individuals will be allowed three minutes to speak and representatives or organization/agencies will be given five minutes up to a total of 15 minutes per meeting. Individuals or organizations will be asked to complete a speaker card prior to addressing the Steering Committee.

Note: A person with a disability may request receipt of an agenda in an alternative format. Auxiliary aids or services, such as to assist members of the community who would like to request a disability-related accommodation in addressing the Steering Committee, are available if requested at least 72 hours before the scheduled meeting. Later requests will be accommodated to the extent feasible. Please contact the Los Angeles County Regional Park and Open Space District at PHONE: (626) 588-5060 FAX: (626) 458-1493 TTY: (800) 855-7100 or send an email to osdinfo@parks.lacounty.gov.

Note: The entire agenda package and any meeting related documentation may be found on <http://rposd.lacounty.gov>.

**Next Steering Committee meeting is on Thursday, June 28, 2018 from 9:30am to noon
Los Angeles River Center and Gardens, 570 W. Ave. 26, Los Angeles, CA 90065**

MEASURE A IMPLEMENTATION STEERING COMMITTEE MEETING #13
MAY 31, 2018

Safe, clean neighborhood parks, open space, beaches, rivers protection, and water conservation measure
wdinfo@parks.lacounty.gov | 626.588.5060 | RPOSD.LAcounty.gov

TODAY'S AGENDA

1. Revised Draft Displacement Avoidance Strategy
2. Grant Administration and Project Delivery
3. Next Steps for Measure A
4. Public Comment

MEASURE A wdinfo@parks.lacounty.gov | 626.588.5060 | RPOSD.LAcounty.gov

A. Updated Goals & Policies
B. Taskforce Recommendation

1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Updated Goals & Policies

Goal 1 Ensure that parks and recreation facilities funded by Measure A serve all residents of Los Angeles County, particularly low-income people and ethnic minorities who generally populate High and Very High Need Study Areas.

Policy 2. In scoring competitive grant applications, **award** points to projects that serve High and Very High Need Study Areas.

Policy 3. Within the Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grants; Regional Recreation, Multi-use Trails, and Accessibility Competitive Grants; and the Acquisition-only Competitive Grants, at least 30% of funds should be expended on projects located in High and Very High Need Study Areas.

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1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Updated Goals & Policies

Goal 1 Ensure that parks and recreation facilities funded by Measure A serve all residents of Los Angeles County, particularly low-income people and ethnic minorities who generally populate High and Very High Need Study Areas.

Policy 4. Allow *non-profit* affordable housing developers working in collaboration with local park agencies and/or *non-profit park developers* to receive Measure A funds for the development of publicly-accessible park space that is located adjacent to or within one-half mile of the affordable housing development.

Policy 5. Collaborate with other public agencies to expand Measure A's Technical Assistance Program to include information about accessing and leveraging additional public funding to support open space projects (i.e. Measure M, State Cap and Trade programs, etc.). Additionally, link potential grantees to technical assistance offered by other agencies and organizations that could assist with these types of projects.



1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Updated Goals & Policies

Goal 2 Work to minimize any direct impacts on land values *and existing housing* that might occur through parkland acquisition and park development in low income areas.

Policy 4. Require conformance to applicable relocation law regarding the loss of any housing units demolished in the course of park construction or enhancement.



1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Updated Goals & Policies

Goal 3 Require *culturally competent, linguistically appropriate, inclusive and meaningful public outreach and engagement* aimed at existing populations for all projects funded by Measure A.

Policy 2. In competitive grant scoring, give points to projects that include community outreach that goes beyond the basic requirements referenced in Policy 1, including strategies to employ small, local businesses and workers, *and integrate workforce development through partnerships with organizations such as a conservation corps or similar youth employment organizations.*



1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Updated Goals & Policies

Goal 4 Collect, analyze, and report park investment data to monitor for displacement and gentrification.

Policy 2. Partner with research institutions, universities, non-profit organizations, and other public agencies seeking to address displacement and gentrification, by facilitating conversations and sharing data to support the development of equity *and displacement avoidance* tools and reports.

Policy 3. Periodically evaluate how the policies in this Displacement Avoidance Strategy are being met and make adjustments as needed to lessen the likelihood of displacement and gentrification as a result of park enhancement projects.



1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Updated Goals & Policies

Goal 5 Support countywide open space and housing coordination and comprehensive anti-displacement policy development.

Policy 1. Support the development of a countywide anti-displacement taskforce that includes representatives from County agencies and expert stakeholders including representatives from the nonprofit sector, housing, parks, transportation, and planning.

Policy 2. Support the taskforce's work on the identification of best practices, reduction of barriers, and opportunities for collaboration that contribute to the development of joint housing and parks projects using local and state funding sources.

Policy 3. Support the taskforce's development of an incentive-based system to encourage local governments to adopt broader tenant protection, anti-displacement, and value capture policies.



1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Updated Goals & Policies

Goal 5 Support countywide open space and housing coordination and comprehensive anti-displacement policy development.

Policy 4. Support the taskforce's development of long-term, multi-sector partnerships that leverage private and public funds to sustain community revitalization, neighborhood stabilization, and equitable development.

Policy 5. Support the taskforce's development of tools such as anti-displacement plan templates and other resources that can be used by communities experiencing displacement and gentrification.

Policy 6. Support the taskforce in partnering with organizations and/or academic institutions to document existing gentrification and displacement trends in Los Angeles County using indicators such as year-over-year changes in property values, ethnicity, income, and the rate of property sales.



1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Taskforce Recommendation

In Support of Goal 5, Policy 1 the Steering Committee could support the following recommendation to the Board of Supervisors:

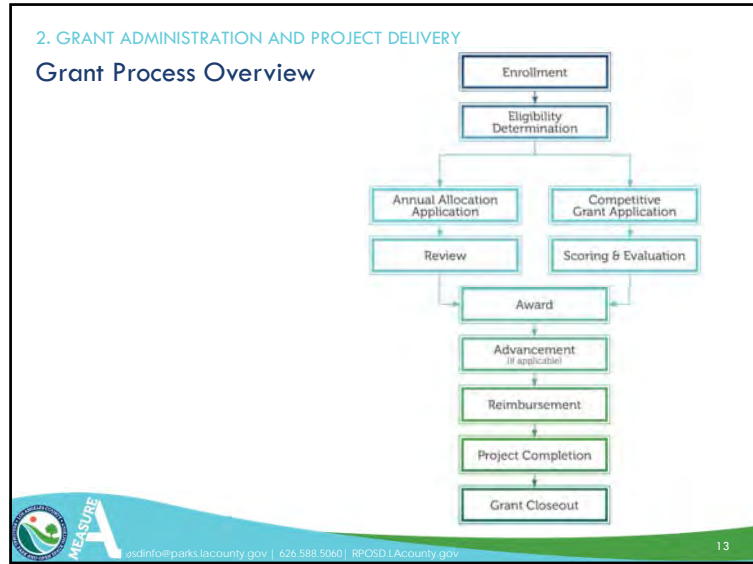
"The Measure A Implementation Steering Committee recommends that the Los Angeles County Board of Supervisors form a countywide anti-displacement taskforce that includes representatives from County agencies and expert stakeholders including representatives from the nonprofit sector, housing, parks, transportation, and planning."

This recommendation would be included in the "Policies" section of the Proceedings of the Measure A Implementation Steering Committee



A. Grant Process Overview
 B. Application Requirements
 C. Reimbursement
 D. Amendments
 E. Good Standing

2. GRANT ADMINISTRATION AND PROJECT DELIVERY



2. GRANT ADMINISTRATION AND PROJECT DELIVERY
- ### Application Requirements
- #### Annual Allocations
- Project Scope
 - Project Location Map(s)
 - Project Site Photos
 - Community Engagement Plan
 - Project Requirements Verification
 - Project Feasibility Verification
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2. GRANT ADMINISTRATION AND PROJECT DELIVERY
- ### Application Requirements
- #### Competitive Grants
- Pre Application*
- Required Grant Application Meeting
 - Optional Informal Letter of Interest
- Application*
- Narrative Responses to Questions on Application (questions vary by grant program)
 - Project Site Photos
 - Project Scope
 - Project Location Map(s)
 - Community Engagement Plan
 - Project Requirements Verification
 - Project Feasibility Verification
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2. GRANT ADMINISTRATION AND PROJECT DELIVERY
- ### Reimbursement
- All grants are reimbursement-based
 - Advancements of up to 50% of the grant award may be available in the following circumstances:
 - The project applicant would require advanced payment to implement the project; **or**
 - The grant award is less than \$500,000
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2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Reimbursement: Eligible Costs

- Up to 25% of grant award may be spent on eligible soft costs
- Categorization of soft costs vary by grant type:
 - Development
 - Acquisition
 - Programming
 - Planning and Design

2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Reimbursement: Eligible Costs

ELIGIBLE COSTS: DEVELOPMENT PROJECTS	
Soft Costs	Hard Costs
CEQA	Community Engagement
Community Engagement	Construction Documents: Beyond 30% CD level
Design Documents: Up to 30% CD level	Construction Equipment Usage Rate Fees ²
Grantee Labor	Construction Management & Labor
Inspections	Engineering
Indirect Costs	Fixed Assets ³ with Life >5 years
Overhead Rate ¹	Interpretive Displays
Surveys	Permits
	Rental Equipment
	Technology and GIS
	Signage
	Surveys

2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Reimbursement: Eligible Costs

ELIGIBLE COSTS: ACQUISITION PROJECTS	
Soft Costs	Acquisition Costs
CEQA	Appraisals
Community Engagement	Escrow Fees
Grantee Labor	Purchase Price
Inspections	Relocation Costs
Negotiations	Title Insurance
Overhead Rate ¹	Preliminary Title Report
	Property Taxes

2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Reimbursement: Eligible Costs


ELIGIBLE COSTS: PROGRAMMATIC GRANTS	
Soft Costs	Hard Costs
Community Engagement	Community Engagement
Grantee Labor	Consultant Services ⁴
Insurance	Portable Equipment ²
Overhead Rate ¹	Grantee Labor
	Interpretive Displays
	Rental Equipment
	Signage
	Training Materials ²
	Transportation ²

ELIGIBLE COSTS: PLANNING & DESIGN FUNDS	
Soft Costs	Hard Costs
Grantee Labor	CEQA
Overhead Rate ¹	Community Engagement
	Design Documents

2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Reimbursement: Ineligible Costs

INELIGIBLE COSTS
Bonus Payments
Ceremonial Expenses
Charges above Normal/Customary Rates
Contingency Reserves
Contract Cost Overruns
Costs Paid by Other Funding Sources ⁵
Damage Judgments, Attorney's/Legal Fees
Deficits, Overdrafts
Discounts not Taken
Direct Costs of Rent
Fixed Assets with a Life of < 5 years
Grant Application Costs
Interest Charges
Lodgings, Meals, and Incidentals
Non-fixed, Portable Equipment ⁶
Office Equipment/Furnishings



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2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Amendments

- Grantees must complete work in accordance with the development plans, specifications and timelines approved in the Grant Contract
- Amendment request must be submitted for any changes

REQUIRED DOCUMENTATION	AMENDMENT TYPE		
	Grant Amount	Project Scope	Project Performance Period
Justification for the request	✓	✓	✓
Revised project budget based on the new grant amount and/or new project scope	✓	✓	
Revised site plan		✓	
Revised project timeline	✓	✓	✓




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2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Good Standing

- All enrollees and grantees must maintain **good standing** with RPOSD in order to receive Measure A Funds
- Good standing is maintained through compliance with all applicable RPOSD Grant Guidelines
 - Proposition A
 - Measure A



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2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Good Standing

The following issues will result in an agency's or organization's **loss of good standing**:

- Failure to complete enrollment and update it annually
- Accrual of annual allocations beyond the 5 year maximum
- Accrual of M&S funds beyond the 5 year maximum
- Pattern of inadequate community engagement
- Failure to sign and complete Grant Contract within 45 days of receipt
- Failure to apply for a Grant Contract Amendment when required
- Failure to submit all required supporting documentation for:
 - Reimbursement
 - Grant Closing
- Failure to comply with:
 - Long-term obligations
 - Conversion requirements
 - Accounting requirements



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2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Good Standing

- Before declaring loss of good standing, RPOSD will issue a Notice of Impending Loss of Good Standing that clarifies the actions the agency or organization must take to preserve good standing
- Agencies and organizations will have 60 days to resolve the issue(s) identified in the Notice of Impending Loss of Good Standing
- Failure to resolve these issues within this timeframe will result in loss of good standing



- A. Board Approval Process
- B. Development of Online Grant Management System
- C. Technical Assistance

3. NEXT STEPS FOR MEASURE A

3. NEXT STEPS FOR MEASURE A

Board Approval Process

- *Proceedings of Measure A Implementation Steering Committee* will be filed with the Board of Supervisors as a work product and will be available to the public
- *Proceedings* provide foundation for Board Letters and guide RPOSD's future work



3. NEXT STEPS FOR MEASURE A

Board Approval Process

- **First Board Letter: June 12, 2018**
 - Recommendation to release annual allocations
 - All contracts to include clause requiring return of funds to RPOSD (and then to taxpayers) if litigation not resolved in Measure A's favor
 - Includes release of M&S funds and funds for TAP
 - Recommendation to not release competitive grant funds until litigation is resolved
- **Second Board Letter: Fall 2018**
 - Measure A Policies, Procedures, and Grant Guidelines
- **Additional Board Letters to follow as needed**



3. NEXT STEPS FOR MEASURE A

Board Approval Process

If Board of Supervisors approve the recommendations contained in the June Board Letter:

- Annual allocation funds will be available starting early fall 2018
- Competitive grant funds will only be available once litigation is resolved



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3. NEXT STEPS FOR MEASURE A

Development of Online Grant Management System

The online system will allow applicants to:

- Answer questions, download templates, forms, and samples
- Upload supporting documentation, application packet with electronic signatures
- Request TA
- Save and return to applications
- Verify Good Standing

RPOSD will provide information and periodic training on the online application platform and process




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3. NEXT STEPS FOR MEASURE A

Development of Online Grant Management System

The online system will allow RPOSD to:

- Issue updates and notifications to all enrollees and grantees
- Review applications
- Issue award notifications and request documents
- Streamline workflow related to grant administration, including tracking status of all grants
- Track data related to every enrollee, grantee, and grant



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3. NEXT STEPS FOR MEASURE A


Technical Assistance Program

Preliminary Work has begun:

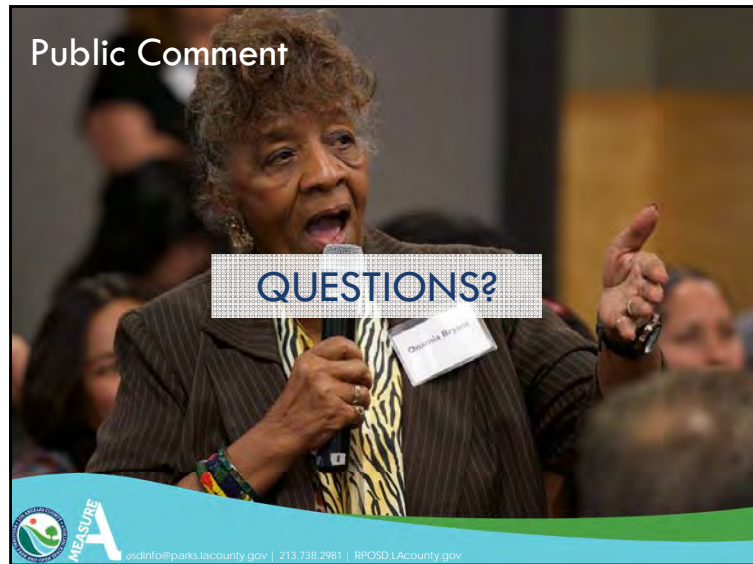
- One-on-one work with agencies that need to close Prop A grants is under way
- Preliminary identification of agencies in need of TA
- Agency interviews are planned to gather information that will help inform development of TAP content

Pilot Year of TAP will launch in Fall/Winter 2018

- Development of program based on framework
- Development of elements, materials, and content
- First workshop topics will include:
 - Park Funding 103
 - Enrollment meetings and trainings



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Final Meeting

Steering Committee Meeting #14 – June 28

- Proceedings of the Measure A Implementation Steering Committee
- Next Steps for Measure A
- Appreciation Brunch

Submit any comments on today's topics to the Board of Supervisors

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Measure A Community Update Meetings

Get Involved with Your Local Park Funding

ATTEND A COMMUNITY MEETING!

Learn about Measure A - the Local Park Funding Measure, the upcoming grant programs, and how to get involved!

<http://rposd.lacounty.gov/2018/05/08/community-engagement-meetings>

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MEASURE A IMPLEMENTATION STEERING COMMITTEE MEETING #13

MAY 31, 2018

Safe, clean neighborhood parks, open space, beaches, rivers protection, and water conservation measure

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MEMORANDUM

DATE May 24, 2018
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District (RPOSD)
SUBJECT Steering Committee Meeting #13 Agenda

Steering Committee Meeting #13 on May 31 will cover the following topics:

Revised Draft Displacement Avoidance Strategy

At the April 26th meeting, a subcommittee was formed to work on revisions to the Draft Displacement Avoidance Strategy. Working with input from interested members of the public, the subcommittee submitted a set of recommended changes to RPOSD. Those recommendations were reviewed and modified by RPOSD and are presented in the attached document.

The Revised Draft of Displacement Avoidance Strategy is attached here for your review prior to the May 31st meeting. Please note that changes to the strategy are represented by **blue text**; black text remains unchanged.

Grant Administration and Project Delivery

This section of the Grant Guidelines details the processes that grantees will follow from grant application through reimbursement and project delivery. This document is attached here for your review prior to the May 31st meeting.

Next Steps

A timeline of RPOSD's next steps in the process of implementing Measure A. This information will be presented at the May 31st meeting.



MEMORANDUM

DATE May 24, 2018
TO Measure A Steering Committee
FROM Los Angeles Regional and Open Space Park District
SUBJECT Revised Draft Displacement Avoidance Strategy

In addition to supporting overall health and wellness, providing community cohesion, and environmental benefits, parks **may also** contribute economic benefits to communities they serve. Research indicates that park improvements can positively impact real property values and municipal revenues.

Unfortunately, this means that communities with parks have increased neighborhood appeal and may attract affluent residents and lead to increased property values, which can gradually price out low-income residents and businesses from the neighborhoods in which they live. The process of economic forces pricing lower income populations out of their homes and neighborhoods is called *displacement*, while the resulting changes of neighborhood population from lower to higher income is referred to as *gentrification*.^{[1][2][3]}

Although RPOSD is not able to directly fund housing and other displacement prevention projects, the implementation of Measure A should consider strategies intended to **directly address** and lessen the likelihood of displacement and gentrification as a result of park enhancement projects. The following goals and policies, many of which are included in the Measure A Grantmaking Policy, eligibility requirements, evaluation criteria, and/or other grant guidelines, are intended to lessen the likelihood of displacement and gentrification as a result of park enhancement projects:

Goals:

- 1. Ensure that parks and recreation facilities funded by Measure A serve all residents of Los Angeles County, particularly low-income people and ethnic minorities who generally populate High and Very High Need Study Areas.**
 - **Policy 1.** Set aside a portion of Measure A funds for High and Very High Need Study Areas. (Currently included in Community-Based Park Investment Program (Category 1), Neighborhood Parks, Healthy Communities & Urban Greening Program (Category 2) and use of Per Capital Improvements Formula)
 - **Policy 2.** In scoring competitive grant applications, **award** points to projects that serve High and Very High Need Study Areas. (Currently included in competitive grant scoring rubrics).
 - **Policy 3.** Within the Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grants; Regional Recreation, Multi-use Trails, and Accessibility Competitive

Grants; and the Acquisition-only Competitive Grants, at least 30% of funds should be expended on projects located in High and Very High Need Study Areas. (Currently included in Grantmaking Policy and grant program descriptions).

- **Policy 4.** Allow non-profit affordable housing developers working in collaboration with local park agencies and/or non-profit park developers to receive Measure A funds for the development of publicly-accessible park space that is located adjacent to or within one-half mile of the affordable housing development.
 - **Policy 5.** Collaborate with other public agencies to expand Measure A's Technical Assistance Program to include information about accessing and leveraging additional public funding to support open space projects (i.e. Measure M, State Cap and Trade programs, etc.). Additionally, link potential grantees to technical assistance offered by other agencies and organizations that could assist with these types of projects.
- 2. Work to minimize any direct impacts on land values and existing housing that might occur through parkland acquisition and park development in low income areas.**
- **Policy 1.** Minimize advanced public disclosure of proposed use of Measure A funds to acquire specific parcels, so as to avoid speculative increases in land value. (Included in community outreach and engagement requirements).
 - **Policy 2.** Avoid funding acquisition projects when purchase prices are based on speculative or inflated land values.
 - **Policy 3.** In scoring competitive grant applications, give points to agencies in areas with value capture, or other displacement prevention policies in place. (Included in competitive grant scoring, social multi-benefits criterion).
 - **Policy 4.** Require conformance to applicable relocation law regarding the loss of any housing units demolished in the course of park construction or enhancement.
- 3. Require culturally competent, linguistically appropriate, inclusive and meaningful public outreach and engagement aimed at existing populations for all projects funded by Measure A.**
- **Policy 1.** Adopt a community engagement policy for Measure A funded projects which requires meaningful engagement, language access, and cultural inclusion. (Included in community outreach and engagement requirements).
 - **Policy 2.** In competitive grant scoring, give points to projects that include community outreach that goes beyond the basic requirements referenced in Policy 1, including strategies to employ small, local businesses and workers, and integrate workforce development through partnerships with organizations such as a conservation corps or similar youth employment organizations. (Included in competitive grant scoring).
 - **Policy 3.** Engage Los Angeles County park-users through innovative online platforms that allow individuals to connect to their local park agencies to assist in reporting ongoing local park conditions and needs.
- 4. Collect, analyze, and report park investment data to monitor for displacement and gentrification.**
- **Policy 1.** As a part of the on-going analysis of Measure A implementation, produce GIS map layers that show the location and size of Measure A investments (Included in Evaluation section of document)
 - **Policy 2.** Partner with research institutions, universities, non-profit organizations, and other public agencies seeking to address displacement and gentrification, by facilitating

conversations and sharing data to support the development of equity and displacement avoidance tools and reports. *(Included in Evaluation section of document)*

- **Policy 3.** Periodically evaluate how the policies in this Displacement Avoidance Strategy are being met and make adjustments as needed to lessen the likelihood of displacement and gentrification as a result of park enhancement projects. *(Included in Evaluation section of document)*

5. Support countywide open space and housing coordination and comprehensive anti-displacement policy development.

- **Policy 1.** Support the development of a countywide anti-displacement taskforce that includes representatives from County agencies and expert stakeholders including representatives from the nonprofit sector, housing, parks, transportation, and planning.
- **Policy 2.** Support the taskforce's work on the identification of best practices, reduction of barriers, and opportunities for collaboration that contribute to the development of joint housing and parks projects using local and state funding sources.
- **Policy 3.** Support the taskforce's development of an incentive-based system to encourage local governments to adopt broader tenant protection, anti-displacement, and value capture policies.
- **Policy 4.** Support the taskforce's development of long-term, multi-sector partnerships that leverage private and public funds to sustain community revitalization, neighborhood stabilization, and equitable development.
- **Policy 5.** Support the taskforce's development of tools such as anti-displacement plan templates and other resources that can be used by communities experiencing displacement and gentrification.
- **Policy 6.** Support the taskforce in partnering with organizations and/or academic institutions to document existing gentrification and displacement trends in Los Angeles County using indicators such as year-over-year changes in property values, ethnicity, income, and the rate of property sales.

[1] American Planning Association: City Parks Forum: How Cities Use Parks for Economic Development

[2] The Trust for Public Land: Measuring the Economic Value of a City Park System

[3] Active Living Research: The Economic Benefits of Open Space, Recreation Facilities and Walkable Community Design

4. Measure A Grant Guidelines

4.4 GRANT ADMINISTRATION & PROJECT DELIVERY

4.4.1 APPLICATION REQUIREMENTS

In order to request annual allocations or apply for competitive grant funds, applicants must complete RPOSD's enrollment process and receive a determination of eligibility (see Section X for enrollment requirements). Once eligibility has been determined, and technical assistance needs have been reported applicants must submit an online application for each project seeking Measure A funds.

RPOSD will administer the application process electronically through an online grants management system for all grant programs. All applications will consist of a series of questions to be answered by the applicant (anticipated to include both multiple-choice and open-ended questions) as well as requests for supporting documentation. The questions will be specific to each grant program and will be available to potential applicants at least six months prior to application deadline.

The online system will allow applicants to answer questions, download templates for required forms, and upload supporting documents and electronic signatures. Applicants will have the ability to save and return to their applications as they work on submitting various components of the application. RPOSD will provide information and periodic training on the online application platform and process.

Applicants should work closely with their designated Program Manager to clarify any questions, challenges, or anticipated delays prior to submission of the online application. Technical assistance is available for the application process – refer to Section X. for additional information.

Annual Allocations

As described in Section X, applications for annual allocations will be accepted continuously from those agencies with a valid eligibility determination.

Competitive Grants

Applications for competitive grants will be released by RPOSD at least six months prior to the application deadline. RPOSD will publicize the release of competitive grant applications through use of their website, email blasts, and social media. Applicants failing to submit a complete application by the application deadline may be required to wait until the next grant cycle to reapply. Refer to Section X for additional information about the competitive grant calendar.

Grant Application Meeting

All applicants of competitive grants are required to attend a grant application meeting. A grant application meeting will be held for each competitive grant program. The grant application meetings will be held at a centrally located venue in each of the five Supervisorial Districts or be available for virtual attendance online. Applicants can choose to attend the meeting in-person or via a webinar. At the grant application meeting, RPOSD staff will walk applicants through the goals of the grant program, application requirements, and respond to questions. Proof of attendance at a grant application meeting or webinar will be required at the time of application submittal and will be provided by RPOSD.

Optional Informal Letter of Interest

Potential grantees have the option of submitting an informal letter of interest to RPOSD, indicating the agency or organization's intention to submit a competitive grant application for a project, a description of the project, and the desired grant award size. RPOSD staff will review all letters that are submitted at least four months in advance of the application deadline and will provide agencies written guidance and suggestions for crafting a strong application for the project. Note that the application process will be open to all, including those organizations that choose to forego this optional informal letter of interest.

Supporting Documentation

In addition to the questions on the application, the following list includes an overview of the supporting documentation applicants will be required to submit as part of each application. Required supporting documentation for project requirements and project feasibility will vary by grant program (see section 5.x). Specific requirements will be clearly described in detail in the call for applications, as well as in the online application system.

- Project Scope
- Project Location Map(s)
- Project Site Photos
- Community Engagement Plan
- Project Requirements Verification (refer to Section X for specific requirements for each grant program)
- Project Feasibility Verification (refer to Section X for specific requirements for each grant program)
- Third Party Agreements (if applicable)
- Other Regulatory Requirements (if applicable)

4.4.2 APPLICATION REVIEW

Annual Allocations

Authority to award and administer grants has been delegated to the Director of RPOSD under Section 6(a) of Measure A. Applications for annual allocations will be reviewed and approved by RPOSD staff.

Competitive Grants

RPOSD will collaborate with subject matter experts to evaluate and award Measure A funds according to the following process:

- RPOSD will create a Competitive Grants Evaluation Panel for each competitive grant program. Each panel will be composed of a multidisciplinary team with diverse backgrounds and expertise in various aspects of park, recreation, and open space issues.
- RPOSD staff will first complete an administrative review of applications to evaluate for good standing, completeness, adherence to category requirements, and adherence to project requirements.
- Complete applications meeting all requirements will be forwarded to the Competitive Grants Evaluation Panel for scoring, using the rubrics outlined in Section X. Each application will be scored by a minimum of three reviewers.
- RPOSD staff will meet with the Competitive Grants Evaluation Panel to review each grant application and arrive at a composite score for each application. This meeting will result in a preliminary ranked list of applications and will be used to select projects that will receive a site visit.
- RPOSD staff and the Competitive Grants Evaluation Panel will schedule and complete site visits for those applications receiving top scores in the preliminary ranking.
- RPOSD staff and evaluation panel members will finalize ranking. RPOSD will issue notification of award to selected projects.
- RPOSD's Board of Directors will be notified of results for all competitive grant programs at the end of the evaluation cycle.

4.4.3 GRANT AWARD AND CONTRACT

Award recipients will be notified of their award amount by RPOSD. Award recipients will receive a Grant Contract (GC) that must be signed and returned to RPOSD within 45 business days of receipt. The GC must contain the electronic signature of the Applicant's authorized representative. Award recipients will receive an executed PDF version of the contract for their records. The Project Performance Period will not begin until the GC is executed. Reimbursements will only be issued for expenses incurred during the Project Performance Period.

4.4.4 AWARD ADMINISTRATION

Once award recipients (hereafter referred to as grantees) have entered into a Grant Contract, they are responsible for the ongoing administration of the grant award and should work closely with their designated program manager to ensure that all requirements are met in a timely manner.

Eligible and Ineligible Costs

RPOSD will either reimburse or advance Measure A funds to grantees for eligible project costs. In general, eligible costs for reimbursement fall into two categories: Soft Costs and Hard Costs. Table 4-1 provides examples of potential eligible for each type of grant program, while Table 4-2 provides examples of ineligible costs. These tables are not exhaustive, and grantees should consult their program managers to verify if an expense is eligible.

TABLE 4-1 ELIGIBLE COSTS, BY GRANT TYPE

ELIGIBLE COSTS: DEVELOPMENT PROJECTS	
Soft Costs	Hard Costs
CEQA	Community Engagement
Community Engagement	Construction Documents: Beyond 30% CD level
Design Documents: Up to 30% CD level	Construction Equipment Usage Rate Fees ²
Grantee Labor	Construction Management & Labor
Inspections	Engineering
Indirect Costs	Fixed Assets ³ with Life >5 years
Overhead Rate ¹	Interpretive Displays
Surveys	Permits
	Rental Equipment
	Technology and GIS
	Signage
	Surveys
ELIGIBLE COSTS: ACQUISITION PROJECTS	
Soft Costs	Acquisition Costs
CEQA	Appraisals
Community Engagement	Escrow Fees
Grantee Labor	Purchase Price
Inspections	Relocation Costs
Negotiations	Title Insurance
Overhead Rate ¹	Preliminary Title Report
	Property Taxes
ELIGIBLE COSTS: PROGRAMMATIC GRANTS	
Soft Costs	Hard Costs
Community Engagement	Community Engagement
Grantee Labor	Consultant Services ⁴
Insurance	Portable Equipment ²
Overhead Rate ¹	Grantee Labor
	Interpretive Displays
	Rental Equipment
	Signage
	Training Materials ²
	Transportation ²
ELIGIBLE COSTS: PLANNING & DESIGN FUNDS	
Soft Costs	Hard Costs
Grantee Labor	CEQA
Overhead Rate ¹	Community Engagement
	Design Documents
	Grantee Labor
	Plans and Specifications
	Technical Studies

TABLE 4-2 INELIGIBLE COSTS

INELIGIBLE COSTS
Bonus Payments
Ceremonial Expenses
Charges above Normal/Customary Rates
Contingency Reserves
Contract Cost Overruns
Costs Paid by Other Funding Sources ⁵
Damage Judgments, Attorney's/Legal Fees
Deficits, Overdrafts
Discounts not Taken
Direct Costs of Rent
Fixed Assets with a Life of < 5 years
Grant Application Costs
Interest Charges
Lodgings, Meals, and Incidentals
Non-fixed, Portable Equipment ⁶
Office Equipments/Furnishings

Notes for Table 4-1 and Table 4-2

1. *If an overhead rate is used, the costs of employees that are charged directly to a Grant must not be included in this rate. RPOSD will not allow overhead to be applied to any costs if the Grantee fails to adhere to this guideline.*
2. *Use of vehicles and/or equipment owned by the Grantee may be charged to the Project for each use. Rental rates published by the California Department of Transportation may be used as a guide.*
3. *Fixed assets must have a useful life of 5 years or more. Examples include Air-Conditioning, Fire Alarms, Interpretive Displays, Lighting, Signage and Security Systems.*
4. *Grantees must pay consultants according to the Grantee’s customary or established method and rate. Consultant fees may not be paid to the Grantee’s own employees or to any organization under common control of the Grantee or in which any employee of the Grantee has a financial interest.*
5. *Excludes forwarded funds.*
6. *Excludes Recreation Access program grants that include pop-up, non-fixed features.*

Soft Costs

Grantees may request reimbursement for eligible soft costs after the Grant Contract is fully executed. Approval of ongoing soft costs is dependent on progress in relation to grant scope, budget, and timeline. Soft costs that were paid and/or reimbursed by RPOSD must be returned for projects that are cancelled and/or terminated.

Up to 25% of the Grant Award may be used for soft costs. If necessary, Grantees may request an increase in the soft cost percentage. Requests must include a detailed grant budget and justification for the requested increase. Those expenses that qualify as soft costs are noted in Table 4.1 above and differ based on project type (development, acquisition, programmatic, or planning and design).

Hard Costs

Grantees may request reimbursement for eligible hard costs after the Grant Contract is fully executed. Approval of ongoing hard costs is dependent on progress in relation to grant scope, budget, and timeline. Hard costs vary by project type as shown in Table X. above.

Grantee Labor

Eligible grantee labor costs include accounting, design, project management, or services that the Grantee's employees directly engaged in development. Direct costs must be tracked, charged, and accounted for directly to a specific project. All grantee labor charges must be listed on the Project Budget. Grantees may request reimbursement of labor costs calculated through an adopted Cost Allocation Rate or by listing Direct Costs.

Cost Allocation Rate (CAR)- Indirect costs may only be charged to Measure A under an agency cost allocation plan. If a Cost Allocation Rate is used, grantees must provide the adopted CAR. The costs of employees that are charged directly to a Grant must not be included in this rate. RPOSD will not allow overhead to be applied to any costs if the Grantee fails to adhere to this guideline.

Local Policy Mandates

Grantees may be eligible to receive reimbursements for project elements not included in Table 4-1 but required by local policy mandates. All reimbursements of this nature must be reviewed for approval by RPOSD.

4.4.5 ADVANCEMENTS

Some jurisdictions may require an advancement of funds to begin their project. Grantees may request cash advancements when a project's initial investment exceeds a jurisdiction's ability to front costs prior to receiving funding. Measure A allows RPOSD to advance up to 50 percent of the grant award if it satisfies one or more of the following criteria:

- The project applicant would require advanced payment to implement the project.
- The grant award is less than \$500,000.

Grantees must provide proof of jurisdictional support, either by a City Council or Board resolution, for the advancement requirements. Support of advancement may be included in the jurisdictional support document submitted at the time of enrollment. Recipients must return any used portion of advanced grant funds to RPOSD within 60 days of project completion. Grantees not eligible for advancements must receive Measure A funds in the form of reimbursements.

To help offset the cost of facilitating outreach and engagement, agencies may advance up to 30 percent of their annual allocation funds, not to exceed \$20,000, for this use.

4.4.6 REIMBURSEMENTS

To distribute Measure A funds, RPOSD will reimburse grantees for eligible project costs that are incurred within the Project Performance Period. The following section includes an overview of the major

components and supporting documentation grantees will be required to submit when requesting reimbursement payments.

Requirements for supporting documentation may vary by project based on scope, funding category, and applicant type. Specific requirements will be described in detail through the online application portal which will facilitate a streamlined process that reduces the quantity and frequency at which forms are submitted. Projects that involve acquisition have additional reporting requirements as described below.

Supporting Documentation – All Grants

Project Status Updates (PSU)

Grantees must provide Project Status Updates twice per year. It is the grantee's responsibility to provide PSUs by due date. This requirement continues until RPOSD receives all Closing Documentation.

Reimbursements will not be processed if PSUs are overdue.

Payment Request Form

Grantees must submit a payment request form to show itemized expenses for which they are requesting reimbursements.

Updated Project Budget

If the overall project budget has changed since being submitted during the application stage, grantees must submit an updated budget, highlighting the changes.

Signage

Grantee shall submit a proof of proposed project signage, including RPOSD logo, for pre-approval. The signage proof shall be included with the first PSR. Not required for programmatic or planning and design grants.

Deed Restrictions (DR)

All development projects and acquisition projects funded by Measure A are subject to a Deed Restriction (DR) which places restrictions on the deed of the grant-funded property through the Grant Contract. The restriction must be recorded by the grantee/property owner with the Los Angeles County Registrar-Recorder/County Clerk. Any exceptions (e.g. for parkway improvement projects) to DR requirements must be approved in writing by RPOSD.

- **Acquisition-only Projects:** The DR is required after the acquisition is complete and the Grantee takes ownership of the property.
- **Development-only Projects:** The DR is required at the execution of the Grant Contract.
- **Acquisition/Development Projects:** The DR is required after the acquisition is complete and before reimbursement of any development costs.

Ceremonies

Grantees shall coordinate with their Program Manager and respective BOS representative to ensure representation at project ceremonies, including but not limited to groundbreakings, ribbon cuttings, and special events. RPOSD will attend as many ceremonies as possible and will provide social media support to help promote ceremonies. Requests for social media support must be made at least 4 weeks prior to the requested publish date.

Project Photos

Grantees shall provide project photos throughout the duration of the project as well as post-completion. Photos are subject to publication by RPOSD at its sole discretion and without need for any approvals from Grantee.

Supporting Documentation – Acquisition Projects

In addition to the requirements outlined above, projects involving acquisition require the following supporting documentation:

- **Appraisal Report:** Grantees must provide a comprehensive narrative Appraisal Report that meets Uniform Standards of Professional Appraisal Practice (USPAP). Because of the changing real estate values in Southern California, appraisals more than 1 year old will not be accepted without prior RPOSD approval.

If the owner sells the property for the appraised value, and the Just Compensation language is not included in the Purchase Agreement then the appropriate section of Certification of Compliance must be signed by the property owner.

If the owner sells the property for less than the appraised value, and a statement that partial donation of property has taken place is not included in the Purchase Agreement, then the appropriate section of Certification of Compliance must be signed by the property owner.

In accordance with RPOSD’s Displacement Avoidance Strategy, sales for more than the appraised value will not be eligible.

- **Purchase Agreement:** The agreement must include the terms and conditions of the acquisition and be signed by all parties.
- **Escrow Instructions:** Escrow Instructions must state that: if escrow does not close within 3 days of RPOSD paying funds into escrow, such funds shall be invested in an interest-bearing account insured by the Federal Deposit Insurance Corporation (FDIC). All interest accrued on RPOSD funds paid into escrow shall be paid to RPOSD within 30 days of escrow closing.
- **Preliminary Title Report (PTR)**
- **Disclosure Form:** Should list title exceptions and the intended dispositions. For some exceptions, “None” is appropriate to list as an intended disposition. The original Disclosure form with an electronic signature by the Applicant’s authorized representative must be uploaded.
- **Estimated Buyers Statement:** Estimated Closing Escrow Statement
- **Escrow Memo:** Must include grant number, project name, and escrow information. List all parcels to be acquired and identify which parcels will be paid for with Measure A funds.
- **Certification of Compliance:** Grantees must certify compliance with the policies and regulations governing real property acquisitions. The form must be original with wet-ink signature by the Applicant’s authorized representative.
- **Relocation Plan (if applicable):** Relocation costs are allowable for projects resulting in displacement of any person or business. Grantees must comply with the State Relocation Act even if relocation costs are not claimed for reimbursement. If relocation costs will be charged to the grant, a copy of the Relocation Plan is required.

- **Settlements (if applicable):** Provide an itemization of all charges imposed on the Grantee and the seller in connection with the acquisition. This includes Administrative Settlement Summary or Legal Settlement (if applicable).
- **Acquisitions through Eminent Domain:**
 - *Express Authorization to Acquire through Eminent Domain:* Send a copy of the Resolution approved by the governing body of the Grantee that provides evidence of express authorization to acquire through eminent domain.
 - *Judgment in Condemnation:* Grantees must provide a copy of the court document demonstrating that the Grantee has applied for an order of condemnation on property to be acquired and showing the price determined by the court.

Supporting Documentation – Development Projects

In addition to the requirements outlined above, development projects require the following supporting documentation:

- **Contract(s):** Must provide award letter along with the signed and fully executed competitive bid contract and any applicable purchase orders, sole source agreements, and change orders to reflect final contract amount.
- **Labor Cost Forms/Purchase Orders**
- **Additional Insured Instructions:** Must include language to name “Los Angeles County Regional Park and Open Space District” as an additional insured on any and all liability insurance policies applicable to the Project.
- **Plans and Specifications:** Must provide applicable plans and specifications. Must verify that any landscaping elements are done in accordance with the landscaping provision of the Grant Contract unless Grantee can prove, to RPOSD’s satisfaction, that it would be infeasible to do so.
- **Resolution:** Although not required by RPOSD, if a resolution is approved or adopted by the governing body of the Grantee, it must be submitted to RPOSD.

Timing

Grantees may begin requesting reimbursements once the costs have been incurred and grantee is prepared to submit all supporting documentation. Grantee must submit all proposed modifications of development plans, specifications and timelines for RPOSD pre-approval prior to requesting reimbursements.

To ensure final payments are made prior to the grant expiration, all Payment Request Forms and supporting documents should be submitted at least 3 months before the end of the Project Performance Period. Failure to submit Payment Request Forms in a timely manner may impact Grantee’s good-standing and delay eligibility for future funds (see Section 4.4.10). Grantees in need of additional time may request an extension to the Project Performance Period and amend Grant Contract. Section 4.4.3 for requirements.

- Final payment may be withheld on development projects until the grant scope is complete and the project conforms to the Agreement as a usable public facility.

- Allow four to six weeks for all supporting documents to be reviewed and for payments to be processed.

Acquisition Projects

Grantees may request reimbursement for acquisition costs when the Project Status Report and Deed Restrictions have been reviewed and approved. Acquisition documents should be submitted to the Program Manager at least 30 days before any requests for deposits to escrow or submittal of requests for reimbursement of acquisition costs.

4.4.7 AMENDMENTS

Grantees must complete work in accordance with the development plans, specifications and timelines approved in the Grant Contract. For any changes to project budget, scope, name, or Project Performance Period, Grantees must submit a Project Amendment Request within three months of the change. Amendments will not be permitted after final payments have been issued.

All amendment requests will be carefully evaluated and must be approved by RPOSD. If the request is approved, RPOSD will initiate an amendment to the Grant Contract.

Grantee must submit an amendment request form and include the supporting documentation as shown in Table 4-3 below.

TABLE 4-3. REQUIRED DOCUMENTATION FOR AMENDMENT OF GRANT CONTRACT

REQUIRED DOCUMENTATION	AMENDMENT TYPE		
	Grant Amount	Project Scope	Project Performance Period
Justification for the request	✓	✓	✓
Revised project budget based on the new grant amount and/or new project scope	✓	✓	
Revised site plan		✓	
Revised project timeline			✓

If a grantee's governing body requires an adopted Resolution for an amendment, that Resolution must be submitted to RPOSD.

4.4.8 SITE VISITS

RPOSD Program Managers will conduct site visits at key stages of grant-funded projects to verify project status and consistency with scope, timeline, and budget as described in the Grant Contract. Program Managers will work closely with grantees to determine a suitable point in the project's timeline to conduct the visits. Program Managers will issue site visit reports to the Grants Management System with notification to the grantee within two (2) business days of the visit.

4.4.9 CLOSING AND POST-CLOSING OBLIGATIONS

Grantees are required to follow RPOSD procedures to close a grant upon completion of the project. Failure to properly close a grant may affect a Grantee's good-standing and prevent Grantees from applying for future grants.

Supporting Documentation

To successfully complete a project, Grantees must submit Closing Documentation within 3 months of project completion. When submitting closing documents, the grantee will also schedule a final site inspection to be conducted before final payments may be disbursed. RPOSD will retain 10% of the total grant award amount until all closing documents have been submitted and the final site inspection has been completed. The following documentation is required to close a grant:

All projects

- **Final Project Budget:** A final budget is required and must reflect any approved amendments, unutilized funds, or additional project costs.
- **Third-party Agreements:** Any agreements submitted in draft form during the application stage must be updated to reflect the final authorization of all involved parties. Agreements established after the application stage must also be submitted in entirety before a project may be closed.
- **Project Photos:** Must supply photos depicting the final project results and any closing ceremonies.
- **Project Certification Form:** Certifies that all grant funds were expended for the grant-awarded project, that the project is complete, and that final payments have been made for all work done.
- **Amendment Request Form:** Required if there is any change to Project Performance Period, project scope, funding, and anticipated funding needs.

Development Projects

- **Notice of Completion:** The Notice of Completion (NOC) is required when development elements of a Project were performed under contract with a public agency. The NOC must be stamped by the Los Angeles County Registrar-Recorder/County Clerk.

Acquisition Projects

- **Grant Deed:** Provide a copy of the grant deed recorded with and stamped by the Los Angeles County Registrar-Recorder/County Clerk. Other acceptable property conveyance documents may include but are not limited to Quit Claim, Tax Deed, or Conservation Easements.
- **Closing Escrow Statement:** Provide a copy of the closing statement showing itemized list of all charges and credits; purchase price, financial terms, funds deposited, debits or credits, payments to third parties, and payoffs of existing loans/liens. If any interest accrued during escrow, Payment Request (credited amount), payment, and memo must be on file before Final Payment/Closing.
- **Title Insurance Policy**

- **Final Relocation Report:** If the project includes relocation, the final relocation report must be submitted.
- **Recorded Deed Restriction:** If not previously submitted, must be submitted prior to closing (acquisition projects only).

Programmatic Projects

- **Final Report:** Submit a final report that reconciles how the work presented in the project scope was executed.
- **Third-party Evaluation:** Grantees must obtain a third-party evaluation to reconcile how the Grantee provided program benefits, as reported in the project scope and reviewed in the grant evaluation process (see Section X).

Planning & Design Projects

- **Final Report:** Grantees must submit final planning and design documents which may include conceptual designs or technical reports.

Long-Term Obligations

Public Access

Grant-funded property must be open and accessible to the public in perpetuity, except as noted under the special provisions of the Grant Contract. Grantee or any other agency or organization operating the Grant-funded property must comply with the following provisions per the Measure:

- Grant-funded project must provide reasonable and appropriate access by the public and be clearly communicated to the public on when and how access is provided.
- Grant-funded property must include reasonable public access including the provision of parking and public restrooms, except where that access may interfere with resource protection. Exceptions may be made for projects without adequate space for parking or restrooms.
- Grant-funded property must be open and accessible without discrimination as to race, color, sex, sexual orientation, age, religious belief, national origin, marital status, physical or mental handicap, medical condition, or place of residence.
- Additionally, the Grantee, or any other agency or organization operating the Grant-funded property, is prohibited from discriminating against or providing preferential treatment to any person or organization seeking to use such facility based on the place of residence of such person or the members of such organization. This prohibition extends in perpetuity and includes, but is not limited to, charging fees that differentiate between residents and non-residents or that grant preferential treatment to city residents with regard to reservations or registration.

Assignment and Assumption of Grant Agreement (AAGA)

Pursuant to the Measure and Grant Contract, the AAGA allows grantees to transfer all grant obligations to a public agency from a private entity or from one public agency to another.

A project developed on land owned by a non-profit or private entity must enter into an agreement with a public entity that allows for the in-perpetuity requirements of the funding to be met, regardless of the condition of the non-profit or private entity (should they go out of business etc.) This may be an AAGA or other agreement approved by RPOSD as well as both entities.

Conversions

Any change in use, sale, or disposal of Grant-funded property must be approved in advance by the Board of Supervisors. Grantees who are contemplating changing, or have already changed, the use or ownership of Grant-funded property, must contact RPOSD and submit a Request for Conversion, who will facilitate the processes required for such a conversion. If the use or ownership of Grant-funded property is changed, RPOSD may at its discretion seek a remedy pursuant to the Measure and Grant Contract. Grant-funded property must be used only for the purposes for which grant funds were requested. Any change of use, sale or other disposal of grant-funded property must be requested by the grantee and approved by the Board in advance.

Accounting Requirements

Each Grantee is required to maintain satisfactory financial accounts, documents, and records for the Project's maintenance and servicing and to make them available to RPOSD for auditing at reasonable times. Agency also must retain such financial accounts, documents, and records for five years following Project's maintenance and servicing period for which expenses have been incurred.

Audits

It is the Grantee's responsibility to maintain accurate financial records on actual items completed and paid for with Measure A funds. Grantees are required to maintain records for audit purposes for five years from the date of completion. RPOSD may perform an audit at any time and reserves the right to collect costs not supported. Considerations for thorough record keeping include but are not limited to:

- Provide accounting data that clearly records costs incurred on the project and accurately reflects fiscal transactions, with necessary controls and safeguards.
- Provide good audit trails, especially the source documents (purchase orders, receipts, progress payments, invoices, time cards, cancelled warrants, warrant numbers, etc.).
- Comply with local, state and federal requirements.
- Maintain time and attendance records as charges are incurred, recording actual time spent on the project, and describing the specific work performed on the project during that time.

Unutilized Funds

Grant funds paid in excess of final total project costs shall be refunded to RPOSD. Examples include funds advanced into escrow in excess of the final settlement amount, advancement of funds at the beginning of the project, or development costs reimbursed by RPOSD that were later refunded by a vendor. Grantees returning funds are required to submit a memo and payment request with copies of credits or refunded checks.

Grantees may request transfer of residual annual allocation funds to a new or existing project. Unutilized annual allocation funds not transferred to a new or existing project must be returned to RPOSD for accrual and future use within the Study Area.

Unutilized complete grant funds are not eligible for transfer. These funds must be returned to RPOSD for future awards.

4.4.10 MAINTENANCE AND SERVICING

Grant-funded property must be maintained and operated in perpetuity. Grantees must notify RPOSD when grant-funded property must be closed or restricted (partially or in its entirety) by an authorized agency due to health and safety, natural disasters, and acts of God. Any agreements to assign responsibility of maintenance and/or operations to third parties must be formalized and submitted to RPOSD. Maintenance and operations costs eligible for Measure A reimbursement are shown below in Table 4-4.

TABLE 4-4: M&S ELIGIBLE AND INELIGIBLE COSTS.

ELIGIBLE	INELIGIBLE
Project elements (per project description) paid for with Measure A or Proposition A funds	Projects not paid for with Measure A or Proposition A funds
Project elements that were not paid for with Measure A or Proposition A grant funds but were part of the entire project. For example, in a Measure A-funded pool rehabilitation grant project, the pool pump was paid for with other funds. Replacement of the pool pump is eligible for M&S funds.	Maintenance and servicing of projects not funded from Measure A or Proposition A.
Increased staff costs necessary for the usual operation and maintenance of the facility.	Direct charges for management, clerical, personnel, and other administrative expenses incurred by the agency.
Cost of the staff member(s) needed to open, schedule, and oversee (i.e., operate) a new recreation building such as life guards, maintenance workers, etc.	Additional staff to run recreational programs, such as coaches, karate instructors, recreation leaders, cashiers, etc.
An agency's direct overhead rates as applied to wages, services, and supplies. These must be shown as a percentage of the total expenditure such as supplies or a staff maintenance worker's hourly rate.	Purchase of supplies for office, programming, or public information materials.
Replacement of equipment included in the original project description (e.g., swimming pool pump).	Purchase of fixed assets or capital outlay equipment.
Lighting and security systems.	Police patrols or other security patrols.
Graffiti removal.	Rewards for information on vandalism of the facility.
The costs of using maintenance equipment; rental rate or a set hourly rate that reflects such factors as depreciation, maintenance and repair of the equipment, replacement parts, and fuel.	Travel and field inspection expenses of agency personnel.
Contracts with maintenance providers (e.g., conservation corps, weed abatement, etc.)	Penalties, interest, and similar costs levied against an agency by a contractor or a provider of product or service.
	Liability and injury claims filed against the agency, whether or not the cause of action stems from alleged improper maintenance and servicing of RPOSD-funded projects.

Application Process

An eligible agency may apply for M&S funds upon approval of the following two items:

- Budget that shows the increased costs of maintaining the facility acquired, developed, improved, or refurbished with grant funds; and/or
- Request for unanticipated and/or extraordinary expenses.

Sharing/Transferring of Funds

An agency may, with consent of its governing body, transfer its right to all or a portion of its M&S monies to another agency eligible to receive the funds, provided that:

- The “receiving” agency uses the “sending” agency’s M&S funds to operate a completed RPOSD-funded project(s) whose grant(s) are closed; or
- The RPOSD finds, through an administrative review process, that the intended use of the “receiving” agency’s M&S funds will benefit the residents of the “sending” agency.

In such cases, the “sending” agency must present to RPOSD a certified copy of a resolution, duly adopted by the governing body, relinquishing the agency's right to all or a portion of the funds for such time as the agency determines. The “receiving” agency may apply for and spend these funds only in accordance with the requirements identified in this chapter.

An agency that wishes to assign its M&S monies to an agency that does not receive M&S allocations should contact its Program Manager (RPOSD staff). The agency assigning the funds shall obtain pre-approval from RPOSD.

Payment Requests

Agencies may submit payment requests for M&S funds at any time throughout the year and may not accrue more than five (5) years of M&S allocations. Agencies who have not applied for any M&S funds within a 5-year timeframe may lose good standing and may not be eligible to receive additional Measure A funds. An eligible agency may apply for maintenance and servicing funds upon approval of:

- M&S Budget that has been submitted to show the increased costs of maintaining the facility acquired, developed, improved or refurbished with Proposition grant funds, and/or
- Request for extraordinary/unanticipated M&S costs

If the requesting agency is planning to maintain and service multiple project sites using a single year’s M&S allocation, they may submit one comprehensive budget so long as costs are itemized by project and clearly identify all corresponding Grant Numbers.

An agency may request payment based on an approved budget for costs that will be incurred during the current or the next fiscal year. The exact period of time covered by the payment must be clearly indicated on the payment request (annual, quarterly, etc.).

At the end of the covered period, if any of the funds paid have not been expended as set out in the approved budget, the agency shall inform RPOSD. An adjustment will then be made to the next payment to credit the unused funds from the previous period to the new request.

Unanticipated and/or Extraordinary Expenses

Some maintenance expenses occur infrequently or cannot be anticipated in advance in the M&S Budget. Therefore, in addition to or in place of the annual budgeted expenses, an agency may claim eligible extraordinary expenses as they occur. The extraordinary expense must be related to the grant-funded project. Grantees are advised to work closely with their Program Manager to ensure eligibility of and to obtain prior RPOSD approval of the extraordinary expense(s). Refer to Table 4-5 for examples unanticipated and/or extraordinary maintenance expenses

For reimbursement of extraordinary expenses, M&S grantees must provide quotes, invoices, cancelled checks and a memo stating what work was completed.

For advance payments, grantees must submit a request, a project budget, and provide a timeline to complete the work. Expenses must be incurred as soon as the agency receives the funds. Once the work is complete and the vendor is paid, grantees must provide invoices and cancelled checks. After the final costs have been documented, and prior to submitting additional M&S payment requests, the agency must submit documentation of the exact costs incurred. RPOSD will be unable to approve further payment requests until complete documentation supporting the advance is received.

TABLE 4-5: EXAMPLES OF UNANTICIPATED AND/OR EXTRAORDINARY MAINTENANCE EXPENSES

CATEGORY	EXAMPLE #1 NEW LOCAL PARK	EXAMPLE #2 RENOVATION	EXAMPLE #3 POOL ADDITION	EXAMPLE #4 EXPANSION	EXAMPLE #5 RENOVATION OF EXISTING POOL
Natural Calamities, Disasters, and Acts of God	Strong winds blew down fencing around playground equipment	Termite infestation of several beams of the picnic shelter	Pool filter and fill lines damaged by earthquake	Facility is hit by lightning, causing damages that need repair	A tree fell and damaged the bath house
Man-made Destruction (vandalism, theft, negligence, accidents)	Vandals destroyed playground equipment	One of the brick planters is hit by a car and must be rebuilt	Maintenance worker accidentally drops ladder, breaking a pool pump connection	Vandals broke glass windows	Vandals destroyed shower heads and restroom fixtures
Gradual Physical or Functional Deterioration, Obsolescence	Old playground equipment needs to be replaced for safety reasons	Replacement of decaying gazebo, replacement of recreation building roof	15-year old drain pipes need replacement, heater breaks, pool cover needs to be replaced	Gym floor needs resurfacing, air conditions breaks down, building needs repainting	A more efficient automatic chlorinator became available that will pay for itself

Unutilized M&S funds

RPOSD shall accumulate unutilized M&S funds for future withdrawal by the eligible agency. Unspent funds held in an agency's M&S account will not earn interest.

4.4.11 GRANT INACTIVITY

Grantees who fail to administer their grant(s) according to the guidelines outlined in Section 4.4 may have their grant declared inactive. Grantees with inactive grants will lose good standing and may be ineligible to receive additional Measure A funds until all issues are resolved and the grant(s) are no longer inactive.

Before declaring any grant inactive, RPOSD will issue a Notice of Impending Loss of Good Standing that clearly lists the actions the Grantee needs to take to avoid this action. Grantees will have 60 days to resolve the issues identified in the Notice of Impending Loss of Good Standing and avoid having the grant declared inactive. Program Managers will work closely with all Grantees who receive a Notice of Impending Loss of Good Standing to resolve all issues. These Grantees may receive education and training, ongoing RPOSD support, professional services, or other technical assistance elements that the Program Manager determines will assist the Grantee in resolving the issues.

Failure to respond to a Notice of Impending Loss of Good Standing or to resolve all issues within 60 days will result in a grant being declared inactive. Program Managers will continue to work with Grantees with inactive grants to resolve all outstanding issues and restore the Grantee's good standing.

4.4.12 GOOD STANDING

Agencies and organizations who fail to comply with the Measure A Grant Guidelines may lose good standing with RPOSD and be ineligible to receive future Measure A funding. Before declaring loss of good standing, RPOSD will issue a Notice of Impending Loss of Good Standing that clarifies the actions the agency or organization must take to preserve good standing. Agencies and organizations will have 60 days to resolve the issue(s) identified in the Notice of Impending Loss of Good Standing. Failure to resolve these issues within this timeframe will result in loss of good standing.

Agencies and organizations who receive a Notice of Impending Loss of Good Standing or who lose good standing must work closely with their RPOSD Program Manager to reconcile issues and restore good standing. In addition to ongoing support from their Program Managers, RPOSD may recommend education and training, professional services, or other technical assistance to Grantees not in good standing.

The following issues will result in an agency's or organization's loss of good standing:

- Failure to complete enrollment
- Failure to verify enrollment information every 12 months
- Accrual of annual allocations beyond the 10 years allowed
- Accrual of M&S funds beyond the 5 years allowed
- Pattern of inadequate community engagement
- Failure to sign and complete Grant Contract within 45 business days of receipt
- Failure to apply for a Grant Contract Amendment if there are any changes to the project budget, scope, name, or Project Performance period
- Failure to adhere to the project scope, budget, and timeline as described in the Grant Contract or Amended Grant Contract
- Failure to submit all required supporting documentation for reimbursement

- Failure to submit all required supporting documentation for grant closing
- Failure to comply with long-term obligations
- Failure to comply with conversion requirements
- Failure to comply with accounting requirements
- Failure to maintain grant(s) in active status

DRAFT



**LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT**



Measure A Implementation

Los Angeles County Regional Park and Open Space District

**Summary Meeting Notes
Steering Committee Meeting #13
May 31, 2018 9:30 am – 12:00 pm**

Steering Committee Members in Attendance:

Hugo Enciso	John Jones	Sussy Nemer
Belinda Faustinos	Nicole Jones	Bonnie Nikola
Esther Feldman	Amy Lethbridge	Stefan Popescu
Hugo Garcia	Yvette Lopez-Ledesma	Barbara Romero
Karen Ginsberg	Linda Lowry	Bruce Saito
Michael Hughes	Sandra McNeil	Keri Smith
Bill Jones	Delia Morales	Stephanie Stone

Alternate Members in Attendance: Manal Aboelata, Greg Alaniz, Jean Armbruster, Alina Bokde
Tamika Butler, Onnig Bulanikian, Scott Chan, Maria Chong-Castillo, Reyna Diaz

AGENDA ITEM: Revised Draft Displacement Avoidance Strategy

1. General Comment Summary

- a. How will the effectiveness of the displacement strategy be tracked?
- b. Very forward-thinking policy that could serve as a model
- c. Language should be sharpened. Forming a taskforce isn't the strongest recommendation here, it's that the BOS take action related to displacement and use of funds from Measure A and other measures.
- d. This should not be limited to Measure A funding
- e. Risk of park development contributing to displacement can be reduced if there are parks everywhere in the County.
- f. There should be a partnership between housing developers and park developers to tackle the issue of displacement.

Response Summary:

- a. The effectiveness of the displacement strategy can be tracked through the metrics RPOSD will be tracking and sharing this data with others.
- b. The steering committee should ask the board to establish a task force and provide additional funding.
- c. The steering committee recognizes that there are a variety of factors that contribute to displacement. Parks are not the only source of displacement and this needs to be addressed countywide.

2. Comment Summary: Goal 5

- a. How can funding sources address displacement?
- b. Businesses should be included in Goal 5, Policy 1.

- c. Clarify that the funding sources in Goal 5, Policy 2 are not solely attributed to local and state funding by adding "Identifying adequate funding from a variety of sources"

Response Summary:

- a. We are supporting countywide efforts that includes other agencies and leaders
 - b. Add health, schools, local jurisdictions and businesses in Goal 5, Policy 1.
 - c. Include "identify funding from a variety of sources" at the end of Goal 5, Policy 2. Add "rate and type" of property sales to Goal 5, Policy 6.
- 3. Comment Summary: Recommendation to BOS**
- d. SC recognizes displacement as an issue, parks are one part of the issue, but not the only source.
 - e. Displacement needs to be addressed countywide.
 - f. BOS should adequately fund displacement avoidance efforts with funds from a variety of sources

Response Summary:

- g. These points will be added to the proceedings.

AGENDA ITEM: Grant Administration and Project Delivery

1. Comment Summary: Grant Application Process

- a. It would be helpful to send out ongoing updates on funding opportunities. Sending notifications on updates of the grants 6 months in advance is not frequent enough.

Response Summary:

- a. Updates on grant opportunities will be provided through digital platforms such as the RPOSD website, social media and email blasts. Competitive grant calendar, which goes out through 2030 will also be on RPOSD's website

2. Comment Summary: Eligible Costs

- a. How was the 30% design threshold determined for soft costs?
- b. For Category 1 and 2 funding, at what point can you charge against a grant?
- c. Cost allocation rates are not used effectively by non-profit organizations and Technical Assistance needs to aid these non-profit organizations with this concern.
- d. The grant evaluation committee should include community service specialist. There should be an understanding of what communities need on a broad spectrum and how these grants can best serve the community.

Response Summary:

- a. The 30% design threshold is based on industry standards in the design field.
- b. A contract must be fully executed before reimbursable work can be done.
- c. Education on cost allocation rates can be added as a TAP topic for resource toolkits, training and ongoing assistance.
- d. Specific types of experts will be considered for each evaluation panel and this particular suggestion will be reviewed by RPOSD.

3. Comment Summary: Contract Amendments

- a. Site visit notifications should be extended from 2-days to 5-10 days

Response Summary:

- a. Noted.

4. Comment Summary: Good Standing

- a. Setting five year time limit on M&S funding will push agencies to use these funds.
- b. A 60 day turn-around by RPOSD is not long enough to rectify Good Standing issues. Can both grantee and RPOSD ensure efficient turnarounds?

- c. There needs to be a plan to reinstate good standing for agencies and or organizations that lose good standing.
- d. The document should describe how it will set aside 30% of funding for High and Very High Need Study Areas.
- e. Good Standing should also be affected if a project was meant to serve High or Very High Needs Study Areas but is not doing so.
- f. Need to be able to learn lessons from projects that fail to do what they claimed they would do so that mistakes aren't repeated in the future. Especially if established "best practices" are followed and the project still doesn't perform as promised.
- g. Projects can fail to meet all their stated goals for a variety of reasons, some of which are beyond the control of the agency. For example, if a fire burns all around a new trailhead, not many people will want to hike the trail until the vegetation grows back. It doesn't seem fair to have agencies lose good standing in those cases.
- h. An applicant should not be allowed to get points for serving a High or Very High Need Study Area and then not have to prove that the project does actually serve High and Very High Need Study Areas. If a project that was supposed to serve High and Very High Need Study Areas is not serving residents of these areas, it's not ok to place the blame on the people that did not show up. We need to acknowledge that there are many barriers for low-income and people of color accessing these sites.
- i. If a project doesn't meet this goal, they need to be held accountable. Not necessarily lose good standing, but should have to take steps to remedy the issue. It's problematic.
- j. There is disagreement on this because you can't have it both ways – can't award points for claiming a project will do something and then not actually do it. The points become meaningless if there is no accountability.
- k. Evidence shows that proximity is what matters – it takes a lot of work to get people to a park that's far away, so serving High and Very High Need Study Areas is difficult.

Response Summary:

- a. Efficient turnaround to resolve issues is needed from both parties. By the time the notification of impending loss of good standing is issues, the RPOSD Program Manager will have been working with the grantee to resolve the issues – the notification should never be a surprise to the grantee. One solution could be to add an extension if the grantee can prove that progress is being made on the issues.
- b. Will add information about returning to good standing after loss of good standing.
- c. Yes, the process of ensuring that the 30% of funds are expended on projects located in High and Very High Need Study Area will be added to the document. The process will be that about 70% of funds will be awarded to the highest-scoring projects. If 30% of funds have not gone to projects in High and Very High Need Study Areas at that point, then funds will be awarded to the highest-scoring projects located in High and Very High Need Study Areas until the target is met.
- d. General agreement that projects that received points for serving or benefitting residents from High and Very High Need Study Areas should be evaluated to see if they are meeting this goal and if any lessons can be learned if they are not.
- e. Lack of agreement on status of good standing being affected by failing to serve residents of High and Very High Need Study Areas, lack of agreement on how these agencies could return to good standing if it is lost for this reason. Not certain if there should be penalties for an agency if their project did not perform the way they had anticipated.
- f. Awarding points to projects that serve High and Very High Need Study Areas remains contentious due to accountability issues once the project is built.

AGENDA ITEM: Next Steps for Measure A

1. General Comment Summary:

- a. What is the status of the litigation?
- b. Will there be an oversight committee? What will the committee be comprised of and how will it operate?
- c. Will there be an entitlement?

Response Summary:

- a. The county is preparing a brief that is due in June and then the court will set a date for the litigation.
- b. The Board of Supervisors will choose the committee. The purpose of the committee is to ensure that the Measure is implemented according to the law.
- c. An entitlement will not be provided. Total allocation sums will be published in July once final numbers are in.

AGENDA ITEM: Public Comment

1. Elizabeth Norman, City of Long Beach

- Goal 1, Policy 4: Do local municipality requirements need to be considered?
Response: Yes, all local requirements must be complied with.
- For M&S, if the project is completed by a nonprofit housing developer, who will maintain and operate the park?
Response: An M&S plan must be submitted as part of the grant application. Once a project is completed, either the city or non-profit organization implementing the park project can take control over maintenance. It is up to the city and nonprofit to make this determination prior to applying for the grant. The detail of who is responsible for M&S will be in the grant contract.

2. Francisco Romero, Promesa Boyle Heights

- Will the draft document be translated into Spanish? We have worked hard to translate everything for our community members so far.
Response: We will look into translating, but it will only be for the final document, not the draft version released to the Committee on the 14th.
- Why is the Board Letter coming out before the document is released?
Response: The Board letter is needed to keep funding moving forward on schedule. The Board Letter regarding the policies, procedures, and guidelines will not be submitted until the fall.



**LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT**



Measure A Implementation: Steering Committee Meeting #14

June 28, 2018

9:30 AM – 12:00 PM

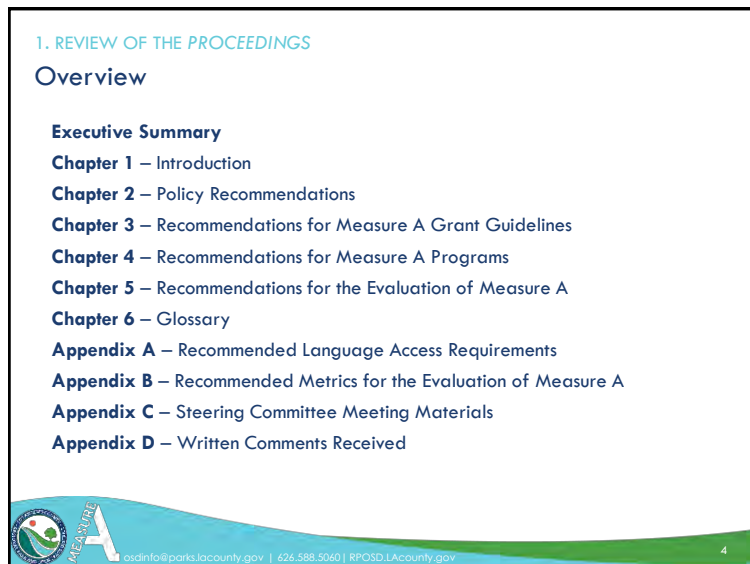
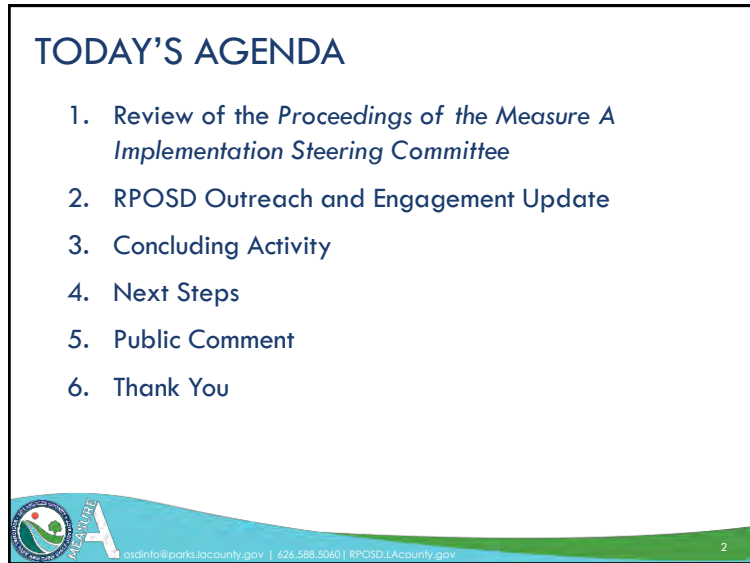
**Los Angeles River Center and Gardens | Atrium
570 W. Ave. 26, Los Angeles, CA 90065**

1. Review of the Proceedings of the Measure A Implementation Steering Committee
2. RPOSD Outreach and Engagement Update
3. Concluding Activity
4. Next Steps
5. Public Comment
6. Thank You

Public comment is welcome on any agenda item. Unless otherwise ordered, individuals will be allowed three minutes to speak and representatives or organization/agencies will be given five minutes up to a total of 15 minutes per meeting. Individuals or organizations will be asked to complete a speaker card prior to addressing the Steering Committee.

Note: A person with a disability may request receipt of an agenda in an alternative format. Auxiliary aids or services, such as to assist members of the community who would like to request a disability-related accommodation in addressing the Steering Committee, are available if requested at least 72 hours before the scheduled meeting. Later requests will be accommodated to the extent feasible. Please contact the Los Angeles County Regional Park and Open Space District at PHONE: (626) 588-5060 FAX: (626) 458-1493 TTY: (800) 855-7100 or send an email to osdinfo@parks.lacounty.gov.

Note: The entire agenda package and any meeting related documentation may be found on <http://rposd.lacounty.gov>.



1. REVIEW OF THE PROCEEDINGS

Executive Summary

- Measure A Overview & Implementation Process
- Recommended Expenditure Plan
- Recommended Technical Assistance Program
- Annual Allocations
- Competitive Grants
- Recommended Community Engagement Requirements
- Recommended Grant Application Process
- Recommended Funding Schedule
- Recommended Evaluation of Measure A



1. REVIEW OF THE PROCEEDINGS

Chapter 1 - Introduction

- Implementation Process
- Steering Committee
- RPOSD Outreach and Engagement
- Common Themes from Implementation Process
- Measure A Overview
- Background
- Strategic Expenditure Plan
- Funding Schedule
- Structure of Document



1. REVIEW OF THE PROCEEDINGS

Chapter 2 - Policy Recommendations

- Grantmaking Policy
- Variable Allocations Policy
- Board of Supervisors Designated Park Projects Policy
- Consumer Price Index Update Policy
- Implementation, Operations and Oversight Policy
- Nonprofit Maintenance and Servicing Allocation Policy
- Neighborhood Parks, Healthy Communities, & Urban Greening Program Policy
- Bonding Policy
- Countywide Parks Needs Assessment Maintenance Policy
- Timing of Allocation Ratio Calculation Policy
- Forwarding Policy
- Displacement Avoidance Policy
- Sharing Funds Policy



1. REVIEW OF THE PROCEEDINGS

Chapter 3 - Recommendations for Measure A Grant Guidelines

- Overview
- Enrollment and Eligibility Procedures
- Community Outreach and Engagement
- Application, Grant Administration & Project Delivery



1. REVIEW OF THE *PROCEEDINGS*

Chapter 4 - Recommendations for Measure A Grant Programs

- Technical Assistance
- Annual Allocations
- Competitive Grants



1. REVIEW OF THE *PROCEEDINGS*

Chapter 5 - Recommendations for the Evaluation of Measure A

- Overview
- Tracking of Metrics
- Collaboration with Partners
- Data Release and Evaluation Reports



1. REVIEW OF THE *PROCEEDINGS*

Appendices

- **Appendix A** – Recommended Language Access Requirements
- **Appendix B** – Recommended Metrics for the Evaluation of Measure A
- **Appendix C** – Steering Committee Meeting Materials
 - Agendas, memos and other materials provided to Committee, presentation, summary notes
- **Appendix D** – Written Comments Received
 - Letters sent to RPOSD during the implementation process



1. REVIEW OF THE *PROCEEDINGS*

Small Group Discussion

- Review each section of the *Proceedings*
- Are the *Proceedings* an accurate representation of the Committee's work?



4. NEXT STEPS FOR MEASURE A

Comments

- Comments about the recommendations in the Proceedings must be submitted by **July 9** in order to be included in Appendix D
- Any comments received after **July 9** will be shared with the BOS, but not included as part of the Proceedings



1. REVIEW OF THE PROCEEDINGS

Large Group Discussion

Executive Summary

Chapter 1 – Introduction

Chapter 2 – Policy Recommendations

Chapter 3 – Recommendations for Measure A Grant Guidelines

Chapter 4 – Recommendations for Measure A Programs

Chapter 5 – Recommendations for the Evaluation of Measure A

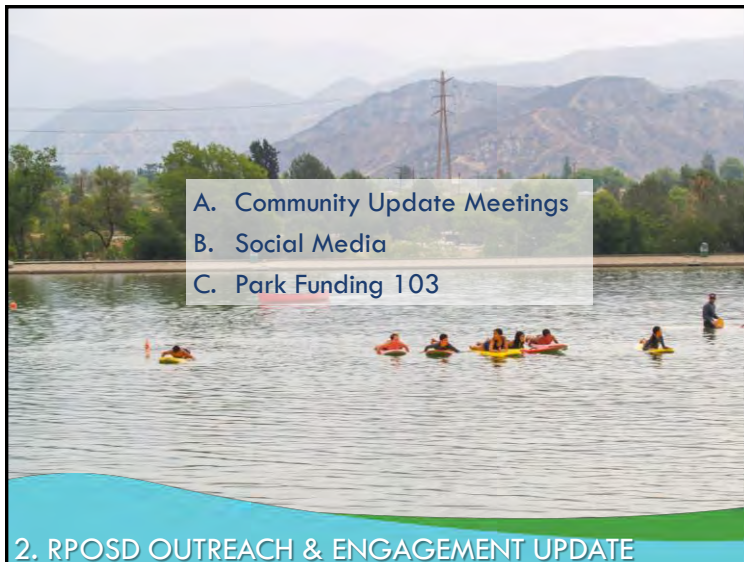
Chapter 6 – Glossary

Appendix A – Recommended Language Access Requirements

Appendix B – Recommended Metrics for the Evaluation of Measure A

Appendix C – Steering Committee Meeting Materials

Appendix D – Written Comments Received



- A. Community Update Meetings
- B. Social Media
- C. Park Funding 103

2. RPOSD OUTREACH & ENGAGEMENT UPDATE

2. OUTREACH & ENGAGEMENT UPDATE

Community Update Meetings

- Facilitated by three partner CBOs and their partners
- 30 meetings held throughout County to update public on Measure A, communicate next steps, and connect residents with their local park agency
- Majority of park agencies sent a representative to a meeting
- Survey administered to gather information about park use



2. OUTREACH & ENGAGEMENT UPDATE

Social Media: *April 2018-Present*

- Increased visibility of RPOSD on social media platforms
- Promotion of community meetings
- Promotion of survey
- 774,313 people saw the posts
- The average person saw the posts 3.2 times each
- 9,077 new Facebook followers



2. OUTREACH & ENGAGEMENT UPDATE

Park Funding 103

- For eligible entities
- To be held in early fall
- Information about enrolling with RPOSD
- Information about annual allocations and M&S
- Information about community engagement



3. CONCLUDING ACTIVITY



- A. June 12th Letter
- B. BOS Approval Process

4. NEXT STEPS FOR MEASURE A

4. NEXT STEPS FOR MEASURE A
Board Approval Process

ADOPTED!

June 12, 2018 Board Letter

- **Recommendation to release annual allocations**
 - All contracts to include clause requiring return of funds to RPOSD (and then to taxpayers) if litigation not resolved in Measure A's favor
 - Includes release of M&S funds and funds for TAP
- **Recommendation to not release competitive grant funds until litigation is resolved**



4. NEXT STEPS FOR MEASURE A
Board Approval Process

- *Proceedings of Measure A Implementation Steering Committee* will be filed with the Board of Supervisors as a work product and will be available to the public
- *Proceedings* will provide the foundation for Board Letters and guide RPOSD's future work
- Second Board Letter: September 2018
 - Measure A Policies, Procedures, and Grant Guidelines
- Additional Board Letters to follow as needed



Public Comment



We truly appreciate your contribution to Measure A!

THANK YOU

LOS ANGELES COUNTY REGIONAL PARK AND OPEN SPACE DISTRICT





**PROCEEDINGS OF THE MEASURE A IMPLEMENTATION
STEERING COMMITTEE**

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2.3 Board Of Supervisors Designated Park Projects Policy	2-3
2.4 Consumer Price Index Update Policy.....	2-3
2.5 Implementation, Operations, and Oversight Policy	2-4
2.6 Nonprofit Maintenance and Servicing Allocation Policy.....	2-4
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3.4 Application, Grant Administration & Project Delivery	3-22

Note: Due to large file size, draft of proceedings discussed at the meeting are available for download here: <https://placeworks.sharefile.com/d-s2564d592c2a4c339>

4. Recommendations for Measure A Grant Programs 4-1

- 4.1 Technical Assistance 4-3
- 4.2 Annual Allocations 4-15
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5. Recommendations for the Evaluation of Measure A 5-1

- 5.1 Overview 5-1
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- 5.3 Collaboration with Partners 5-5
- 5.4 Data Release and Evaluation Reports 5-6

6. Glossary 6-1

Appendix A – Recommended Language Access Requirements

Appendix B – Recommended Metrics for the Evaluation of Measure A

Appendix C – Steering Committee Meeting Materials

Appendix D – Written Comments Received

Note: Due to large file size, draft of proceedings discussed at the meeting are available for download here: <https://placeworks.sharefile.com/d-s2564d592c2a4c339>



**LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT**



**Measure A Implementation Steering Committee
Concluding Activity**

1. Something I learned about countywide park need...
2. Something I learned about available resources...
3. Through this process I made connections with...
4. I would like to learn more about...
5. The most important recommendation of our Committee is...
6. I plan to remain engaged with Measure A by...



LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT



Measure A Implementation

Los Angeles County Regional Park and Open Space District

Summary Meeting Notes
Steering Committee Meeting #14
June 28, 2018 9:30 am – 12:00 pm

Steering Committee Members in Attendance:

Manal Aboelata	Reyna Diaz	Amy Lethbridge
Greg Alaniz	Belinda Faustinos	Yvette Lopez-Ledesma
Mark Baucum	Esther Feldman	Sandra McNeil
Alina Bokde	Hugo Garcia	Sussy Nemer
Tamika Butler	Karen Ginsberg	Dilia Ortega
Onnig Bulanikian	Lacey Johnson	Stefan Popescu
Scott Chan	Bill Jones	Barbara Romero
Maria Chong-Castillo	Nicole Jones	Bruce Saito
Cheryl Davis	Tori Kjer	Keri Smith
Reuben R. De Leon	Kim Lamorie	

Alternate Members in Attendance: Cara Meyer, Andrew Orpe, Max Podemski, Chanda Singh

AGENDA ITEM: Review of Proceedings

1. Comment Summary: Executive Summary

- Great executive summary
- Could we flip the first phrase to put “provide funds to improve quality of life” before “benefit property?”
- Are 30% of competitive grants targeted to High and Very High Need Study Areas only in categories 3 & 4?

Response Summary:

- Comments today should focus on the accuracy of the *Proceedings* as documentation of the Steering Committee discussions and recommendations. Comments adding to previous discussions or introducing new ideas should be submitted in writing for inclusion in Appendix D.
- The phrase is taken directly from the Measure, so it will remain as written.
- Yes, the targeted funds are only for Category 3 & 4 grants. The remaining competitive grants are already targeted to residents of High and Very Need Study Areas.

2. Comment Summary: Chapter 1

- Need for Technical Assistance should be focused on high and very high need study areas
- Technical assistance should not exclude anyone.

Response Summary:

- Will clarify that some forms of technical assistance will only be available to high and very high need study areas while other forms will be available to all.

3. Comment Summary: Chapter 2: Policy Recommendations

- Variable allocation rates were not discussed

- b. Who decides that the 30% target would change and when would the decision be made?
- c. There was not consensus that it should be able to change.

Response Summary:

- a. Variable allocation rates we discussed at meeting #7. Maximum allocation rates are set by the measure and can be revisited by the Board of Supervisors every year. The recommendation here is to set them at the rates described as the maximum in the Measure.
- b. Ultimately the BOS has the authority to change the 30% target, based on recommendations from RPOSD. The policy indicates that RPOSD will use a selection of the metrics described in Chapter 5 to make these recommendations. Some members of the committee wanted the percentage set at 30% in perpetuity, while others wanted flexibility for the percentage to increase or decrease as indicated by the metrics. A note will be added indicating lack of consensus on this point.

4. Comment Summary: Chapter 3: Recommendations for Grant Guidelines

- a. Will affordable housing developers be eligible, as stated in the Anti-Displacement policy?
- b. Concerned about 4-year grant cycles and don't see any mention of this concern
- c. Soft and hard costs for eligible costs should be "pre-construction" and "construction," this is what State uses. 30% CD is not clear, doesn't everyone define this differently?
- d. Is remediation included as an extraordinary maintenance cost? Or is it covered under the other grants?
- e. Loss of good standing for lack of robust community engagement and not delivering promised results to high and very high need study areas needs to be included. There was a robust discussion about this and it's not documented in here, even though we were told it would be.
- f. Section 3.3 Community Outreach and Engagement
 - i. Conflicting information on outreach methods vs. concurrent and participatory, engagement types and minimum number of methods
 - ii. 3.15 text should be consistent with 3.12 graphic, should include park project identification and development on both
 - iii. Can we quantify what a "pattern of inadequate engagement" is?
 - iv. Robust outreach is more than just three methods, since many of the methods listed here are really similar. Approaches should be grouped to differentiate methods, making sure that physical outreach is done in all cases. As it's written now, there's no requirement to go door to door.
 - v. Outreach doesn't appear to have any language access requirements or requirements for being culturally appropriate. This falls short and doesn't reflect intent.

Response Summary:

- a. Not for profit housing agencies may partner with other eligible organizations (park agencies or non-profits) to apply for funds, this will be clarified in the text.
- b. Will add a note that some believe grant cycles are too infrequent.
- c. Using "pre-construction" and "construction" is very different from what was discussed by the Committee and greatly increases the amount of work that would be considered a soft cost. Will clarify that "30% CD" includes all work through schematic design.
- d. Remediation could be considered an extraordinary maintenance cost in some instances. Remediation could be covered under other grant programs as well. Environmental studies are covered by Planning & Design or by annual allocation funds.
- e. Will add additional footnote regarding discussion of loss of good standing for not adequately serving high and very high need projects.
- f. Section 3.3 Community Outreach and Engagement
 - a. Document makes a distinction between "outreach methods" and "engagement approaches," where outreach methods are the methods used to notify the community

of an upcoming engagement event. Three outreach methods are required, and the type of engagement is dictated by the size of the project budget.

- b. Text and graphic will be re-checked for consistency.
- c. Quantifying “pattern of inadequate engagement” at this point is challenging since there aren’t any data to look at yet. Will be determined by RPOSD in the future.
- d. With agreement from committee present, will look into grouping outreach methods into three categories and requiring one method from each category so that the three required outreach methods are distinct from each other.
- e. Intent is that language access and cultural considerations apply to both outreach and engagement, will clarify this in the document.
- f. Will add additional footnote regarding the evaluation of community engagement and the difficulties of attracting engagement despite meaningful outreach efforts.

5. Comment Summary: Chapter 4

- a. The alternative views needs to be emphasized more in the document, they are not very prominent now.
- b. There was a lack of consensus on the competitive grant scoring that should be documented. There was much discussion regarding point values and earning more/less points and subcategories
- c. Active recreation amenities are listed as project types under Beaches but not under Natural Lands and Open Space. Are they allowed?
- d. In the chart of technical assistance on Page 4-6, park or trail design development is included but is not included in language, this needs to be consistent.
- e. Are splash pads included in category 3?
- f. Is acquisition an eligible project type under *Community-based Park Investment Program* and *Natural Land, Local Beaches, Water Conservation and Protection Competitive Grant Program*? It’s not specifically called out in the project types for these programs.
- g. Scoring for regional benefits should also include “protecting” critical open space in addition to “rehabilitating, adding or improving.”
- h. Acquisition only scoring rubric, environmental multi-benefits don’t allow open space projects to be competitive in this category

Response Summary:

- a. Will add a discussion to the document introduction regarding the many views shared during committee meetings and the lack of consensus on some topics. Will include explanation of use of footnotes and will make footnotes more graphically prominent in the document.
- b. Will add a footnote regarding lack of consensus on the number of points to be awarded for each criterion and the number of subcriteria included.
- c. Yes, “parks” are listed as project types under Natural Lands and Open Spaces, and these can include active recreation amenities appropriate to the location.
- d. Will review graphic and text to check for consistency.
- e. Lists of project types are not exhaustive. In general, an applicant will need to review the program goals and requirements to determine if their project is eligible. RPOSD staff will be available to assist with this, and any applicant unsure about which program to apply for can submit an optional letter of intent for further feedback.
- f. Comments not related to the accuracy of the *Proceedings* should be submitted in writing before July 9th to be included in Appendix D. Comments submitted after that date will not be included in Appendix D.

AGENDA ITEM: Public Comment

- When will the final draft be released?

Response: Mid-July

- When will the Spanish translation be released? Public needs sufficient time to review before going to the Board.

Response: Currently estimated to be released 6-8 weeks after mid-July. Will work with translators to accelerate translation so that Spanish version is released sooner to make sure there is adequate time for review.



**LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT**

**Measure A: Safe, Clean Neighborhood
Parks and Beaches Measure of 2016**

Summer Workshop A: Reenvisioning the Grantmaking Process

August 17, 2017

1:00 pm – 5:00 pm

**Los Angeles River Center & Gardens | Sierra Madre Room
570 W. Ave. 26, Los Angeles, CA 90065**

1:00 – 1:30 pm

Welcome and Agenda Overview

1:30 – 2:00 pm

Small Groups: Eligibility

2:00- 2:30 pm

Small Groups: Competitive Grants

2:30 - 3:00 pm

Small Groups: Measurement, Evaluation, and Learning

3:00 – 3:30 pm

Small Groups: Overall Policy

3:30-4:45 pm

Large Group Discussion

4:45-5:00 pm

Public Comment

5:00 pm

Adjournment

Public comment is welcome on any agenda item. Unless otherwise ordered, individuals will be allowed three minutes to speak and representatives or organization/agencies will be given five minutes up to a total of 15 minutes per meeting. Individuals or organizations will be asked to complete a speaker card prior to addressing the Steering Committee.

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Note: The entire agenda package and any meeting related documentation may be found on <http://rposd.lacounty.gov>.

Next Steering Committee meeting is the Technical Assistance Workshop, Thursday, September 7, 2017 from 1:00pm to 5:00pm LA River Center and Botanical Gardens, Atrium




1. OVERVIEW

Reenvisioning the Grantmaking Process

White Paper Research

- ◆ Models for Distributing Park Funds (pg. 3)
- ◆ Technical Assistance (pg. 6)
- ◆ Local Park Funding in Los Angeles County (pg. 7)
- ◆ Case Studies in Equitable Distribution of Grant Funds (pg. 11)
- ◆ How Measure A Addresses Need (pg. 12)
- ◆ Recommendations for Reenvisioning the Grantmaking Process (pg. 14)




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1. OVERVIEW

Reenvisioning the Grantmaking Process

History of Local Park Funding in Los Angeles:

1. Proposition A
 - ◆ Emphasized funding of existing park facilities and open space.
 - Barriers for areas without parks or open space
 - ◆ RPOSD found that some agencies receiving grant money did not have capacity to administer grants/complete projects
 - Barriers for agencies with low capacity
2. Proposition K (City of LA, 1996)
 - ◆ Primarily distributed through competitive process
 - Barriers for agencies with low capacity




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1. OVERVIEW

Reenvisioning the Grantmaking Process

Measure A addresses the goal of meeting park need through the following mechanisms:

1. Concrete definition of Park Need tied to Comprehensive Park Needs Assessment
2. Hybrid Model of Allocations and Competitive Grant Programs
3. High Percentage of Funds to High Need Areas and Services
4. Population-Based Allocation Formula
5. Fund Advancement
6. Monitoring and Evaluation Over Time




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1. OVERVIEW

Reenvisioning the Grantmaking Process

The focus of this workshop is to suggest approaches to the grantmaking process that RPOSD can implement in order to:


- ◆ Lower barriers to applying for and receiving Measure A funds
- ◆ Ensure that every applicant is competitive regardless of their location in the County



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1. OVERVIEW
Small Group Instructions

- ◆ Four topics - 25 minutes to discuss each
- ◆ Each topic has a set of focused questions to guide your group's discussion
- ◆ Take notes as needed to be able to share your group's discussion with the larger group at 3:30




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1. OVERVIEW
Small Group Instructions

Technical Assistance

- ◆ Any specific ideas or concerns pertaining to technical assistance that arise should be noted on the Technical Assistance Recommendations Sheet. Sheets will be used to inform the next workshop.



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- Eligibility
- Competitive Grants
- Measurement
- Overall Policy

2. SMALL GROUPS

2. SMALL GROUPS
Eligibility to Register for RPOSD Grant Funds

How can RPOSD ensure that the greatest number of agencies are eligible to apply for competitive grant funds in Categories 3, 4, & 5?



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2. SMALL GROUPS

Competitive Grants:

What methods should be used to award competitive grants in Categories 3, 4 & 5?



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2. SMALL GROUPS

Measurement

How should RPOSD ensure that annual allocation and competitive grant funds are meeting park need?



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2. SMALL GROUPS

Overall Policy

The Steering Committee has decided there should be an overarching policy to guide RPOSD's approach to lowering barriers to accessing Measure A funds. What are the most important components of such a policy?



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- Eligibility
- Competitive Grants
- Measurement
- Overall Policy


3. LARGE GROUP DISCUSSION

3. LARGE GROUP DISCUSSION

Eligibility to Register for RPOSD Grant Funds

How can RPOSD ensure that the greatest number of agencies are eligible to apply for competitive grant funds in Categories 3, 4, & 5?

- ◆ Are the eligibility requirements listed below acceptable?
- ◆ Are there other requirements that should be considered?
- ◆ Which requirements, if any, create barriers for applicants?
- ◆ How can RPOSD assist in overcoming those barriers?




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3. LARGE GROUP DISCUSSION

Competitive Grants

What methods should be used to award competitive grants in Categories 3, 4 & 5?

- ◆ What is the best way to balance Category 3 & 4's emphasis on regional projects with Measure A's goals for meeting park need?
- ◆ How should criteria be weighted when evaluating competitive grant applications, so that barriers to funding projects that are in, or that serve, areas of high or very high need are lowered?
- ◆ Should projects that are in, or that serve, areas of high and very high need be given additional consideration in this process?




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3. LARGE GROUP DISCUSSION

Measurement

How should RPOSD ensure that annual allocation and competitive grant funds are meeting park need?

- ◆ RPOSD reporting is required annually by Measure A:
 - + What are the indicators that should be measured?
 - + How can these indicators inform course correction requirements?
- ◆ How often should the Parks Needs Assessment be updated? Are there any changes that should be made to the Parks Needs Assessment methodology?



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3. LARGE GROUP DISCUSSION

Overall Policy

The Steering Committee has decided there should be an overarching policy to guide RPOSD's approach to lowering barriers to accessing Measure A funds. What are the most important components of such a policy?

- ◆ Existing Features of Measure A
- ◆ Project Types
- ◆ Target funds to projects in or serving high/very high need Areas
- ◆ Evaluation Criteria
- ◆ Technical Assistance
- ◆ Monitoring and Correction



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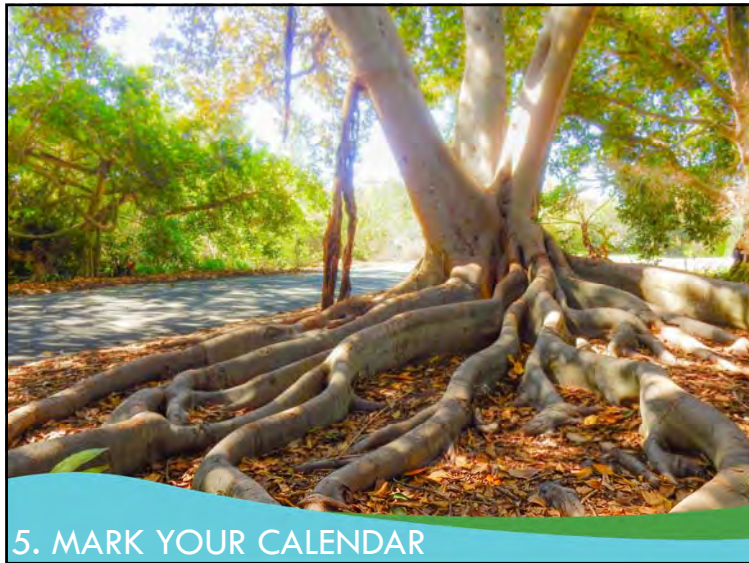
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4. PUBLIC COMMENT

Please state your name before starting your comment



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5. MARK YOUR CALENDAR

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Upcoming Meetings

Summer Workshop B: Technical Assistance
 September 7th 1:00-5:00 pm
 LA River Center

Steering Committee Meeting #4:
 September 28th 9:30 am-12 noon
 LA River Center

Steering Committee Meeting #5:
 October 19th 9:30 am-12 noon
 LA River Center



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LOS ANGELES COUNTY REGIONAL PARK AND OPEN SPACE DISTRICT



MEMORANDUM

DATE August 3, 2017
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District (RPOSD)
SUBJECT Reenvisioning the Grantmaking Process

A. INTRODUCTION

This white paper has been prepared to inform the development of grant processes and guidelines for the Safe, Clean Neighborhood Parks, Open Space, Beaches, Rivers Protection and Water Conservation Measure of 2016 (referred to as “Measure A”) that are consistent with Measure A’s mandate to ensure that “programs funded under this measure will increase the accessibility of public lands, park facilities, and park amenities to the people of Los Angeles County.”

Measure A was approved by 74.9 percent of voters in November 2016, and was developed in response to the expiration of the Regional Park and Open Space District’s (RPOSD) authority to levy taxes under Proposition A, which funded parks and open space projects and their maintenance throughout Los Angeles County (County) since 1992. Measure A was drafted to meet need and its content reflected the findings of the 2016 Countywide Comprehensive Parks and Recreation Needs Assessment (PNA). The metrics-based PNA found that park needs vary greatly throughout the County, and demonstrated that there is serious need for billions of dollars of investments in all types of parks and open space areas in the County. Measure A was drafted to address the metrics identified in the PNA, and includes a needs-based hybrid approach to funding through formula-based allocations and competitive grants.

Measure A contains language designed to deliver funds to areas of high and very high park need. In RPOSD’s experience administering Proposition A grant funds, it has seen that many agencies and organizations in areas of high and very high park need encounter barriers during the grantmaking process that prevent them from securing grant funds and/or successfully implementing park projects.

Given these findings, RPOSD has prepared this white paper and is asking its stakeholders and collaborators to assist in developing grantmaking guidelines that will help ensure that barriers to identification and development of projects are diminished and that barriers to accessing funds are removed or lowered. Lowering these barriers will assist agencies and organizations in areas of high and very high park need to secure grant funding and successfully implement park projects.

The information in this paper is intended to inform the Steering Committee workshop to be held on August 17, 2017. The purpose of the workshop is to explore strategies for ensuring that barriers to accessing Measure A funds are reduced, thus helping to ensure that Measure A funds are distributed in a manner that results in increased investments in parks and open space in high and very high need areas of the County and/or to parks and open space that serve residents who live in the high or very high need areas of the County.

Information contained in this document includes:

- **SECTION B – Distributing Park Funds.** This section provides information on academic research regarding models for distributing funds.
- **SECTION C – Technical Assistance.** This section provides a brief overview of the need for technical assistance in any grantmaking program, and particularly in the distribution of Measure A funds. Technical assistance will be explored in more detail in a future stand-alone memo.
- **SECTION D – Local Park Funding in Los Angeles County.** This section summarizes Proposition A (1992 and 1996), Proposition K (City of Los Angeles), the Countywide Comprehensive Parks and Recreation Needs Assessment, and the development of Measure A.
- **SECTION E – Case Studies.** This section summarizes a review of twelve grant programs and policies from across the country, and the strategies they have employed to ensure effective distribution of funds. Detail on each of the programs is provided in the Appendix.
- **SECTION F – Measure A Features Intended to Address Need.** This section summarizes the key features of Measure A that are specifically intended to lower barriers to accessing Measure A funds.
- **SECTION G – Recommendations.** This section uses information from the review of past local park funding efforts and the case studies to recommend potential strategies and best management practices for lowering barriers to accessing Measure A funds. These include strategies related to policies, grant criteria, and monitoring and tracking.
- **APPENDIX.** The appendix contains a case study summary of each of the grant programs and policies reviewed. The following grant programs and policies, and included:
 - California’s Proposition 84
 - Great Outdoors Colorado Program, CO
 - 20-Year Neighborhood Park Plan, Minneapolis Park and Recreation Board, MN
 - WaterWorks Grant Program, King County, WA
 - Get Moving/Recreation for All Grant Programs, Seattle Park District, WA
 - 2040 Regional Parks Policy Plan, Metropolitan Council, Twin Cities Metropolitan Area, MN
 - Transformative Climate Communities Program, Strategic Growth Council, CA
 - Outdoor Recreation Legacy Partnership Program, National Park Service
 - Grants-for-Blocks Program, Savannah, GA
 - Parks & People Foundation, Baltimore, MD
 - Rivers Trails and Conservation Assistance Program, National Park Service
 - Strong, Prosperous and Resilient Communities Challenge

B. MODELS FOR DISTRIBUTING PARK FUNDS

The section summarizes academic research that describes basic models for grantmaking with government funds for parks, and evaluates them relative to their ability to lower barriers to access and thus increase investments in parks and open space in high and very high need areas of the County and/or to parks and open space that serve residents who live in the high or very high need areas of the County.

The academic research cited is based on the understanding that grant processes can create difficulties for those potential grant recipients who lack the necessary administrative capacity to compete for grants and administer them. These potential recipients may lack the resources to access technical experts and skilled grant writers, and may also lack a track-record of successful project delivery and grant fund administration. A comparative lack of administrative capacity may cause potential grantees to struggle to put forth projects of the same caliber as those submitted by organizations working in communities with greater capacity. In this way, **competition can diminish the distribution of grant expenditures to communities of high need**. As a specific example, without the capacity or access to professional resources to address complex administrative burdens such as real estate negotiations, communities with low capacity may be at a direct disadvantage. Such a handicap may be most relevant in built-out urban areas where securing a site for new parkland is complex and costly.

To ensure that funds are effectively distributed to meet need, grantmakers commonly use two basic methods: **formulas** and **competition**. To understand this distinction, Brian Collins of the University of North Texas and Brian Gerber of Louisiana State University worked together to examine funding distributions from the federal government's non-entitlement Community Development Block Grants program in four states. Through this work, they found that funds are more likely to be distributed to high need areas and populations when grantors do not rely solely on competitive grantmaking.

In their work, Collins and Gerber present four distinct models of grant allocation: one based purely on formulas, one based purely on competition, and two hybrid approaches.

Formula-Dominated Model

In formula-dominated grantmaking, grantors use precise definitions of eligibility and need to construct formulas that are used to select recipients and allocate grant funding. Such formulas can accommodate specific criteria for park need, and they can provide a depoliticized, limited-discretion, low-cost solution to the issue of targeting benefits to intended populations. For instance, a program could use a simple population formula to define eligible applicants and then use one or more complex formulas to allocate funding.

Collins and Gerber suggest that a formula-dominated model engenders relatively high levels of social equity performance but lower levels of potential performance accountability. In this context, social equity performance refers to the degree to which public service distribution and policy implementation is fair, just, and equitable. This is because formula-based selection has no inherent mechanism to screen out service providers that lack the capacity or willingness to deliver outputs consistent with grantor expectations. In addition, formula-dominated models do not screen out applicants, and can therefore result in performance accountability challenges.

Competition-Dominated Model

Competition-dominated grant contracting uses competition to govern eligibility to compete for grants, select proposals, and determine how funding is allocated. The competitive process used by agencies is relatively standardized. Organizations apply for grants through proposals that are evaluated and ranked. These proposals can be extensive and information-rich in order to justify funding requests, representing an upfront gamble for prospective grantees investing administrative resources in proposal preparations and project planning. Funding is allocated to proposals that are most highly ranked until the funding is exhausted.

Collins and Gerber suggest that a competition-dominated model should demonstrate relatively higher levels of performance accountability than formula-dominated models. In theory, market-like competitions should force prospective grantees to reveal information that mitigates agency problems. Under these conditions, competitors must carefully consider proposed costs because grantors can evaluate costs in a comparative context. Applicants must also credibly commit to fulfilling the objectives held by the grantor, which typically entails a demonstration of both the intent and capacity to deliver projects consistent with the grantor objectives. However, this model theoretically produces relatively lower levels of social equity than formula-dominated models, due to the strong influence of competitors' administrative capacity and grantwriting skills.

Strategies to ensure that competitive processes are balanced with formula-based allocation and other methods of ensuring equitable distribution of grant funds are considered below.

Hybrid Models

As seen in Figure 1, Collins and Gerber suggest two additional models that can affect the pursuit of both social equity (funding need) and performance accountability. One of these models, the adverse hybrid model, utilizes neither formulas nor competition. Collins and Gerber state that this model is counterproductive in both aspects. It is not recommended and is not discussed further here.

The other model, known as the moderating hybrid model, represents a compromise that takes advantage of the formula approach to target need and the information-rich environment of competition to increase accountability. Social equity performance is expected to be relatively better than that of the competition-dominated model because formulas that target funding to needs should at least limit any allocative bias toward administrative capacity.

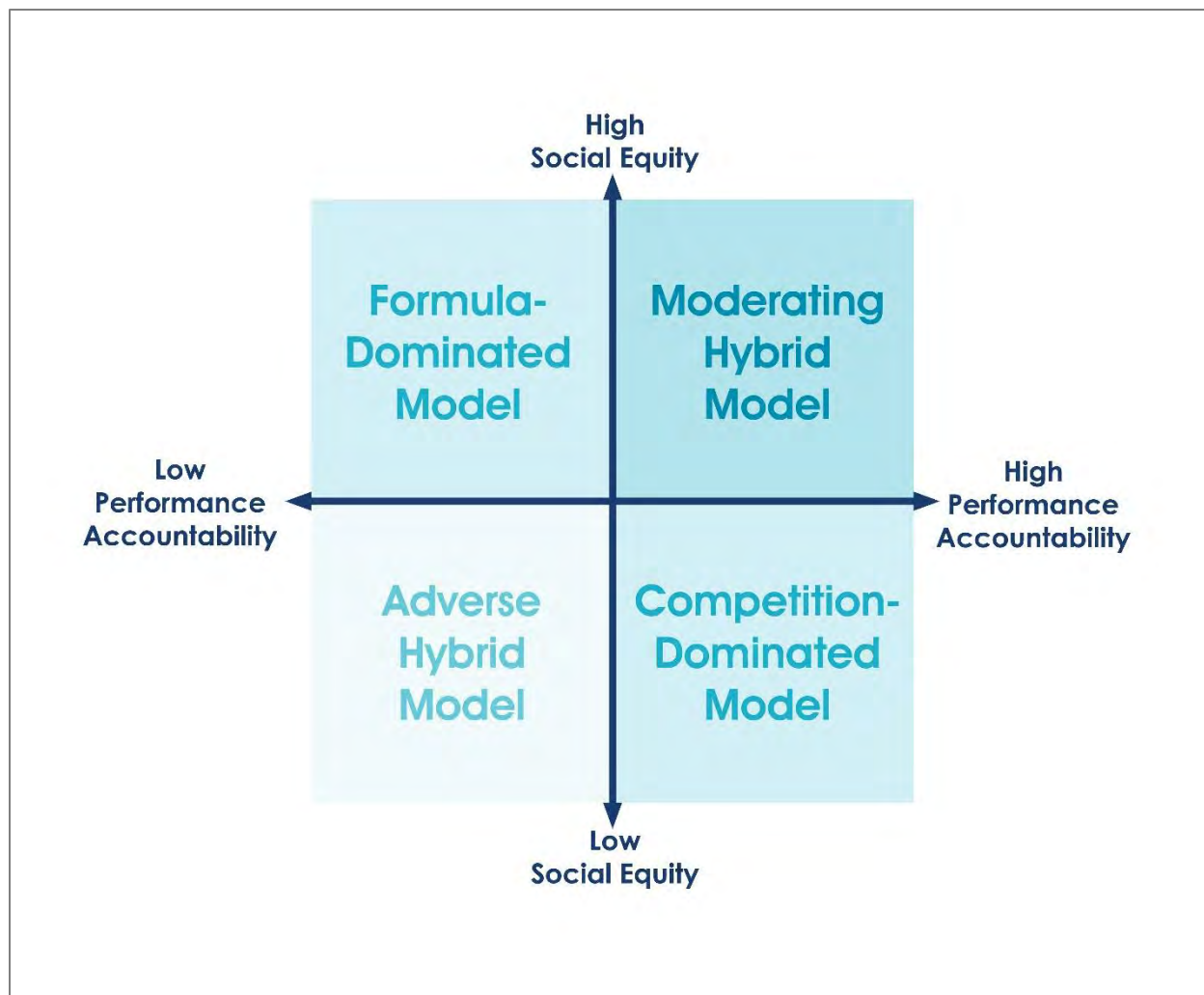


Figure 1. Models for Distributing Park Funds (Collins and Gerber)

Measure A is an example of a moderating hybrid model, combining the use of formulas for annual allocations from Category 1, 2 and Maintenance and Servicing (M&S) funds, and the use of competitive grants in Categories 3, 4 & 5. By using the moderating hybrid model, Measure A ensures that funding is invested in areas of high and very high need through annual allocations to all Study Areas and additional allocations to the Study Areas identified by the PNA as high and very high need. By creating a grantmaking process that lowers the barriers to accessing competitive grants, Measure A can enable more agencies and organizations to effectively compete for these funds. If these barriers are lowered, Measure A further ensures that funds are invested in projects in areas of high and very high need and/or projects that serve residents from areas of high or very high need.

C. TECHNICAL ASSISTANCE

In addition to utilizing a moderating hybrid model to distribute funds to projects that address need, grantors can invest resources to offer technical assistance to prospective grantees, particularly those with lower capacity to formulate plans, administer grants and implement projects. Such an approach can be considered a hybrid between direct and indirect governance. Specifically, this assistance can mitigate the likelihood that lower administrative capacity will reduce the ability of the competitive selection processes to ensure funds meet identified needs. More so, those working on behalf of the grantor to provide assistance can help identify and address administrative challenges faced by grant applicants. Technical assistance can be provided along the grant-making continuum, from project formulation to administration. Technical assistance can take many forms and can include assistance with the following:

- Project formulation and development;
- Grant application;
- Community outreach and engagement;
- Grant fund administration;
- Multi-benefit projects;
- Other funding sources; and
- Monitoring and reporting,

Section G of this memo provides some recommendations on technical assistance as part of Measure A Implementation. Due to the important role of technical assistance in lowering barriers to accessing Measure A funds, the RPOSD is holding a Steering Committee workshop on the topic on September 7, 2017. A separate stand-alone memorandum addressing technical assistance will be issued by RPOSD in advance of this workshop, for review and input by the Steering Committee.

D. LOCAL PARK FUNDING IN LOS ANGELES COUNTY

This section provides an overview of past and current local park funding in Los Angeles County, highlighting the role of Proposition A (Los Angeles County) and Proposition K (City of Los Angeles) in informing the development of a comprehensive assessment of park need and shaping Measure A. It also considers the preparation and findings of the PNA, as well as the need-related provisions of Measure A.

Proposition A (1992 and 1996) and Proposition K successfully directed funding towards park resources in Los Angeles County, yet were driven by different goals and applied different approaches to fund distribution. Both have fueled discussions about appropriate distribution of park funds within a geographically and demographically diverse county. Table 1 summarizes the key information for each local park funding source considered below.

Table 1. Local Park Funding Summary Table

Measure	Goals	Funding Amount	Funding Mechanism
Prop A 1992	<ul style="list-style-type: none"> • Create the Los Angeles County Regional Park and Open Space District • Improve safety of recreation areas for children and senior citizens • Prevent gangs by increasing the safety of neighborhood parks • Plant trees and preserve beach, park, wildlife, and open space resources 	<p>Total: \$203,150,000</p> <p>\$161M for specified projects \$42M for competitive grants</p>	Regional Park and Open Space District Tax Benefit formula
Prop A 1996	<ul style="list-style-type: none"> • Meet need for parks, recreation, youth and senior facilities • Gang prevention and recreational alternatives for at-risk youth • Permanently protect natural lands and biologically diverse environments for future generations 	<p>Total: \$69,050,000</p> <p>\$55M for specified projects \$14M for competitive grants</p>	Regional Park and Open Space District Tax Benefit formula
(City of LA) Prop K 1996	<ul style="list-style-type: none"> • Combat inadequacies and decay of youth infrastructure • Address unmet needs for park, recreation, childcare and community facilities 	<p>\$25 million annually</p> <p>\$299M for specified projects \$144M for competitive grants</p>	Annual real property tax assessment, 30 year period
Measure A	<ul style="list-style-type: none"> • Meet need for investment in neighborhood parks, watershed, open space healthy communities and community recreation • Improve community access to parks • Provide job training and gang violence prevention 	<p>\$96,000,000 million annually (estimated)</p> <p>2% off the top for BOS projects 69.5% for formula-based allocations, including M&S 23.3% for competitive grants 7.2% for program innovation/oversight</p>	Special tax of 1.5 cents per square foot of structural improvements

1. PROPOSITION A (LOS ANGELES COUNTY, 1992 AND 1996)

Parks and recreation facilities in Los Angeles County are supported in part by funds generated from the Safe Neighborhood Parks Tax Measure (Proposition A) approved by Los Angeles County voters in 1992 and again in 1996. RPOSD's authority to levy the 1992 Proposition A tax expired in 2015, and the second Proposition A was approved in 1996, under which taxing authority will expire in 2019.

Proposition A was developed in response to more than a decade of drastic funding cuts to park and open space spending spurred by the passage of California State Proposition 13. Passed in 1978, Proposition 13 lowered property taxes and further restricted the ability of municipalities to tax property owners. With increasing loss of open space to development in Los Angeles County and mounting community concern for park maintenance and upkeep, major proponents of open space and habitat protection guided the crafting of Proposition A.

The purpose of Proposition A is stated as "improving the safety of recreation areas for children and senior citizens, preventing gangs by increasing the safety of neighborhood parks, planting trees and acquiring, restoring and preserving beach, park, wildlife, and open space" (Proposition A, 1992). In the development of Proposition A, park agencies, cities and the County were asked to identify the park and recreation projects they had envisioned, this addressed the backlog of projects and included projects that already had been identified. Proposition A funds, as a whole, were distributed to projects that were specified in 1992 and 1996, for the amounts identified for each project in the propositions. Proposition A dedicated \$12 million to programs for at-risk youth in low income areas, and included a per parcel formula-based allocation to all cities and unincorporated areas in the County (\$110 million in total). However, in Prop A 1996, there was a mechanism that allowed for excess funds that were derived from interest to be allocated to priority projects across the County at the discretion of the Board of Supervisors. These Excess Funds, totaling \$367 million, have been allocated to a higher percentage of projects within the urban core.

Although the goals of Proposition A included "improving the safety of recreation areas for children and senior citizens" and "increasing the safety of neighborhood parks," some analyses of the proposition have found that Proposition A funds were utilized more for natural lands and regional open space projects, and were not as widely utilized for recreation areas and neighborhood parks in what are today defined as park-poor areas. For example, two studies found that:

- Approximately 80 percent of Proposition A funds were directed to projects specified in the proposition (Pincetl, 2003). Projects identified in the proposition were required to demonstrate "regional significance and regional use," emphasizing investment in areas with existing regional facilities or where large parcels of land are available.
- Much of the acquisition funding from Proposition A went to the preservation of large parcels, particularly in the Santa Monica Mountains (Wolch, 2005). As shown in the PNA (discussed below), urbanized areas contain the greatest concentration of park need in the County.

In sum, the fund distribution approach utilized for Proposition A emphasized project-specific grant allocations as well as improvements to existing park and recreation facilities. While this approach provided a clear framework for project funding, Proposition A had a series of funding priorities which emphasized existing park facilities and open space – both of which are less often associated with urban, higher need

populations. This highlights the barriers faced by agencies attempting to access Proposition A funds in highly urbanized areas, as these areas frequently lack existing park resources and are generally far from open space or other large undeveloped parcels.

2. PROPOSITION K (CITY OF LOS ANGELES, 1996)

In 1996, voters in the City of Los Angeles passed Proposition K, a park bond measure to increase and enhance park and recreation space in the city. Proposition K is a City of Los Angeles proposition, yet is important to the history of park funding in the County because the City of Los Angeles comprises a large percentage of the County, and because outcomes of Proposition K have contributed to the demand for more equitable funding distribution. Approximately \$25 million per year of Proposition K funds are allocated towards acquisition, upgrades, improvements, and maintenance of parks and recreation facilities with the main goal of increasing the quantity, quality, and accessibility of youth recreational amenities and programs. Funds are primarily distributed through competitive grant programs to which community-based organizations, cities, and other public entities are eligible to apply.

Wolch, Wilson and Fehrenbach's review of two grant cycles of Proposition K funding, as presented in a study entitled *Parks and Park Funding in Los Angeles: An Equity-Mapping Analysis*, found that distribution of Proposition K funds did not necessarily reflect the proposition's priorities. For instance, although youth infrastructure was a key focus of Proposition K, areas with higher concentrations of youth population had lower funding proposal success rates than areas with lower concentrations of youth population. In terms of actual expenditures, census tracts with the highest percentage of youth residents did receive the most money in absolute terms. However, areas with the largest shares of young people received half as much Proposition K funding on a per youth basis than areas with the least concentration of children. Based on their analysis of Proposition K, Wolch, Wilson and Fehrenbach stress the importance of focusing funds on obtaining new park space, providing technical assistance to community-based organizations from low-income neighborhoods, and ensuring that organizations can become partners in planning, designing, and managing park projects.

3. 2016 PARKS NEEDS ASSESSMENT

The 2016 Comprehensive Countywide Parks and Recreation Needs Assessment was launched in March 2015 to inventory existing parks and recreation facilities and conditions, analyze collected park inventory and population data, quantify the need for **neighborhood parks and recreational resources**, and work with the local communities to develop lists of priority projects and cost estimates to meet that need.

Park need is traditionally measured with a single metric, such as the number of acres of park land available to residents, or the percentage of residents living within walking distance of a park. Measuring only a single aspect of need provides a one-dimensional understanding of park need. The PNA Steering Committee recognized that park need is affected by many variables and approved a suite of five metrics that produced a robust understanding of physical park needs in each Study Area and in the County. The five metrics included park pressure, park land, park access, park amenities and park condition. With the exception of "Park Condition," the metrics are based on quantitative features of parks and the neighborhoods surrounding them. As such, they can be easily re-evaluated in the future as a way of gauging progress toward the goal of meeting park need in Los Angeles County. The results of the analysis of the park metrics were combined to determine an overall park need level for each Study Area. This

approach creates a framework for assessing park need from a countywide perspective, from areas of very-high and high need, to areas of very low need.

In addition to park need, the PNA included a community profile summarizing demographic, health and environmental information in each Study Area to supplement park metrics. This data was not directly used to identify need, because the PNA was focused on the physical needs of existing neighborhood parks and the need for new neighborhood parks. However, the community profile provided information about factors that affect park need and that were beyond the scope of the PNA. For example, park access is affected not only by the distance a household is from a park, but by access to a vehicle. Community profile data were provided to each Study Area for internal use and to inform park staff, who could in turn use the information as part of community meetings. Demographic information included population by race/ethnicity, population at or below 200 percent poverty level, population without vehicle access, population in linguistic isolation, and population distribution by age. Health and environmental information was gathered from CalEnviroScreen 2.0 and included ozone, PM 2.5, obesity, asthma, diesel emissions, diabetes, pollution burden, and bicycle/pedestrian collisions.

4. MEASURE A OF 2016

The PNA laid the groundwork for making important planning and funding decisions in Los Angeles County and provided the residents of the County with a wealth of parks-related information and opportunities to engage in the process of defining needs and potential projects in their communities. Most importantly, the PNA showed that there were many areas in the County with very-high and high need, and a lack of vacant land for new traditional parks in those areas as most of these very-high and high need areas are located in the most urbanized areas of the County. Measure A was crafted to address the findings of the PNA, as well as the regional opportunities within the County that include open space, regional projects, employment programs for youth and veterans, beaches, habitat and trail connectors and was ultimately approved by 74.9 percent of voters in November 2016.

The features included in Measure A to specifically address issues of need are further discussed in Section F.

E. CASE STUDIES IN EQUITABLE DISTRIBUTION OF GRANT FUNDS

Existing policies and grant programs designed to deliver funding to recipients with the greatest need can provide insights for the processes, policies, and procedures needed to implement and administer Measure A in a manner that reduces barriers to accessing funds.

The case studies presented in Appendix A offer examples of strategies used by a variety of agencies to attempt to ensure funds are directed to those most in need. Policy plans and grant programs included in these case studies were selected based on several factors, including effective community outreach, innovative approaches, breadth of application process, and iterative nature of their processes. Addressing equity in park funding is a fairly new concept nationwide, and several of the case studies presented are recent programs that are too new to measure their success. Nonetheless, they are included as examples of what is being tried, and can be referenced in the future to verify their effectiveness.

Each case study includes a description of the overall grant program, and a discussion of the processes, policies, or procedures that contributed to the grant program's success. Although each grant program defines need differently, all the selected case studies offer strategies that could be utilized to help lower barriers to accessing Measure A funds and thus ensure that funds are distributed in a manner that results in increased investments in parks and open space in high and very-high need areas of the County.

Common themes that emerged from the case studies include the following strategies that could be considered for Measure A's grantmaking processes:

- Technical assistance opportunities at every stage of the grant process can help organizations with low capacity (which frequently operate in areas of high and very high park need) succeed in securing grants and completing projects.
- Outreach to potential applicants can ensure that all eligible organizations are aware of the funding opportunities available to them.
- Clearly defined goals and metrics help to ensure that grantmakers, applicants, and the general public share a common understanding of a grant program's purpose.
- Using quantifiable metrics at various stages of the grant process can add a layer of objectivity. Clear metrics can also be valuable when evaluating the effectiveness of grant programs in getting funds to areas of high and very high need.
- Evaluation of a program's effectiveness in meeting goals, followed by course correction as needed, helps ensure that goals are met in the long run. Innovation in the form of pilot programs, community feedback opportunities, and experimental programs can all be incorporated in the effort to ensure that funds go to areas of high and very high need.

F. HOW MEASURE A ADDRESSES NEED

RPOSD developed Measure A with the goal of meeting park need in Los Angeles County and funding park projects throughout the County. To this end, Measure A contains several mechanisms for lowering barriers to accessing funding, thus helping to ensure that funds are invested in areas of high and very high park need. Many of these mechanisms echo the themes cited in the case studies in Section E. The existing provisions of Measure A that lower barriers to accessing funds include:

Concrete Definition of Park Need and Ties to Comprehensive Park Needs Assessment

As discussed above, the PNA findings informed the allocation of Measure A funds. The PNA clearly identified the metrics and process used to define park need for neighborhood parks and amenities, and assigned a need category to each of the County's Study Areas. As stated in the Measure A funding resolution, grant programs are intended to "increase the accessibility of public lands, park facilities, and park amenities to the people of Los Angeles County, especially to those living in high need and very high need Study Areas [as identified in the 2016 Countywide Park Needs Assessment]." The PNA also created a replicable process for assessing park need in the future, in order for funding to continue to be directed to high and very-high need areas.

Hybrid Model of Allocations and Competitive Grant Programs

Measure A utilizes a moderating hybrid model (as described in Section B of this memo) for awarding funds. This model results in the best balance between social equity and accountability. Measure A's Category 1 and Category 2 funds use the Formula-Dominated model, with an emphasis on formula-based allocations to high and very high need areas. Categories 3, 4, and 5 primarily use the competitive allocation model (refer to Table 1 for detailed information). On balance, these approaches mean that Measure A uses a hybrid of formulas and competitive grants, as recommended in the literature.

High Percentage of Funds to High Need Areas and Services

Measure A includes several categories of funds specifically targeted to higher need communities:

- Category 2 funds (13% of available funds) are specifically designated for high and very high need study areas only.
- Category 5 funds (3.8% of available funds) are prioritized for organizations that provide services to, or recruit a majority of their participants from, the areas of high and very high need, as identified in the Parks Needs Assessment.
- Fifteen percent of the funds provided in Categories 3 and 4 (3.9% of available funds) are designated for projects to develop and implement Recreation Access programs including education, interpretive services, safety information, transportation, and other activities that increase the accessibility for County residents, especially for those in high need and very high need areas.

Population-Based Allocation Formula

Measure A utilizes a Per Capita Improvements formula to allocate Category 1, Category 2, and Maintenance and Servicing (M&S) funds to recipients, which gives two-thirds weight to population and only one-third weight to building square footage. This means that more densely populated areas and areas with higher levels of development, which tend to have the greatest park need, will tend to receive higher levels of funding.

Fund Advancement

Requiring that grant recipients incur project costs and receive reimbursement from grant funds later can be a problem for organizations with small operating budgets that do not have the capital available to pay for expenditures up front. Measure A includes a provision that allows for the advancement of funds, making it easier for organizations or groups with limited budgets to apply for and receive funding. These types of advancements encourage all organizations to apply for funds, regardless of their existing operating budget.

Monitoring and Evaluation Over time

Measure A requires that the PNA be regularly updated, which will make it possible to track changes of park need in the County and allow an evaluation of park need over time. While the PNA completed in 2016 analyzed neighborhood parks and park spaces, it excluded the beaches, large open spaces with habitat, and trail connectors. The first update of PNA will need to analyze these areas of the county along with an abbreviated update on neighborhood parks.

Measure A calls for both an Oversight Committee as well as an annual report to the Board. It is envisioned that the reports to both shall include detailed descriptions of Measure A allocations and expenditures, evaluation of these expenditures against the explicit goals of Measure A, and evaluation of the grant programs success, including meeting the identified needs in the PNA and its subsequent update.

G. RECOMMENDATIONS

As documented in Section F, Measure A contains multiple provisions that clearly establish funding for high and very high need areas. This section recommends additional policies and implementation strategies that could lower barriers to accessing funds and build upon the foundations established in Measure A for ensuring that funds are distributed as required in the resolution. In particular, these recommendations respond to the goal established by Measure A (Section 5(a)4) for “increasing investments in high need and very high need regions identified in the Countywide Park Needs Assessment.”

Recommendations are based on best practices and innovations identified through the research and case study reviews presented above. Recommendations share common themes of removing barriers to participation in grant programs, and proactive and adaptive grant administration. Recommendations are organized by topic, below, with relevant Measure A programs identified for each topic.

1. OVERALL POLICY REGARDING MEETING PARK NEED

RPOSD could consider adopting an overarching policy to guide the approach to lowering barriers to accessing Measure A funds. This policy might include one or more of the following components:

- **Existing Features of Measure A** – Measure A already includes formula-based funding allocation models, particularly in Categories 1 and 2, with Category 2 focused on high and very high need communities. This will help to ensure that a portion of funds are utilized in the areas with the highest need.
- **Project Types** – To further advance projects that are in or serve residents from high and very high need areas, RPOSD could prioritize projects in the competitive grant programs (Categories 3, 4, and 5) that fund projects in high and very high need communities, that serve residents from high and very high need areas through regionally focused recreational access or projects that improve the regional facilities, open space and connectors within the County.
- **Funding Targeted to Projects in High Need Areas, or That Serve Residents from High and Very High Need Areas** – To further advance distribution of funds to projects located in high or very high need areas or serving residents from high and very high need areas, RPOSD could consider directing a specific portion of competitive grant funds (in Categories 3, 4, and 5) to these projects. This may include projects implemented within high and very high need areas, projects that improve access to regional facilities for residents living in high and very high need areas or projects that improve the regional facilities, open space and connectors within the County.
- **Evaluation Criteria** – As a further means of advancing distribution to projects in higher need areas, competitive grant programs (in Categories 3, 4, and 5) could include evaluation criteria such as Study Area need level or proximity to high and very high need areas, and give appropriate weighting to those criteria.
- **Technical Assistance** – RPOSD could provide technical assistance throughout the following stages of the grant process: Community Outreach and Engagement, Planning, Grant Writing, Design, Grant Administration, Construction, and Programming. Delivering such technical assistance through a variety of tools will help to support general capacity building, cultivate strategic regional

partnerships, and engage outside funding sources and grantors while increasing the number of applicants from high and very high need areas.

- **Monitoring and Correction** – RPOSD should monitor and track the distribution of both competitive funding and annual allocations, in order to assess whether funding is reaching high and very high need areas and helping to meet the need, and could adjust grant programs as needed to meet this goal over time.

2. GENERAL RECOMMENDATIONS

This section identifies overarching recommendations relevant to all Measure A funds to help ensure that funds are effectively distributed to projects in high and very high need areas and projects that serve residents from high and very high need areas.

Set Clear Benchmarks

Quantitative benchmarks could be identified to inform application evaluation criteria, and monitoring and tracking efforts. This includes setting specific benchmarks for the percentage of funds for competitive and annual allocations to be allocated and expended. Other benchmarks may be connected to evaluation criteria for specific grant programs, as further discussed under Competitive Grant recommendations. Benchmarks should be followed by one or more metrics to guide measurement and evaluation.

Continue Consistent Use of Definition of Need

Measure A's definition of Park Need is based on the PNA. This should be clearly stated in all grant-related materials.

Create a Simple and Uniform Eligibility Process

As outlined in the May 11, 2017 "Overview of Measure A Eligibility, Application, and Reimbursement Process" memorandum, an eligibility process that is completed prior to applying for any funds (including M&S funds) can reduce the administrative burden on applicants. Once established, eligibility could remain active for up to three years, or until submitted documents are no longer valid (for example, if a non-profit organization's mission changes significantly). After three years, eligibility could be renewed through a simple process that includes verification of the validity of previously submitted documents, thereby reducing the burden of resubmitting all documents.

Ensure that all Eligible Entities Complete the Eligibility Process

RPOSD could ensure that all eligible entities complete the eligibility process. RPOSD could directly contact entities that do not complete the process and offer technical assistance to do so.

Ensure that all Eligible Entities Apply for Funding

Once all eligible agencies have completed the eligibility process, RPOSD could help ensure timely application for Category 1, 2, and M&S funds. RPOSD could contact and offer technical assistance to agencies and organizations that are eligible but do not apply for these funds.

3. BOARD OF SUPERVISORS' ALLOCATIONS

Up to 2 percent of total funds may be allocated to eligible projects by the Board of Supervisors.

The Board could consider allocating a percentage of these funds to high or very high need areas and/or facilities or programs that serve residents of these areas. Additionally, these funds could be focused on specific high or very high need areas that did not receive Category 3, 4, or 5 funding in previous grant cycles.

4. COMPETITIVE GRANTS

Maximize the Number of Eligible Entities that Complete the Eligibility Process

RPOSD could utilize a diverse array of outreach methods to maximize the number of agencies and organizations completing the eligibility process. Because the majority of public agencies will have completed the eligibility process in order to apply for Category 1, Category 2, and M&S funds, outreach efforts should focus on those entities that have not completed this process, the local park agencies and the non-profit organizations that would be eligible for competitive grants. Minimum criteria for this would remain as stated in Measure A: project applicants include Public Agencies and Nonprofit Organizations. As described in the June 19th memo regarding competitive grants, the process for establishing eligibility would be kept as simple as possible, with the intent of reducing barriers in the application process.

Information collected during the application process regarding organizational capacity could be used after projects are chosen to inform the percentage of funds to be allocated to technical assistance (discussed in greater detail in Section 6, below).

The following eligibility requirements are suggested:

Public Agencies

- Proof of attendance at an eligibility meeting in person or via webinar
- Proof of jurisdiction support to apply for Measure A funds from the head of the organization
- Review of PNA data and updates on any changes in park acreage, amenity quantities, and amenities condition
- Readiness to accept RPOSD's contract terms and conditions

Non-profit Organizations

- Proof of attendance at an eligibility meeting in person or via webinar
- Proof of non-profit status (compliance with Section 501(c)(3) of the Internal Revenue Code of 1986)
- Readiness to accept RPOSD's contract terms and conditions
- Mission related to one or more of the following focus areas:
 - Community empowerment
 - Environmental protection and preservation
 - Park, recreation or community services or facilities
 - Gang prevention and intervention
 - Environmental education and interpretation
 - Tree-planting
 - Conservation and preservation of wetlands or of lands predominantly in their natural, scenic, historical, forested or open-space condition
 - Restoration of lands to a natural, scenic, historical forested or open space condition
 - Job skills training and educational opportunities to young adults or veterans
- Proof of certification from the California Conservation Corps, if the organization is a Conservation Corps.

Schools with Joint-Use Agreements

- Proof of attendance at an eligibility meeting in person or via webinar
- Proof of joint-use agreement that meets the following requirements:
 - Minimum agreement length of 20 years
 - Public use and access of the school site for a substantial number of hours each week
 - Allow operation of programs by third parties
 - No differential fees may be charged
- Readiness to accept RPOSD's contract terms and conditions

Grant Program Design

Use Examples that are Relevant to High and Very High Need Areas

High and very high need areas may lack the type of open space and regional facilities or vacant land that may be assumed to be required for projects in Category 3 and 4. To encourage applicants from high and very high need areas to apply for competitive grants, outreach materials about grant programs, and project examples in grant application materials could make it clear that projects in any area of the County can apply. This would include illustrating how projects in dense urban areas with limited open space or park facilities can qualify for competitive grants. For example, Measure A describes "Natural lands, wildlife corridors, and watershed protection" as types of eligible projects for Category 3 grants. Outreach materials regarding the grant program could identify examples such as the following: rainwater capture

gardens or habitat gardens adjacent to public buildings, roadways or under freeways, and the creation of publicly accessible space along flood control channels which may include habitat restoration, native plants, restrooms, biking or walking trails, pedestrian bridges, picnic areas, interpretive signage. These examples would help illustrate how more urban areas might be able to qualify for competitive grants in Categories 3 and 4.

Develop Mini Grant Incubator

Small grant award programs could be considered for competitive grant funds. This strategy fosters the engagement of communities with less capacity to implement large grant-funded projects. The Blocks-for-Grants program in Savannah, GA found that mini grants helped to build ongoing resident engagement and support for public space over time, and mini grants were also utilized by the Parks & People Foundation in Baltimore. The Strong, Prosperous and Resilient Communities Challenge (SPARCC) program used a series of grants that increased in size to assist applicants in strengthening their applications. Furthermore, grantmakers participating in the United Nations Conference on Housing and Sustainable Urban Development Habitat III Conference in 2016 reported that small projects tend to be more successful and lasting when continuous support is provided for up to ten years (Adebowale-Schwarte, 2017). RPOSD could consider a grant funding structure for small grants (\$10,000-\$15,000), with opportunities for repeat funding for up to ten years to serve as a community organization incubator (equivalent to total grant of \$100,000-\$150,000). These could be grants for either phased capital projects or for planning and design grants.

Variations on the incubator grant program could include:

- **Variation 1** – Increase grant size for organizations over time. Organizations would start with a small grant and would be awarded larger grants as capacity and success was demonstrated.
- **Variation 2** – Allow established organizations to apply for larger grants that could in turn be used to hire other organizations for small projects.

Include Funding for Planning and Design

In order to address this barrier to participation and ensure that funds are allocated to meet park need, grants could be provided for planning and design efforts that will lead to the development of projects fundable under General, Recreation Access, and Cultural Facilities competitive grants.

Utilize Simple Grant Cycles

The June 19th Memorandum “Overview of Measure A Competitive Grant Programs” outlines several thematic grant cycles. Some of these are more complicated than others. As recommended by the Steering Committee, the competitive grant cycle could be simplified to include only broad categories that are easily understood, such as “General Grants,” “Recreation Access,” “County Cultural Facilities,” “Youth and Veteran Education and Training,” and “Youth and Veteran Certification and Job Placement.” One grant calendar should be released annually for all categories.

Allow for Administrative Costs

For organizations and agencies with fewer resources, the cost associated with applying for and administering grants can be prohibitive. As presented in the June 19th memorandum regarding competitive grants, 10 percent is recommended as the limit for Administration. Administrative costs include planning, monitoring, and reporting necessary for the successful design, selection, and implementation of the projects and verification of projects. This may include community engagement costs incurred during the planning phase of a project and costs stemming from required monitoring and reporting of allocated funds.

Additional funds for administrative costs may be drawn from non-bonded funds that are not subject to a 10 percent maximum.

Simplify the Application Process

The June 19th memorandum discussed several approaches pertaining to the application process. Of those approaches, Approach 3, which included the fewest constraints and several opportunities for feedback and assistance, is recommended in order to encourage high need project applications.

The following are recommended:

- **Pre-application** – The pre-application process should include: letter of intent, followed by staff guidance for qualifying applicants, further detailed below in the recruitment portion of Technical Assistance. Invitations should not be required for applications. The intent of the pre-application is for applicants to solicit staff input and guidance prior to undertaking the more substantial application process and project development. Advice could be available in different languages commonly used in Los Angeles County.
- **Application Tools** – Grant applications should be available online or as printed copies, and submitted using an online application or internet portal. Application guidelines, forms, and updates should be available through one website.

Assign a High Weight to Level of Need

The most important criterion for ensuring funds are distributed to meet Park Need is level of need (as identified in the Countywide Parks Needs Assessment and future updates). Level of Need could account for the most points among evaluation criteria.

Minimize Requirements for Matching Funds

Criteria that require matching funds may result in fewer funds reaching high and very high need areas. While Measure A grants programs may consider the availability of matching funds, they will not be considered a requirement for grant evaluation and award. However, as described in the June 19th memo regarding competitive grants, projects that use Measure A funds to match other funding sources, including annual allocations, would receive more points than those that do not.

If used, the availability of matching funds could include other less common displays of commitment such as coalition partnership and in-kind goods and services.

Set Targets for Grants to High and Very High Need Areas

Measure A does not outline limits or percentages of competitive grant funds for high or very high need Study Areas. To ensure that competitive funds are directed to these areas, RPOSD could recommend that a specific percentage should be located in high and very high need Study Areas or that serve residents from high and very high need areas.

Include Representatives of High Need Areas on Evaluation Committee

In order to ensure a broad representation of perspectives in the review of grant applications, the evaluation committee could include representatives from high and very high need areas for all competitive grant cycles, with a balance of staff and outside members.

Provide Training for Evaluation Committee

Once selected, evaluation committee members could be trained in cultural competency and the definition of Needs per the Park Needs Assessment. Additionally, committee members should be trained in grant application evaluation, in order to ensure an objective, consistent evaluation process across proposals.

5. TECHNICAL ASSISTANCE

Technical assistance is critical to implementation of both formula-based allocations and competitive grant programs. More detailed recommendations for technical assistance will be provided in a subsequent memorandum that will be provided to RPOSD and the Steering Committee prior to the September 7, 2017 workshop. The overarching recommendation below affirms the importance of technical assistance in lowering barriers to accessing Measure A funds.

Develop a Comprehensive Technical Assistance Program

RPOSD could develop a comprehensive technical assistance program that provides a strong suite of technical assistance tools throughout the grant-making continuum for both competitive and non-competitive grants. The technical assistance program could include assigning program managers for all applicants, training program managers in culturally appropriate community engagement, tailoring level of assistance to applicant needs, providing proactive engagement and assistance to high and very high need areas, and offering a range of technical assistance tools.

6. MEASUREMENT, EVALUATION, AND LEARNING

Measurement, evaluation, and learning during implementation are important to (1) ensure there are not unintended consequences, (2) to measure specific impacts, and (3) to decide if programs should be continued, modified, or terminated. This requires sufficient data reporting and accountability systems be built in to the Measure A grantmaking process, and that results are utilized for learning and program

improvement. This section provides general recommendations related to measurement and evaluation, and Section 8 provides recommendations regarding the use of the results to inform program improvements. More detail regarding measurement, evaluation and learning, as well as reporting to the Measure A Citizens Oversight Advisory Board (Advisory Board) and Board of Supervisors, will be addressed in a subsequent memo.

Require Measurement and Evaluation for all Allocations and Competitive Grants

All grants could be required to participate in measurement, evaluation, and learning, as lessons from each may be useful for others. Similarly, funding distributed under all Measure A expenditures could be measured and evaluated based on Measure A goals, specific benchmarks established for programs, and other factors as discussed below.

Use Annual Reporting Process to Share Progress and Data

Measure A requires reporting of the location and footprint of each funded project, its objectives, status, and outcomes, any matching funds used, and the applicable program from the Measure's expenditure plan schedule. Additionally, a publicly accessible data portal is required by Measure A, and could be updated as part of the annual reporting process to ensure transparency and facilitate use of data by County staff, grant applicants, project managers, scholars, and the broader public.

Annual reporting could be used as an opportunity for sharing progress with the community, as well as an opportunity for evaluation and learning by the Board, RPOSD, or Advisory Board.

Utilize Results to Inform Needs Assessment Updates and Course Correction

Results of measurement and evaluation could be used to inform course corrections, and specifically include corrections targeted to ensure that funds are distributed to meet park need. Results could also inform Parks Needs Assessment updates and thus potentially expand on the definition of park need.

Evaluate Distribution of Funds against Park Need and Other Community Characteristics

The distribution of Measure A Funds could also be evaluated against other data sources to identify patterns or trends in distribution. Other data sources could include demographic, geographic, and environmental data, as well as data corresponding to benchmarks set for specific programs.

7. ADAPTIVE IMPLEMENTATION AND COURSE CORRECTION

Establish Indicators for Potential and Required Course Corrections

Indicators for evaluating implementation should be directly connected to Measure A goals and benchmarks established for each grant program. Potential indicators used for informing course corrections could include information gathered during evaluation, described above.

Connect Potential Course Corrections to Indicators

Course corrections should be tied to indicators, and therefore benchmarks, and could include the following:

- **Refinements and Improvements to Existing Programs** – Course correction may involve a change to the existing program or requirements. This may include changes to eligibility requirements, the application process, or technical assistance programs. Changes to grant applications could include but are not limited to modified grant cycles, revised evaluation criteria, or revised eligibility requirements.
- **Employ New Programs and Strategies** – Some indicators may necessitate the development of new programs and strategies. New types of technical assistance may be offered or a new type of grant may be offered under a competitive grant category.

Test Innovative Programs and Strategies

Adaptive administration could allow for experimentation and innovation. New programs and strategies could be launched as experiments and closely monitored. In some cases, small-scale pilot programs could be used prior to implementing larger changes.

APPENDIX A: CASE STUDIES OF EQUITABLE DISTRIBUTION OF GRANT FUNDS

Case studies of twelve policies and programs informed the recommendations for distributing funds to meet park need presented in this white paper. Common themes that emerged from the case studies are presented in this white paper, and a description of each case study is provided in this appendix for reference. Each case study includes a description of the overall grant program and a discussion of the processes, policies, or procedures that contributed to the grant program's success.

Case studies were selected based on several factors, including effective community outreach, innovative approaches, breadth of application process, and iterative nature of their processes. Although need is defined differently in each case study, all the selected case studies offer strategies that are informative to the implementation of Measure A. Several of the case studies presented are recent programs that are too new to measure their success, but are included as examples of what is being tried, and can be referenced in the future to verify their effectiveness.

Case studies include:

- A. California's Proposition 84
- B. Great Outdoors Colorado Program, CO
- C. 20-Year Neighborhood Park Plan, Minneapolis Park and Recreation Board, MN
- D. WaterWorks Grant Program, King County, WA
- E. Get Moving/Recreation for All Grant Programs, Seattle Park District, WA
- F. 2040 Regional Parks Policy Plan, Metropolitan Council, Twin Cities Metropolitan Area, MN
- G. Transformative Climate Communities Program, Strategic Growth Council, CA
- H. Outdoor Recreation Legacy Partnership Program, National Park Service
- I. Grants-for-Blocks Program, Savannah, GA
- J. Parks & People Foundation, Baltimore, MD
- K. Rivers Trails and Conservation Assistance Program, National Park Service
- L. Strong, Prosperous, and Resilient Communities Challenge

A. CALIFORNIA'S PROPOSITION 84

Overview

The Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coastal Protection Bond Act of 2006 (Proposition 84) provided \$5.4 billion for improving parks; natural resource protection; and water quality, safety, and supply in California. Proposition 84 sought to ensure distribution of bond funds to those most in need by prioritizing funding for disadvantaged communities. Proposition 84 used income to define disadvantaged communities, with lower income communities considered to be those most in need of funding. Jon Christensen's 2016 study of Proposition 84, *Environmental Bonds Should Equitably Benefit*

All Communities: Looking Forward Based on an Analysis of Prop 84 utilized California’s bond accountability website, State agencies, CalEnviroScreen and the United States Census to analyze how well the bond’s expenditures matched the proposition’s stated goals related to equity. A key finding was that where Proposition 84 included specific criteria regarding funding allocation priorities, funding was distributed to meet those priorities. However, where bond language regarding priorities was vague or where serving disadvantaged, park-poor, or urban communities were listed among several priorities, the results were mixed. The study attributes the differences in equitable distribution to the lack of explicit criteria and guidelines for equitable implementation in several sections of Proposition 84.

Potential Considerations for Measure A

- **Clear and Specific Language** – Ensure that clear and specific language is used for guidelines, priorities, and criteria throughout the grant process.
- **Define Metrics** – Clearly define measurable criteria that reflect the program’s goals, for use in both the selection of projects and the evaluation of success. For example, if benefitting more people is a goal, include the number of people who will be served by a project as one of the application evaluation criteria. Analysis of clearly defined metrics can be used to learn from past experiences and to adapt.
- **Planning for Projects** – Consider requiring agencies and organizations receiving funds to have a strategic master plan in place with defined priorities and criteria for selecting projects to be funded. Require that spending is justified, accounted for, and reported in relation to those priorities and criteria.
- **Data Reporting** – Require clean, transparent, and readily accessible and usable reporting of data on projects that are funded, under what programs they were funded, and their impact or footprint.

B. GREAT OUTDOORS COLORADO PROGRAM

Overview

The Great Outdoors Colorado Program (GOCO) was initiated in the 1990s by a citizens committee, including conservation, business, and political leaders, and was approved by voters in 1992. GOCO redirected a portion of Colorado Lottery proceeds to a trust fund to preserve and enhance the State's parks, trails, wildlife, rivers, and open spaces. GOCO awards competitive grants to local governments and land trusts, and makes investments through Colorado Parks and Wildlife. Since its inception, the fund has dispersed \$917 million in lottery proceeds to more than 4,800 projects in all 64 Colorado counties. GOCO funding allocation is driven by an outreach-focused, five-year strategic plan that evaluates how the program might better serve current trends and needs, and adapts in response. The current GOCO five-year strategic plan is guided by three primary goals: 1) protecting urban and rural land for people and wildlife, notably once-in-a-lifetime, large-scale projects; 2) connecting people to the outdoors by increasing bike and pedestrian access and filling gaps in important trail systems; and 3) inspiring more kids and their families to explore and take care of the outdoors by addressing the growing disconnect between youth and nature.

Potential Considerations for Measure A

- **Flexibility** – GOCO regularly solicits input from grantees and the public about the effectiveness of its grant programs in meeting the State’s needs. Programs are then adjusted to respond to concerns raised.
- **Technical Assistance** – Grantwriting workshops are held in the fall and spring in advance of each grant cycle. Applicants are also encouraged to contact staff directly for one-on-one assistance and have the opportunity to receive a “pre-review” by submitting application prior to the actual deadline.

C. 20-YEAR NEIGHBORHOOD PARK PLAN, MINNEAPOLIS PARK AND RECREATION BOARD

Overview

The 20-Year Neighborhood Park Plan guarantees an additional \$11 million for neighborhood park maintenance, rehabilitation, and capital improvements over the next twenty years. One of the goals of the plan is to ensure that investments in neighborhood parks are made equitably, with a focus on parks in low income and diverse neighborhoods. In service of this goal, the Minneapolis Park and Recreation Board (MPRB) developed the Criteria Based System for Capital and Rehabilitation Neighborhood Park Project Scheduling in 2016. This set of equity-based criteria are used to prioritize capital investment and large rehabilitation projects, and are designed to quantify aspects of neighborhood parks and the surrounding community using multiple data sources. Every park in the MPRB’s jurisdiction will be scored annually, with funds going to those parks that score the most points. This dynamic approach to re-ranking is intended to ensure that the park rankings stay current from year to year, so that funds are continually targeted to those parks that most need the funds based on their score. Although the system has not been in place long enough to evaluate its success, it contains several key characteristics seen in other successful case studies and should be followed closely in the future for additional insights.

Potential Considerations for Measure A

- **Clear Goals and Language** – MPRB’s system makes it clear that racial equity is an important priority. This clarity results in a transparent scoring system that supports this priority.
- **Scoring Criteria** – Each park is scored using a set of quantifiable metrics that are clearly defined. The regular updating of park scores means that the most current information is used to disburse funds, and this flexibility should result in advancement toward MPRB’s goals.
- **Type of Data** – MPRB uses data that is easily understood and readily available. Use of this type of data increases understanding of the ranking process for recipients, evaluators, and members of the public. MPRB provides clear explanations of each data type and the associated scores.

- **Community Engagement** – On the surface, the Criteria Based System for Capital and Rehabilitation Neighborhood Park Project Scheduling seems very data driven, and it is; however, this data-driven system also has a soft touch. Each of the different criteria was vetted by community groups. In addition, those that were scoring and evaluating projects were members of the community and offered unique perspectives. All future updates to park scores will involve public input as well.

D. WATERWORKS GRANT PROGRAM, KING COUNTY, WASHINGTON

Overview

King County maintains a Strategic Plan for Equity and Social Justice, which is a blueprint intended to guide policies and decision-making, design, delivery of services, and workplace practices countywide, in order to advance equity within County government and in partnership with communities. The County's WaterWorks Grant Program provides funding for projects that improve water quality in the service area of King County's regional wastewater system, while incorporating the principles of fairness and justice. The WaterWorks program awards approximately \$2 million dollars every two years to non-profits, schools, counties, tribes, and special purpose districts. There have been several iterations of the grant applications since 2015, with incremental changes intended to introduce grantees to equity concepts. King County developed a Determinants of Equity Report that helps inform how applications are scored on factors such equity and social justice areas; community benefits and providing benefits to people of color; limited English proficiency; low income; or other underserved populations or communities. Clearly defined indicators and examples provided in the report provide transparency in the scoring and evaluation of grant applications.

Potential Considerations for Measure A

- **Fund Advances** – WaterWorks grants are generally for reimbursement of funds spent. However, in certain cases, advances of a portion of the funds can be made. This policy increases accessibility of funds to organizations without large capital reserves.
- **Explicit Goals** – King County has an explicit framework and lens for describing determinants of equity, which in turn influences grant criteria and evaluation. This type of clarity in describing goals helps ensure that goals are achieved, as grantees, evaluators, staff, and the general public all have the same understanding of the program's goals.
- **Matching Fee Waiver** – The Waterworks program waives matching fee requirements for community-based organizations that work with low income groups. Matching funds can often be a burden for low capacity groups, and this particular exception has been well received.
- **Application Materials Translation** – The WaterWorks program provides application materials in different languages when asked, which lowers barriers to applying for applicants who do not speak English as their primary language.

- **Online Grant Portal** – The WaterWorks Grant program has an easily accessed online portal with information on eligibility, previous funded projects, grant evaluation criteria, background on the program, frequently asked questions, application submittal, and other resources.

E. GET MOVING/RECREATION FOR ALL GRANT PROGRAMS, SEATTLE PARK DISTRICT

Overview

Seattle Park District's Get Moving and Recreation for All (GM/Rec4all) grant programs expand recreation opportunities for Seattle residents with the most need. Eligible applicants include local community groups, small businesses, and not-for-profit organizations. Qualifying projects must have community partners involved with the project, have a significant physical activity component, be free and open to the public, and adhere to Seattle Parks and Recreation's mission. In 2016, the programs provided nearly \$730,000 of funding for 14 programs focused on people who are disproportionately affected by health disparities. The programs also funded over \$400,000 in scholarships for reduced fee or no-fee programs. The Park District uses the City of Seattle's Racial Equity Toolkit to ensure that its grants provide culturally relevant physical and enrichment programming to under-resourced communities in neighborhoods where health disparities are prevalent. The Racial Equity Toolkit lays out a framework for addressing equity and guides the development, implementation, and evaluation of policies, initiatives, programs, and budget issues throughout the city. As part of the toolkit, the Racial Equity Analysis contains six steps, including setting outcomes for racial equity; involving stakeholders and analyzing data; determining benefit or burden; advancing opportunities to minimize harm; tracking impacts on communities of color over time; and reporting back.

Although the Seattle Park District has only been providing grants for a few years, it contains several key characteristics seen in other successful case studies and should be followed closely in the future for additional insights

Potential Considerations for Measure A

- **Community Leaders** – The GM/Rec4all program has been successful due to its communication with community leaders. Throughout the process, feedback on the grant cycle was sought from community leaders and improvements were made.
- **Advertise the Grant Process** – Several workshops were held before the start of the application process to ensure that all eligible organizations were aware of the upcoming funding opportunities. In addition to workshops, outreach included information online, printed information in newspapers, and in-person conversations.
- **Feedback** – The GM/Rec4all program has gone through many different iterations. Feedback on community experience was given at the end of the first grant cycle, and improvements were made accordingly.

- **Transparent Scoring** – A transparent scoring process, including identification of evaluators, helps community groups to feel comfortable with the results of the grant cycle.
- **Minimize Administrative Hurdles** – The GM/Rec4all program made contracting and invoicing more seamless, recognizing that record keeping and invoicing can be a hurdle for smaller organizations.

F. 2040 REGIONAL PARKS POLICY PLAN, METROPOLITAN COUNCIL, TWIN CITIES METROPOLITAN AREA

Overview

The Twin Cities Metropolitan Area is home to a system of regional parks and trails including 55,000 acres of designated parklands and over 300 miles of trails with over 48 million visits every year. The Metropolitan Council is a regional agency charged under State law with establishing regional growth policies and long-range plans for transportation, aviation, water resources, and regional parks. The Metropolitan Council recently completed the 2040 Regional Park Policy Plan, which includes policies and strategies to strengthen equitable use of regional parks and trails by all residents regardless of age, race, ethnicity, income, national origin, and ability.

To better understand and address disproportionate or inequitable park use, Metropolitan Council Staff conducted a qualitative research project to identify barriers to regional park visitation among communities of color. The study sought to explore the following: preferred outdoor recreation activities and desired amenities, perceived barriers that prevent use of the system, issues or concerns about regional parks, and recommendations and suggestions to increase and enhance park visits. Metropolitan Council Staff partnered with local community-based organizations and public agencies to organize focus groups throughout the metropolitan region. A total of 263 individuals participated in the sessions, representing various racial, ethnic, and cultural backgrounds. The Metropolitan Council then developed a regional parks system equity toolkit that includes recommended questions for grant applications. These questions help ensure that funds are targeted to underserved populations. The questions are as follows:

1. What is the population breakdown for your jurisdiction by race, ethnicity, age, national origin, ability status, and income?
2. Which population segments above are currently underserved by the Regional Parks System?
3. Which of the underserved populations (identified in Question 2) will this project better serve?
4. What specific aspects of this project will help to better serve the targeted populations (identified in Question 3)?
5. Exactly how will you verify the target populations (identified in Question 3) are better served?

While the equity toolkit is not currently being used for competitive grants, the council will use the regional parks system equity toolkit in the 2018-2019 for Parks and Trails Legacy fund dollars (beginning on July 1, 2017) and 2019 fiscal year (beginning on July 1, 2018) for Capital Improvement Program dollars.

Potential Considerations for Measure A

- **Clear Goals for Grants** – The Metropolitan Council focused on park use instead of park access, and a developed application questions that directly address this goal.
- **Summarize Existing Data** – The work leading up to the Metropolitan Council toolkit included data gathering with information on needs and priorities. This data was analyzed and will be used in upcoming grant programs to craft application questions and evaluation criteria that help achieve the program’s goals.
- **Grant Award Size** – The Metropolitan Council understood that a minimum grant amount is necessary for community groups to feel like their efforts are justified. Agencies and organizations with low capacity may be more likely to pursue grant funding if the grant award size justifies the effort spent applying for the funds.

G. TRANSFORMATIVE CLIMATE COMMUNITIES PROGRAM, STRATEGIC GROWTH COUNCIL, CALIFORNIA

Overview

The Strategic Growth Council’s (SGC’s) Transformative Climate Communities (TCC) Program directs the SGC to administer \$140 million from California’s cap-and-trade revenues for the “development and implementation of neighborhood-level transformative climate community plans that include multiple, coordinated greenhouse gas emission reduction projects that provide local economic, environmental, and health benefits to disadvantaged communities.” The SCG recognizes that the State’s most disadvantaged communities often lack the capacity and institutional resources to seek competitive grants, and may not be prepared to apply to the Program or to develop and implement transformative plans. They offer technical assistance to applicants through ongoing outreach and support. Technical assistance is offered in all phases of the application process, including before and after the granting of funds, to achieve adequate program outcomes. In addition, the Strategic Growth Council and the California Environmental Protection Agency (CEPA) partner with third parties to give assistance in assessing planning and implementation efforts, strengthening organization capacity, and developing project priorities.

Potential Considerations for Measure A

- **Technical Assistance** – Ongoing outreach, support, and technical assistance throughout all phases before and after the granting of funds.
- **Planning Assistance** – CEPA and SGC partner with third parties in the areas of organization capacity and development of project priorities.

H. OUTDOOR RECREATION LEGACY PARTNERSHIP PROGRAM, NATIONAL PARK SERVICE

Overview

The Outdoor Recreation Legacy Partnership Program (ORLP), a competitive grant program of the National Park Service, targets the development and enhancement of outdoor recreation in larger urban communities. The program maintains a particular interest in serving disadvantaged areas and connecting young people to public lands and the outdoors. The ORLP is intended to showcase collaborative and innovative partnerships that leverage investments to support of close-to-home recreation. In addition to acquisition and development grants, a new pilot “planning grant” program awards up to \$75,000 to fund planning studies to help target park and recreation investment to urban areas where it is needed most. This is a result of feedback given to NPS from the program’s first year.

Potential Considerations for Measure A

- **Course Correction** – Experimental programs that attempt to respond to feedback and noted challenges of grant programs can help a granting agency remain flexible and effective.
- **Planning Assistance** – \$750,000 of ORLP funds set aside for planning grants to help identify urban areas underserved by parks.
- **Program Review** – The planning grant program was developed based on feedback from the previous year’s acquisition and development grantees.

I. GRANTS-FOR-BLOCKS SAVANNAH, GA

Overview

Savannah’s Grants-for-Blocks Program is sponsored by the community Planning & Development Department, and funds micro grants up to \$500 for neighborhood groups to improve their neighborhoods. Applications have grown by 240 percent since inception. Initial applications were focused on beautification while current applications focus more heavily on developing programs. Locally run programs enjoy unheard-of support states, and services initiated by residents show increased participation in comparison with those initiated and run by the city’s Community Services agency. The small grant amounts and annual continuation of the program helps to build ongoing resident engagement and support for public space overtime.

Potential Considerations for Measure A

- **Application Criteria** – Resident Application Reviewing committee with two representatives from each submitted proposal who do not review their own community’s proposal. Steering Committee to discuss aspects of community development.

- **Award Amounts** – Mini grants of up to \$500 encourage residents to create groups to improve their neighborhood. Resident lead programs funded by these mini grants are highly successful.
- **Program Review** – Building relationships over time to evolve funding from beautification to ongoing program development.

J. PARKS & PEOPLE FOUNDATION, BALTIMORE, MARYLAND

Overview

Baltimore’s Parks & People Foundation’s grant program aims “to encourage community involvement in parks and environmental improvement.” The program awards funds of \$250 to \$1,000 to targeted communities which are underserved or needy and which do not usually have access to greening programs. The program has simple applicant requirements such as being a community based organization which has a bank account. Applicants are required to work with a Parks & People Foundation staff member in the planning of their project. The Foundation also offers a contingency award to those applicants who are not funded, outlining adjustments to the application needed to receive the funding.

Potential Considerations for Measure A

- **Application Criteria** – Contingency award to applicants who make improvements to their application as outlined by the approving committee.
- **Technical Assistance** – One-to-one grantor staff assistance for the planning and implementation of projects.
- **Award Amounts** – Small award amounts

K. RIVERS TRAILS AND CONSERVATION ASSISTANCE PROGRAM, NATIONAL PARK SERVICE

Overview

As the community assistance arm of the National Park Service, this program supports community-led natural resource conservation and outdoor projects across the nation by offering technical assistance to a variety of organizations. Staff provides free, on-location facilitation and planning expertise, helps define project visions and goals, engage with collaborative partners and stakeholders, and develop a sustainable organizational framework to support the project. Outreach and technical assistance is provided at each step of the way from workshops to focused outreach. After receiving applications from the same partners year after year, the Rivers Trails and Conservation Assistance Program changed its outreach strategy to include more targeted outreach to communities they had not engaged with before.

Potential Considerations for Measure A

- **Course Correction-** Recognizing that the same applicants applied year after year, the program changed outreach strategies to reach new potential applicants.
- **Technical Assistance-** Workshops and focused outreach and one representative per state as applicant point of contact.

L. STRONG, PROSPEROUS AND RESILIENT COMMUNITIES CHALLENGE

Overview

The SPARCC has a strong technical assistance aspect of their grant program. SPARCC is a three-year, \$90 million initiative co-funded by the Robert Wood Johnson Foundation (RWJF), the Ford Foundation, and the Kresge Foundation. SPARCC will empower communities and bolster local groups and leaders in their efforts to ensure that as major new investments are made in infrastructure, transit, housing, health, and climate change, they are used to make communities places where everyone benefits and thrives. Through this program, ten cities were invited to apply in the final round (originally there were about 80 cities from around the Country). Out of the ten cities that were invited to apply in the final round, six cities were selected, and received \$15,000 to work on their proposals as well as eight hours of consulting time for free. In addition to funding and consulting time to work on proposals, there were webinars on how to effectively fill out applications. SPARCC also engaged in community meetings, and organized and led a national conveying meeting in Washington DC. As part of the technical assistance, consultant firms, familiar with the subject area of the grant gave feedback on proposals, such as areas that could be approved on before the final package was due. As part of the larger initiative, each city is receiving \$1 million dollars for their core programming. Additional funding will be awarded for technical support, including paying community members to attend meetings.

Potential Considerations for Measure A

- **Technical Assistance** – Webinars on how to effectively fill out applications, proposal consultation and proposal feedback from consultants familiar with each projects subject area.
- **Planning Funds** – The program awarded funds to applicants to be used to work on their proposals. This type of funding, coupled with technical assistance, encourages organizations with limited capacity to apply.
- **Outreach** – The program allots funding to pay community members to attend public meetings. This reduces one of the barriers that can prevent community members from attending meetings.

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**LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT**



Measure A Implementation

Los Angeles County Regional Park and Open Space District

**Summary Meeting Notes
Steering Committee Summer Workshop A
August 17, 2017 1:00 am – 5:00 pm**

Steering Committee Members in Attendance:

Jean Beesley	John Guevarra	Cara Meyer
Alina Bokde	John Johns	Dilia Ortega
Reyna Diaz	Tori Kjer	Max Podemski
Hugo Enciso	Clement Lau	Stefan Popescu
Belinda Faustinos	Linda Lowry	Barbara Romero
Hugo Garcia	Norma Martinez	Keri Smith
Mark Glasscock	Sandra McNeill	

RPOSD Staff in Attendance: Dwayne Case, LaTrina Hancock, Sara Keating, Martha Lopez, Warren Ontiveros, Rigo Sanchez, Ani Yeghiyan

PlaceWorks Staff in Attendance:

David Early, C.C. LaGrange, Jessica Wuyek, Jasmine Williams

AGENDA ITEM: TOPIC 1- ELIGIBILITY

Public Comment

1. RPOSD should do outreach to make sure small agencies and organizations know there is an opportunity for funding. The County should do outreach in the very beginning to get the word out to small and non-traditional partners.
2. Reviewing and updating the Parks Needs Assessment could create a barrier for agencies with low capacity.
3. How should the process include neighborhood councils and organizations? Could they be included as eligible organizations?
4. For eligible non-profit mission statements, the scope needs to be broader. Instead of considering mission statement, consider historical presence and relationship to the community.
5. For joint use agreements, the 20-year minimum agreement length is very long. There should be off-ramps if those relationships don't last.

Committee Comment

1. Discussion on Joint-Use Agreements:
 - a. Minimum agreement (20 years) is too long for LAUSD and DWP and many other districts. 1-5 or 10-year agreement is more common. At most, 5-10 years. Compromise on 20 years if you have a claw back in the agreement. Whoever is responsible for maintaining the project should pay. Vet

existing joint use agreements to ensure compliance and good partners. Ensure good public access in addition to fees. Establish benchmarks to track progress.

- b. Challenge is to balance investment of public funds with reasonable agreement length – want to encourage creative spacemaking while ensuring project is accessible to those who need it in the long term
 - c. Suggestion: Consult offline with entities who have experience putting together joint use agreements to see what is realistic. JUMP taskforce that has been working on joint use throughout the county.
2. Discussion on Nonprofit Mission Statements Requirement:
 - a. Expand to include community gardens, public health, and living. Perhaps allow for an exception for organizations that may not meet the mission but can be decided upon by RPOSD staff. Allow missions around environmental justice and social equity.
 - b. Is there even a need to have a mission-related requirement? Perhaps this could focus more on the project or the organization’s relationship to the community, instead of the mission.
 3. Discussion on Updates to Park Needs Assessment:
 - a. Provide clarity on what is the role of the jurisdiction and what is the role of RPOSD/County. Include information about the process and if it’s possible for an agency to contest the data.
 - b. Have agencies verify data, rather than re-enter it to lower barriers. Make it a predictable process that larger agencies can plan for.
 4. Discussion of Proof of Jurisdiction Support:
 - a. The process needs clarity: where specifically does the support need to come from, what does it need to say, and who is responsible for submitting? Draft resolutions or templates should be acceptable in case things need to move quickly. Support should come from the department or agency and not necessarily Council because it could take a long time to go to Council. It will be easier to secure support for projects than just enrollment/eligibility.
 - b. Support should go through a higher level. Although it creates barriers, it ensures more supported projects.
 5. Discussion of Contract Terms and Conditions:
 - a. Terms and conditions should be simple and straight forward, easily accessible and not buried in a long RFP or other document. The contract should be flexible so it doesn’t add a barrier.
 - b. Everyone should meet terms and conditions in order to play. Everyone should play the same game because it protects the funding agency. Everyone should accept terms when working with cities. Don’t exempt anyone from it.

Summary Takeaway

- + Shorten requirement for joint-use agreements and vet models for successful partnerships that balance needs
- + Expand nonprofit eligible mission statements or remove this requirement
- + Clarify the process required to update the Park Needs Assessment
- + Clarify the types of required jurisdiction support
- + Make contract terms accessible, easy to understand, and consistently flexible

AGENDA ITEM: TOPIC 2- COMPETITIVE GRANTS

Public Comment

1. Should be minimum set aside for local projects to balance regional (10-15%).
2. Regional projects should have extra points if they've taken into consideration connectivity, access, and local benefit.
3. There should be extra points for leveraging matching funds such as Cap and Trade.
4. Top evaluation criteria: Project feasibility, multi-benefit-high, leveraging funds; level of need, community involvement, accessibility, and amenity conditions.
5. Bottom evaluation criteria: Matching funds, creative space making, project readiness, regional benefit
6. Regional projects should be tied to a regional plan to ensure regional benefit.
7. Add criterion related to climate plans so that projects that consider climate readiness would receive additional points.
8. Unhook Parks Needs Assessment from evaluation criteria.
9. Level of Needs should not be a criterion so that it's truly a competitive process.
10. What is the difference between project feasibility and project readiness?
11. Areas of high need should receive a set aside percentage and should be a priority.

Committee Comment

1. Discussion of Level of Need:
 - a. Should be given highest consideration in a point-based scoring system. Primary concern is to move red areas into green areas. The 13% is not nearly enough to make up for the years of underinvestment. Find way for apples to apples comparison because you can't compare high need and low need areas in the evaluation stage.
 - b. There should be a minimum standard of funds awarded only to high and very high need areas (In addition to Category 2).
 - c. Don't pit level of need and matching funds against each other
 - d. How is level of need defined? Horse trails, natural lands, and open space still need development although many regional/open space areas are not high need.
 - e. Poll: How many people think there should be points for need?
 - i. Unanimous
 - f. Poll: How many people think there should also be minimum threshold (dollars)?
 - i. 14 yes
 - ii. 3 say no
2. Discussion of Regional Projects/ Regional Benefit:
 - a. How are regional projects and regional benefit defined? Need to be flexible with the definition.
 - b. What about regional areas that serve high need areas? Priority should be high and high need areas. You can make a case that you're serving high need communities but not actually be doing that. How can you really prove the reach of regional benefit?
3. Discussion of Evaluation Criteria:
 - a. Top Criteria: Community involvement, level of need, amenity conditions, public safety, health & wellness
 - b. Bottom evaluation criteria: Matching funds
 - c. Look at health from multiple perspectives such as anti-displacement and other social determinants

Summary Takeaway

- + Level of Need should be an evaluation criterion
- + Thresholds for Level of Needs should be discussed

- + There need to be clear definitions for regional projects and regional benefit
- + There must consideration for how regional projects serve high need areas and how agencies can prove it
- + Build out health and wellness criterion

AGENDA ITEM: TOPIC 3- MEASUREMENT

Public Comment

1. Crime and environmental indicators, health outcomes, park use (through registered programming), and displacement can be measured. RPOSD should do baseline survey right away. Agencies need to prove they service high need communities. Displacement and homelessness should be tracked.
2. Monitor if funds were spent completely and with their original intent? If not, what were the changes?
3. Park Needs Assessment should be updated every 3 years, not 5 years so it could be tied to census.
 - a. Response: 5-10 years to update the Parks Needs Assessment is reasonable, possibly with snapshot updates to specific geographic areas every 2-5 years.
 - b. Response: 5 years is good benchmark to update Parks Needs Assessment. Data used to inform PNA should be updated very regularly through the agencies and project holders. Streamline the process and Database to funnel data and ease the burden of the update.
4. Parks Needs Assessment: Add metrics such as crime, race, and income to indicators for Level of Need. No changes should be made to methodology for a little while (5 years).
5. Community outreach. Require it for competitive grants (with thresholds). Grantees should provide metrics on their projects and outreach.

Committee Comment

1. Discussion of Indicators to Monitor:
 - a. Parks Needs Assessment: Monitor if high and high need areas are progressing to low need areas.
 - b. Applicants: Monitor which agencies have won and loss. How many people applied, what did they propose, where did those applications come from, what populations did they serve?
 - c. Geographic investment: Monitor geographic trends in investments to identify areas that either aren't applying or aren't winning. Provide technical assistance to remedy. Investment maps would be helpful to visualize and overlay Park Need Map.
 - d. Park use: Look at underutilization of facilities because of conditions, safety (actual and perceived).
 - e. Demographics: Measurement should consider all factors studied in the Parks Needs Assessment such as race, safety, income, etc
 - f. Coordination with local Measures: Should tie annual reporting to other measures in LA county—specifically, Measure M and Measure H (transportation and homelessness).
 - g. Regionality factor: See how the regional facilities have proven to serve high need areas.
2. Discussion of Reporting:
 - a. We don't want to put too much burden on organizations reporting. Can metrics be included in application so the reporting is built into the process? Reporting could be done at the macro level and not burden the small jurisdictions.
 - b. Electronic process: Innovative reporting will make it much easier for RPOSD staff to measure effectiveness. At grant closing, grantee could do basic self-reporting.

Summary Takeaway

- + Measure changes in crime, health, and environmental and other demographics
- + Monitor deviations from project descriptions and successful completion
- + Track winning and losing applicants as well as geographic investments
- + Lower barriers to administrative reporting
- + Coordinate reporting with complementary Measures

AGENDA ITEM: TOPIC 4- OVERALL POLICY

Public Comment

1. Level of Need, climate change, displacement, and multi-benefit projects (that benefit housing, jobs, and parks) should be emphasized within the policy and principles
2. Policy should coordinate with Measures M and H (transportation and homelessness) to foster synergy with supportive housing and transit. Projects that support all three should be valued.
3. The word equity should be stated and clearly defined. DPR is defining and measuring equity and this definition should be aligned.
4. Include a clear statement committing the District to work with applicants to create the best applications by lowering barriers through technical assistance.
5. District should have monitoring and course correction in a timely manner. Make that language stronger.

Committee Comment

1. Discussion of Policy Elements:
 - a. Technical Assistance: Include a technical assistance policy to lower barriers, encourage applications, and ensure more successful projects.
 - b. Include a policy for community involvement and outreach. There should a connection between projects and existing community and long-range plans.
 - c. Acknowledge that data collection has inefficiencies and systemic problems and establish a framework to reassess data and reporting.
 - d. Develop an evaluation policy to evaluate similar projects (such as by cost of project) against one another to allow for apples to apples comparison.

PUBLIC COMMENT

1. *No Comment*

Meeting Adjourned.



LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT



**Measure A Implementation
Steering Committee Workshop B:
Technical Assistance**

September 7, 2017

1:00 pm – 5:00 pm

**Los Angeles River Center & Gardens | Atrium
570 W. Avenue 26, Los Angeles, CA 90065**

1:00 – 1:30 pm

Welcome and Agenda Overview

1:30 – 1:55 pm

Small Groups: Types of Technical Assistance

1:55-2:20 pm

Small Groups: Barriers to Receiving Technical Assistance

2:20 - 2:45 pm

Small Groups: Prioritizing Technical Assistance Needs

2:45 - 3:10 pm

Small Groups: Funding

3:10 - 4:45 pm

Large Group Discussion

4:45 - 5:00 pm

Public Comment

5:00 pm

Adjournment

Next Steering Committee meeting is on
Thursday, September 28, 2017 from
9:30 am to noon
Los Angeles River Center




1. OVERVIEW

Technical Assistance Program

Why is Technical Assistance Important?

- ◆ Reduces barriers related to low administrative capacity that deter agencies and organizations from applying for grant funding
- ◆ Improves RPOSD's effectiveness in implementing Measure A and its dedicated funding for high and very high need areas
- ◆ Assists individual study areas in applying for, receiving, and administering Measure A funds




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1. OVERVIEW

Technical Assistance Program

Primary Goals of the Technical Assistance Program (TAP)

1. Ensure that all study areas are well-informed regarding available annual allocations and competitive grant opportunities; aware that the TAP exists; have a clear understanding of how to receive TA.
2. Maximize participation from high and very high need study areas by providing support throughout the lifecycle of the grant to help with applying for funding, administering grants, and completing and maintaining projects.
3. Create and support strategic partnerships throughout the County.
4. Support organizational capacity-building among Measure A applicants to increase the capacity to administer grant projects.
5. Place emphasis on delivering completed projects to park users efficiently and effectively




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1. OVERVIEW

Technical Assistance Program

Considerations and Constraints

- The need for technical assistance exceeds RPOSD resources
- RPOSD must prioritize which types of technical assistance should be provided
- Need to balance between funds expended for technical assistance and funds expended on projects
- Technical assistance should have a direct impact on the number of successful projects delivered to park-users



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1. OVERVIEW

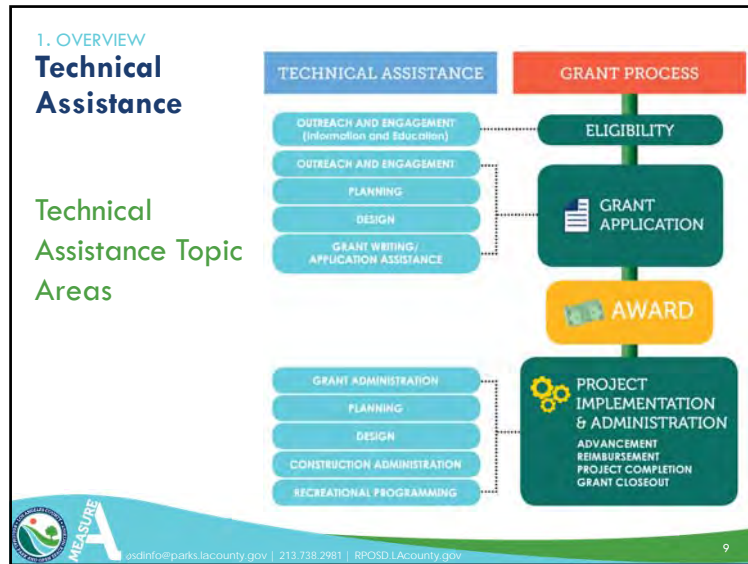
Technical Assistance Program

Technical Assistance Needs/Requests:

- Applying for RPOSD grants
- How to do effective community outreach/engagement
- Language translations
- Social media collaboration
- Construction materials selection
- Assistance developing park master plans
- Help with cost estimates
- Best practices in park and recreation design
- Technical specifications templates
- Grant writing training/assistance
- Staff support throughout grant application process
- Connections to strategic partners
- Technical training for sustainable park design
- Mentorship
- Outreach materials/templates
- Maintenance Practices & Standards
- How to successfully administer a grant



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1. OVERVIEW

Technical Assistance

Technical Assistance Delivery Methods

- Ongoing RPOSD Support:** This includes one-on-one assistance, maintenance of the RPOSD website and grantee portal, as well as other support provided directly by RPOSD.
- Financial Assistance:** Includes provision of funds directly to applicants in need of technical assistance, rather than providing a service to the applicant.
- Strategic Partnership Programs:** Any program in which entities other than RPOSD provide the needed technical assistance.
- Training and Education:** Workshops, webinars, or other training programs.
- Resource Toolkits:** Manuals, guides, directories, toolkits, and other materials that can be used by applicants throughout the grant process.

MEASURE A | wsdinfo@parks.lacounty.gov | 213.738.2981 | RPOSD@Acounty.gov

1. OVERVIEW
- ## Small Group Instructions
- ◆ Four topics - 25 minutes to discuss each
 - ◆ Each topic has a set of focused questions to guide your group's discussion
 - ◆ Take notes to share your group's discussion with the larger group at 3:10
 - ◆ Groups from the public will have 1 minute to share feedback for each topic (with additional time at 4:45)
 - ◆ Steering Committee discussion of each topic will follow public feedback
- MEASURE A | wsdinfo@parks.lacounty.gov | 213.738.2981 | RPOSD@Acounty.gov


-
1. Types of Technical Assistance
 2. Barriers to Receiving Technical Assistance
 3. Prioritizing Technical Assistance Needs
 4. Funding
2. SMALL GROUPS

2. SMALL GROUPS

Topic 1: Types of Technical Assistance

Are the topic areas, delivery methods, and tools identified in the Technical Assistance memo appropriate?

- ◆ Are there additional topic areas where technical assistance is needed?
- ◆ Are there any additional delivery methods or tools that should be considered?
- ◆ Which delivery methods or tools do you think are most effective, and why?




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2. SMALL GROUPS

Topic 2: Barriers to Receiving Technical Assistance

What are the barriers to accessing or receiving technical assistance?

- ◆ What is your experience with accessing and/or receiving technical assistance?
 - ◆ What was your best experience with receiving technical assistance?
 - ◆ What has worked well and what has not worked well?
 - ◆ How often was technical assistance offered in your past experiences?
 - ◆ Which grantors/organizations have provided helpful Technical Assistance?
- ◆ What barriers do you currently experience or anticipate for receiving technical assistance during different stages of the grant process?
 - ◆ Do these barriers occur during a specific stage of the grant process
 - ◆ Are they related to a specific type of technical assistance?




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2. SMALL GROUPS

Topic 3: Prioritizing Technical Assistance Needs

Because the resources available for technical assistance are limited and providing technical assistance can be costly, RPOSD may need to prioritize specific types of technical assistance. Which areas of the Technical Assistance Program should be prioritized?

- ◆ What type(s) of technical assistance would you rank as the highest priority (most applicable and most needed) for your agency?
- ◆ Which delivery methods of technical assistance should be prioritized?
- ◆ During which stages of the grant process is technical assistance most anticipated/needed?




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2. SMALL GROUPS

Topic 4: Funding

What sources of funding should RPOSD utilize to operate the Technical Assistance Program?

- ◆ Is Measure A is the most appropriate funding source to fund technical assistance?
- ◆ Are there any other potential funding sources that you are aware of that could fund technical assistance? If yes, what are they?
- ◆ What level of funding should be recommended?



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1. Types of Technical Assistance
 2. Barriers to Receiving Technical Assistance
 3. Prioritizing Technical Assistance Needs
 4. Funding

3. LARGE GROUP DISCUSSION

3. LARGE GROUP DISCUSSION

Topic 1: Types of Technical Assistance
Are the topic areas, delivery methods, and tools identified in the Technical Assistance memo appropriate?

- ◆ Are there additional topic areas where technical assistance is needed?
- ◆ Are there any additional delivery methods or tools that should be considered?
- ◆ Which delivery methods or tools do you think are most effective, and why?




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3. LARGE GROUP DISCUSSION

Topic 2: Barriers to Receiving Technical Assistance
What are the barriers to accessing or receiving technical assistance?

- ◆ What is your experience with accessing and/or receiving technical assistance?
 - ◆ What was your best experience with receiving technical assistance?
 - ◆ What has worked well and what has not worked well?
 - ◆ How often was technical assistance offered in your past experiences?
 - ◆ Which grantors/organizations have provided helpful Technical Assistance?
- ◆ What barriers do you currently experience or anticipate for receiving technical assistance during different stages of the grant process?
 - ◆ Do these barriers occur during a specific stage of the grant process
 - ◆ Are they related to a specific type of technical assistance?




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3. LARGE GROUP DISCUSSION

Topic 3: Prioritizing Technical Assistance Needs
Because the resources available for technical assistance are limited and providing technical assistance can be costly, RPOSD may need to prioritize specific types of technical assistance. Which areas of the Technical Assistance Program should be prioritized?

- ◆ What type(s) of technical assistance would you rank as the highest priority (most applicable and most needed) for your agency?
- ◆ Which delivery methods of technical assistance should be prioritized?
- ◆ During which stages of the grant process is technical assistance most anticipated/needed?



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3. LARGE GROUP DISCUSSION

Topic 4: Funding

What sources of funding should RPOSD utilize to operate the Technical Assistance Program?

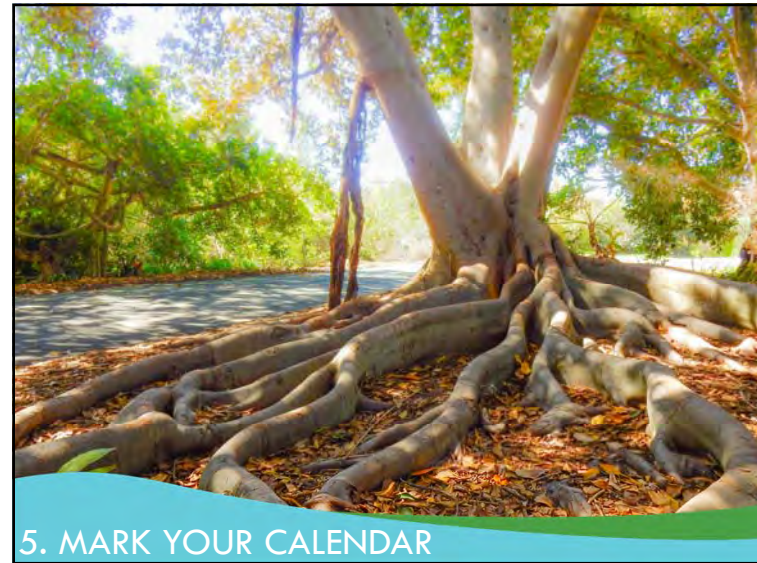
- ◆ Is Measure A is the most appropriate funding source to fund technical assistance?
- ◆ Are there any other potential funding sources that you are aware of that could fund technical assistance? If yes, what are they?
- ◆ What level of funding should be recommended?



4. PUBLIC COMMENT

4. PUBLIC COMMENT

Please state your name before starting your comment



5. MARK YOUR CALENDAR

5. MARK YOUR CALENDAR

Upcoming Meetings

Steering Committee Meeting #4:

September 28th 9:30 am-12 noon

LA River Center: Sierra Madre Room

Steering Committee Meeting #5:

October 19th 9:30 am-12 noon

LA River Center: Atrium

Steering Committee Meeting #6:

December 7th 9:30 am-12 noon

Hall of Administration: Room 140



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MEMORANDUM

DATE August 22, 2017
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District (RPOSD)
SUBJECT Technical Assistance Related to Measure A

A. INTRODUCTION

Investing resources in technical assistance programs for study areas has been identified as an effective way to reduce barriers related to administrative capacity, as discussed in the “Re-envisioning the Grantmaking Process” memo (RPOSD, August 3, 2017). Barriers that stem from having low administrative capacity include the challenges in developing grant applications as well as challenges in administering grant awards and implementing projects. In many cases, these challenges deter agencies and organizations from applying for grant funding. In addition to limiting the abilities of agencies and organizations, such challenges have the potential to limit RPOSD’s effectiveness in implementing Measure A and its dedicated funding for high and very high need areas.

This memorandum provides recommendations for mitigating these barriers through the development of a Technical Assistance Program that assists individual study areas, and by doing so contributes to the success of Measure A in addressing park needs across the County. The Measure A Technical Assistance Program could address the range of administrative support needs of all study areas, including those in high and very high need areas, and provide assistance for both formula-based (Categories 1 & 2) and competitive grant programs (Categories 3, 4, & 5). In order to meet these requirements, the Technical Assistance Program can provide a strong suite of tools and strategies, appropriate for all stages of the grant-making continuum, from project formulation to administration through implementation and maintenance. It will also provide recommendations for funding and implementing these programs. While the immediate function of the Technical Assistance Program is to assist study areas in applying for, receiving, and administering Measure A funds, the program has the potential to build organizational capacity of potential applicants throughout the County.

The tools and strategies presented in this memorandum will support the following primary goals of the Technical Assistance Program:

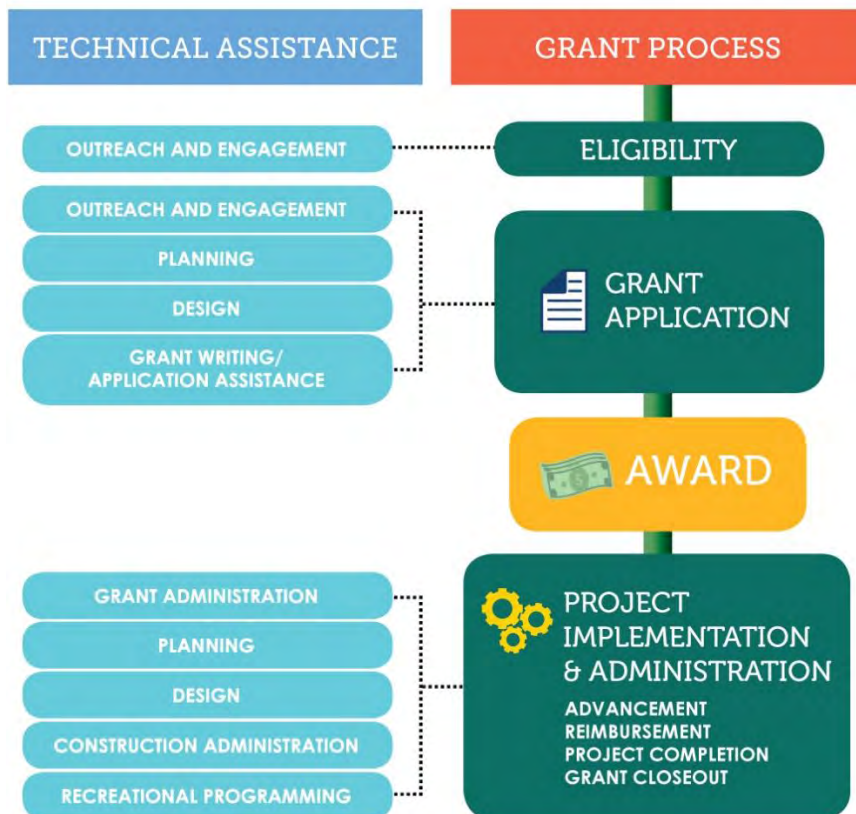
1. Ensure that all study areas throughout the County are both well-informed regarding available annual allocations and competitive grant opportunities, and well-aware that the Technical Assistance Program exists and have a clear understanding of how to receive it.

2. Maximize participation from high and very high need study areas by providing support throughout the lifecycle of the grant to help with applying for funding, administering grants, and completing and maintaining projects.
3. Create and support strategic partnerships throughout the County.
4. Support organizational capacity building among Measure A applicants to increase the capacity to administer grant projects.
5. Place emphasis on delivering completed projects to park users efficiently and effectively.

B. TYPES OF TECHNICAL ASSISTANCE

The Technical Assistance Program could provide technical support to applicants throughout the grant process. Ongoing assistance was demonstrated to be important in lowering barriers in several of the case studies outlined in the “Re-envisioning the Grantmaking Process” memo, previously circulated to the Steering Committee. Seven potential technical assistance topics are described below and include: *Community Involvement and Outreach, Planning, Design, Grant Writing/Application Assistance, Grant Administration, Construction, and Programming.* Technical assistance in these areas may be needed only once during the grant process, or at several points in the grant process. Figure 1 illustrates the key points in the grant process where technical assistance is likely to be needed, and Section D provides additional information on applying for and receiving the technical assistance tools described below.

Figure 1: Technical Assistance throughout the Grant Process



The specific delivery method of the technical assistance will vary in each of the topic areas. This memo identifies five delivery methods/tools, each with a unique identifiable icon that will be referenced throughout the memorandum, which could be incorporated into RPOSD's Technical Assistance Program:



Ongoing RPOSD Support: This includes one-on-one assistance, maintenance of the RPOSD website and grantee portal, as well as other support provided directly by RPOSD.



Financial Assistance: Includes provision of funds directly to applicants in need of technical assistance, rather than providing a service to the applicant.



Strategic Partnership Programs: Any program in which entities other than RPOSD provide the needed technical assistance.



Training and Education: Workshops, webinars, or other training programs.



Resource Toolkits: Manuals, guides, directories, toolkits, and other materials that can be used by applicants throughout the grant process.

1. COMMUNITY INVOLVEMENT AND OUTREACH

Technical assistance related to community involvement and outreach may be provided at multiple points of the Measure A grant process and in a variety of ways. This assistance should engage public agencies; nonprofit organizations; local, regional, state, and Federal philanthropic grantors and the general public.

The following tools aim to ensure that information about Measure A program opportunities are publicly available, easily understood, and readily accessible to all applicants, particularly those in high and very high need areas. They also provide assistance related to the community outreach and engagement that organizations may need to undertake prior to and during the grant application process.

Example Tools



Introductory Workshops. RPOSD could host introductory workshop for public agencies, nonprofit organizations, and other potential applicants to inform them of general opportunities that Measure A provides; and provide information on eligibility requirements, upcoming grant opportunities, critical deadlines, and resources for applicants. Frequently Asked Questions raised during these workshops could be made publicly available. Workshops could be held throughout the county and in partnership with existing community based organizations (CBOs), local agencies, or community groups to increase awareness of the workshops and reduce barriers to attendance. RPOSD has begun this outreach with the completed Parks Funding 101 and upcoming Parks Funding 102 agency update meetings.



Outreach Training and Resource Toolkit. In order to assist agencies and organizations in meeting the community engagement requirements of Measure A, training and resources will help guide applicants in the development and facilitation of meaningful outreach and engagement. Training may be web-based or in-person, and should inform best practices in community engagement, approaches to reducing engagement costs, and methods for effectively utilizing community input. Toolkits may include templates, checklists, handbooks, replicable case studies, branding materials, and other educational resources.



Culturally Inclusive Branding and Outreach Materials. To increase access to the Technical Assistance Program and Measure A funding, RPOSD could develop marketing materials in the five languages identified in the Los Angeles Countywide Parks and Recreation Needs Assessment (Park Needs Assessment): English, Spanish, Chinese, Korean, and Armenian. Concise messaging on all materials that will be used for public-facing aspects of the grant program will allow these materials to serve a dual purpose as outreach.



Social Media Outreach. RPOSD, along with strategic partners throughout the county, will utilize commonly used social media platforms and networks to share information and resources pertaining to Measure A implementation. By engaging grant-seeking agencies and organizations; local, regional, State, and national grantors; as well as Los Angeles County residents and park users, the social media initiative will expand overall awareness of Measure A, increase engagement on the part of public agencies and park users, and improve access to park-related resources by driving traffic to the RPOSD website.

Through social media updates, grant-seeking agencies and organizations will be able to easily follow project-related updates throughout the course of the project. These agencies and organizations will also be able to leverage the increased public engagement when planning for and facilitating local park-related community events and meetings. Such leverage is intended to ease the burden of public outreach on individual agencies and organizations, particularly for those with limited staff and/or resources.

Responsible Entities

RPOSD could lead the outreach and engagement processes related to Measure A grant processes, as well as form strategic partnerships with community-based organizations. Consulting firms, outreach specialists, translators, educators, graphic designers, and media outlets could be engaged to provide needed services.

2. PLANNING

Technical assistance can be provided to agencies and grantees to assist in the development of park master plans as well as site and project selection and prioritization prior to or during the grant application phase. Additionally, recipients may receive assistance with the development of planning documents and reports related to their projects.

Example Tools



Planning Manuals and Guides. The Measure A website could provide links to resources and checklists relevant to park and open space planning, including an overview of the typical process an agency may undertake in the planning of a new or improved park facility.



Master Planning and Site Prioritization/Selection. Planning assistance could be made available for study areas that lack current park master plans, whose plans are outdated, and/or have identified major demographic or physical changes that prove their current plans obsolete.

While the Park Needs Assessment included the identification of priorities for park projects, further examination of community-wide park system and project needs could help agencies and groups refine and expand on the list of priority projects for both competitive and non-competitive grants.



Site-Specific Studies. Study areas who have identified a potential project site may receive assistance with site-specific analysis. Analysis would inform acquisition and development of new parks, and/or major additions to existing parks. These studies could evaluate elements such as physical context and site conditions, land use and zoning compatibility, traffic, safety, and utilities. Assistance related to necessary environmental compliance and permitting required for site acquisition and development may also be provided.



Feasibility Studies and Cost Estimates. To ensure successful implementation of projects, feasibility studies and planning-level cost estimates and timelines could help inform land acquisition, clean-up, and project development.

Responsible Entities

Providers of planning assistance could include local organizations and consulting firms specializing in park planning and technical land use and development; and higher education institutions. RPOSD could provide links to resources and a list of local providers.

3. DESIGN

Technical assistance can draw upon the park design expertise that exists locally among public agencies, private sector consultants, and nonprofit providers. The technical assistance tools outlined below aim to ensure that resources, which range from current best practices in park design to specific information on park elements and their relative costs, are readily available and accessible to all potential grantees.

Example Tools



Manuals and Guides. The Measure A website could provide a page dedicated to design resources and best practices. Such a page would provide links to a wide range of design guides, manuals, and standards on topics such as sustainable materials, innovative approaches to design, water management, and accessibility. In addition to online access, versions of these documents could also be made available in print to cities' park and recreation departments and other park and open space organizations. Where Measure A feedback systems identify the need for design guidance that is currently unavailable, such manuals or guides could be created and provided publicly.



Reimbursement for Design-related Conferences. Applicants attending design-related conferences, symposia, or trainings could be eligible to receive reimbursements for training that directly impacts the development of design plans for Measure A projects and proposals.

Conference topics could include trends in parks and recreation design and programming and/or access, and will be identified and pre-approved by RPOSD staff. A limited number of reimbursements would be available.



Cost Estimate Catalog. A standardized catalog of costs or cost ranges, similar to that utilized for the development of the Park Needs Assessment could be provided by RPOSD online and in print. In addition, a cost estimate review from strategic partners with expertise in park development costs and/or economics could be provided to potential applicants.

Responsible Entities

Design consultants such as architects, planners, engineers, contractors, land assessors, economists, schedulers, and landscape architects could provide assistance by developing conceptual designs, construction documents, design manuals, design review, and cost estimates. RPOSD could provide toolkits/manuals and a list of local providers.

4. GRANT WRITING/APPLICATION ASSISTANCE

Assistance with grant writing and application preparation is frequently the focus of technical assistance programs for park, open space, and natural resource funding. Providing technical assistance can ensure a wider range of project applicants and increase the quantity and quality of applications received. As described in the “Re-envisioning the Grantmaking Process” memo, reducing barriers to the grant application process is crucial in ensuring that all communities are able to compete for and receive funding. Assistance with the grant writing and application process may be particularly important for high and very high need communities, who might lack organizational capacity. The majority of assistance with grant applications could be provided by RPOSD staff and/or consultants. In many case studies reviewed for the “Re-envisioning the Grantmaking Process” memo, grantors found in-house assistance to be most effective in ensuring an efficient review process, as well as applicant and project success.

Example Tools



Introductory Workshops. RPOSD could host workshops to introduce the competitive grant process to potential applicants. These workshops could be targeted to provide the appropriate level of information to each group. For example, a workshop could provide a very broad overview of the process or could provide in-depth information on a specific portion of the grant process. RPOSD could design workshops to respond to needs they see in the applications they receive, or could develop workshops based on specific requests from applicants. Workshops could be held in strategic locations to best serve the largest number of applicants in need of the particular information being offered at the workshop. RPOSD could host these workshops in partnership with existing CBOs, local agencies, or community groups to increase awareness. Frequently Asked Questions raised during workshops would be made publicly available.



User-Responsive Online Application and Toolkits. Innovative and easily accessible resources could be developed for formula-based allocations and competitive grant programs, and may include: program requirements, application tools, example applications, and clear

instructions and resources. Toolkits could contain information regarding local organizations and ongoing park and open space efforts for those seeking partnerships. Toolkits could be available as online and printed resources, and be provided to all eligible agencies and potential applicants.



Grant Writing Training. RPOSD could provide study areas access to training in grant writing. Trainings could be strategically hosted in areas of the county with easy access to applicants from high and very high need areas. Web-based and remote training options would enable real-time participation via an online webinar and/or a public television channel. Pilot training programs would allow for strategic partners to easily replicate these trainings and extend the reach of participants. To ensure that training content and materials are delivered consistently, trainings could be coordinated and facilitated by RPOSD staff or trained strategic partners.



Phone Hotlines and Chatlines. Hotlines and chatlines could be provided by RPOSD staff during regular business hours to assist agencies during critical points throughout the grant writing process. These services could also be provided throughout the granting process including assistance with application deadlines, program launch, community engagement, etc. Hotlines and chatlines would be made available in as many languages as possible.



Professional Grant Writers. Strategic partnerships with professional grant writing consultants could be provided through a contract basis and matched by RPOSD staff to identified applicants who have demonstrated the need for additional grant writing support. Consultants could assist in writing, editing, and reviewing grant applications.



Application Feedback. Applicants requiring adjustments to their application in order to be competitive could be provided personalized feedback from assigned RPOSD staff.

Responsible Entities

RPOSD staff will provide the majority of grant application support. In an effort to increase efficiency, RPOSD could utilize strategic partnerships with firms, educational institutions and organizations offering internship and apprentice programs, and various County agencies and departments. Strategic partners should have experience successfully receiving land acquisition or recreation-related capital project grants.

5. GRANT ADMINISTRATION

For both competitive and non-competitive grants, RPOSD will assign staff to assist agencies and organizations through their grant application and approval process. This assistance will be paired with an online information portal designed to facilitate direct communication between applicants and RPOSD.

Example Tools



Online Grant Portal. Innovative access to resources through an online portal can streamline application submittals, project status reporting, payment reimbursements, amendment requests, etc. RPOSD staff could assist applicants using the grant portal.



Access to Financing Mechanisms. Tools such as advances of funds, reimbursement processing, and coordinated access to financing mechanisms can assist applicants as well as attract and leverage matching funds. Information about how to apply for fund advancement would be made available to all applicants and grant recipients.



Digital and Easily Accessible Materials and Resources. RPOSD could provide required reporting materials in fillable electronic versions, allow for online or email submission, and could review materials in a manner that allows time for RPOSD staff to request amendments and additional documents from applicants.

Responsible Entities

It is anticipated that RPOSD program managers would provide the majority of grant administration support.

6. CONSTRUCTION ADMINISTRATION

Obtaining skilled construction and maintenance related resources can be a barrier to implementing successful capital projects. To overcome this barrier, RPOSD could encourage grantees to seek mentorship from strategic partners with the capacity to successfully administer park and recreation related construction activities. Through such cooperation, grantees would obtain guidance on topics such as various industry standards used for the construction and maintenance of parks and recreational facilities (e.g. design-build contracts, agency construction managers, and construction managers at-risk).

Example Tools



Mentorship Programs. Mentorship programs improve the quality of plans and proposals by creating sustainable practices in transferring skills from experts to applicants. RPOSD staff could match applicants with mentors with the most appropriate skillsets, based on identified needs or goals during the application process. For instance, mentorship programs could be provided for non-traditional project types, newly formed entities or those with little park and open space experience, and those applicants working in high need and very high need areas.



Technical Training. Training and education offered to grantees on the topics of construction materials, development practices, and budgeting would support the successful implementation of projects. Training could include seminars or workshops on key construction topics, such as drainage, watershed protection, ADA accessibility, sustainability, native plant restoration, and maintenance, among others. Topics could be suggested by RPOSD staff or requested by grantees, and offered on a rotating basis depending on seasonal or other timely issues. Trainings may be hosted in-person or via online webinars.



Pre-Qualification Pool. Specific strategic partners with expertise in the construction of parks and recreation facilities could be provided as a resource for assistance at various stages of construction and maintenance. This type of assistance would help ensure that construction activities undertaken by the project are completed by organizations that are familiar with local standards, and determined capable and available to complete the project. RPOSD could continuously update the list, in response to grant programs and partner availability.

Responsible Entities

RPOSD could identify and coordinate with consultants and technical experts who have experience, training, and familiarity with relevant construction requirements, standards, and best practices. Experts

may include landscape architects, engineers, environmental consultants, construction project managers, contractors, or other public agencies.

7. RECREATIONAL PROGRAMMING

Technical assistance tools for recreational programming falls within three categories: encouraging cooperation among service providers, program development and education, and marketing and communications support. By providing resources that support programming initiatives, RPOSD can help ensure that agencies are appropriately operating facilities that maximize Measure A investments.

Example Tools



Partnership Building & Cooperative Agreements. Strategic partners can be encouraged by RPOSD to increase the net availability and efficiency of recreational programming by the formation of joint-use agreements, volunteer programs, and other local partnerships that share access to resources, facilities, and laborers. Sample joint-use and partnership agreements could be provided.



Program Development & Education. RPOSD could connect grantees with strategic partners equipped to provide training pertaining to the development and implementation of public health and recreational programs. Strategic partners could assist by presenting educational/awareness campaigns regarding the importance of public health and recreation to schools and other community organizations.



Marketing & Communications. Through the use of an online exchange, grantees and strategic partners could share resources and information such as training guides, replicable case studies, Request for Proposals (RFPs), translations, graphic design templates, and services.

Responsible Entities

RPOSD could identify and recruit strategic partners from community-based organizations, local and national nonprofits, philanthropic organizations, interpretive planners, and local recreation groups to provide recreational program assistance.

C. FUNDING FOR TECHNICAL ASSISTANCE

Funding for technical assistance could come from Measure A and/or through other sources such as philanthropic organizations, and corporate sponsors as described below.

Measure A Categories

Measure A specifies that funding for technical assistance can come from the Program Innovation and Oversight funds and the grant programs (Section 6(d)). Because Category 1, Category 2, and Maintenance and Servicing (M&S) funds are awarded by the Per Capita and Structural Improvements formula, they are not eligible to be utilized for a common funding source for technical assistance by RPOSD. However, direct award grantees for these funds could choose to use a portion of their allocations from Categories 1 and 2 for technical assistance. Most types of technical assistance described in this memo would fall under

administrative tasks. As discussed in the June 19 memo regarding competitive grants, grantees are allowed to spend up to 25 percent of their grants on administrative costs.

A percentage of funds from Category 3, Category 4, and the Program Innovation and Oversight funds, could be pooled together to provide funding for technical assistance. Two scenarios for identifying the amount of funds for technical assistance are illustrated in Table 1 below: 1 percent and 3 percent of Category 3 and Category 4 competitive grant funds. Table 1 provides an estimate of the amount of funding that could be generated by reserving 1 percent and 3 percent of the available funds for technical assistance. Approximately \$251,000 could be reserved annually for technical assistance, assuming 1 percent of the funds are reserved for this use. Approximately \$755,426 could be reserved for technical assistance, assuming 3 percent of the funds are reserved for this use.

TABLE 1: POTENTIAL FUNDING FOR TECHNICAL ASSISTANCE

CATEGORY 3 COMPETITIVE GRANTS			
Grants	Estimated Annual Dollar Amount	1% of Estimated Annual Dollar Amount	3% of Estimated Annual Dollar Amount
General	\$7,399,809	\$73,998	\$221,994
Recreation Access	\$1,849,952	\$18,500	\$55,499
Category 3 Total		\$92,498	\$277,493

CATEGORY 4 COMPETITIVE GRANTS			
Grants	Estimated Annual Dollar Amount	1% of Estimated Annual Dollar Amount	3% of Estimated Annual Dollar Amount
General	\$6,166,508	\$61,665	\$184,995
Cultural Facilities	\$1,233,302	\$12,333	\$36,999
Recreation Access	\$1,849,952	\$18,500	\$55,499
Category 4 Total		\$92,498	\$277,493

TABLE 1: POTENTIAL FUNDING FOR TECHNICAL ASSISTANCE (CONTINUED)

PROGRAM INNOVATION AND OVERSIGHT			
	Estimated Annual Dollar Amount	1% of Estimated Annual Dollar Amount	3% of Estimated Annual Dollar Amount
Program Innovation and Oversight Annual Allocation (7.2% of Total)	\$6,681,356	\$66,814	\$200,441
Total of All Sources		\$251,000	\$755,426

Given the relatively small amount of funding for Category 5 grant projects, it is not expected that Category 5 funds will be specifically used for technical assistance by RPOSD.

Planning Grants

Planning grants, which have been discussed as a type of grant that could be funded under Measure A, are another potential source of funding for technical assistance. Community-based or nonprofit organizations could apply for a planning grant to provide technical assistance to grantees. This would entail describing technical assistance as part of the grant application materials, and ensuring that potential providers of technical assistance are aware of this program.

Philanthropy and Corporate Sponsorships

Philanthropic and corporate sponsors could be another potential source for technical assistance funding. These types of groups could help fund technical assistance not provided by Measure A, such as finding grant matching funds and helping with project design, planning, construction, and programming. In addition, outside technical assistance funds could help grantees highlight successful projects to help set the stage for future funding. Nonprofit organizations, philanthropies, and wellness businesses and agencies could provide additional funding for technical assistance.

In addition to philanthropic support, RPOSD could secure corporate sponsorships directly with wellness and outdoor recreation businesses to help provide technical assistance.

D. APPLYING FOR AND RECEIVING TECHNICAL ASSISTANCE

RPOSD will be responsible for determining the applicants who need technical assistance, which will be prioritized for applicants meeting specific criteria. The criteria could include, but should not be limited to, the following:

- Applicants considering non-traditional project types
- Applicants from, or serving, high or very high need areas
- Newly formed entities or those with little park and open space experience
- Organizations with limited organizational capacity
- Organizations with lower success records for grant applications

There are three points in the Measure A grant process where grantees may seek and secure technical assistance from RPOSD:

1. **Eligibility.** Prior to applying for Measure A funds, applicants must establish eligibility with RPOSD. As part of the eligibility process, applicants will be asked whether they desire technical assistance to complete the grant application. Applicants will likely mark a box on a form to indicate they are requesting technical assistance. RPOSD will assess whether the applicant qualifies for technical assistance based on the factors described above. Should RPOSD determine the applicant requires technical assistance, RPOSD will assign a program manager to work closely with the applicant.

Technical assistance during the eligibility process could include assistance with community outreach, updating Park Needs Assessment data, and other administrative requirements.

2. **Grant Application Process.** Technical assistance will be available for both non-competitive and competitive grant processes. Similar to the eligibility process, applicants will be asked to self-identify whether they would like technical assistance by marking a box on a form. RPOSD will make a determination about whether to provide technical assistance based on the criteria described above.
3. **Project Implementation and Administration.** Grantees could receive Measure A technical assistance funding for grant implementation and administration, including grant closeout. RPOSD staff will be able to determine those grantees that could benefit from technical assistance by having worked with them through the eligibility and grant application process. RPOSD will contact the grantees that qualify for technical assistance and present a menu of strategies available to support the project.

For funding that is available outside Measure A, such as from philanthropic organizations or corporate sponsorships, RPOSD could provide materials regarding these funding sources on the RPOSD website.

E. RECOMMENDATIONS

In order to successfully deliver the suggested tools and assistance to study areas throughout the County, it is recommended that the following overarching recommendations guide the development of the Measure A Technical Assistance Program.

Offer a Range of Tools throughout the Grant Application Process

In addition to assignment of Program Managers, RPOSD could offer a range of tools, including those described in this memo.

Identify Amount of Technical Assistance Funding to be Made Available

RPOSD could identify a specific percentage of funds from Measure A categories that would be available for technical assistance. Because start-up costs for technical assistance will likely be higher, consideration could be given to providing a larger amount of funds for technical assistance in the first three to five years.

Tailor Level of Assistance to Applicant Needs

Technical assistance could be provided consistent with the criteria met by the applicant, as well as the specific needs identified by the applicant and by RPOSD staff.

Specify Criteria for Receiving Technical Assistance

Technical assistance funding could be prioritized for applicants meeting the specific criteria, such as those identified in Section D of this memo.



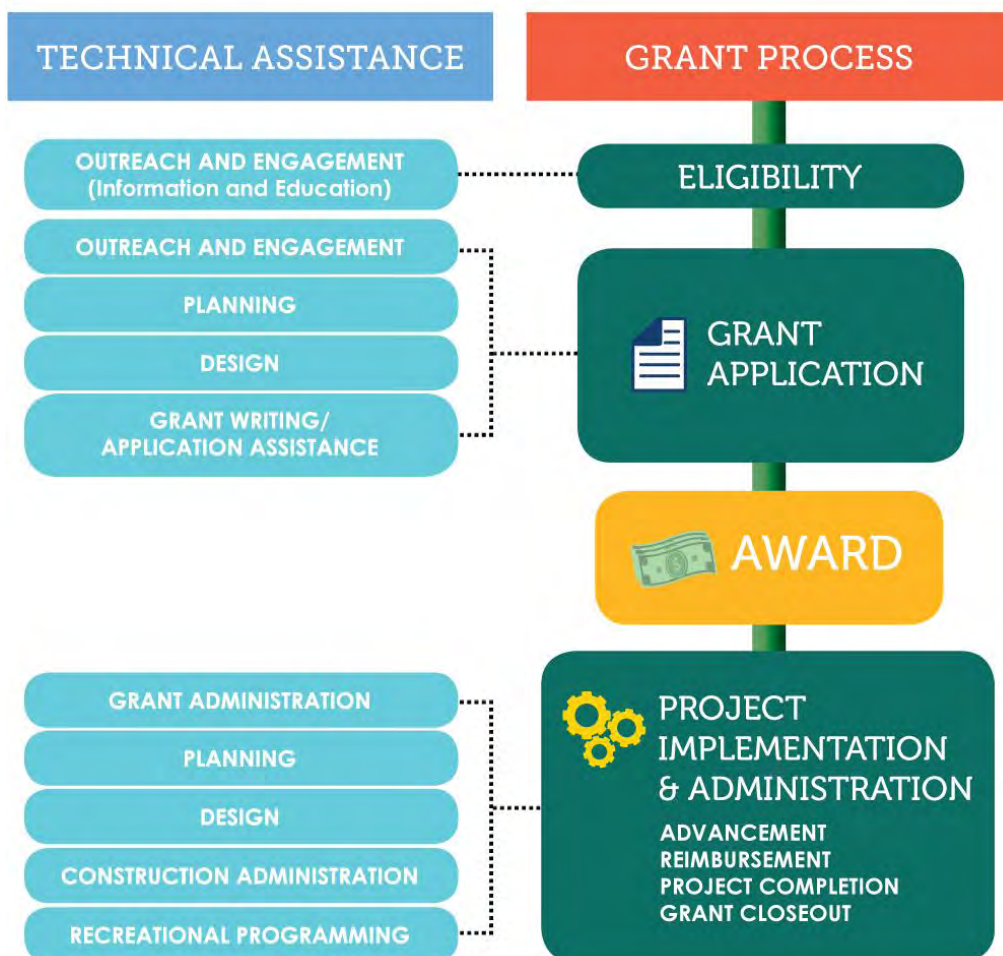
Small Groups Topic 1: Types of Technical Assistance

Technical Assistance is needed throughout the grant process to ensure that all applicants are competitive, and that awarded grants result in completed projects. The memo identified seven topic areas of technical assistance that are anticipated throughout the grant process. Technical assistance can also be delivered in many different ways. The memo identifies example tools for each topic area that fit under five delivery methods for technical assistance. Are the topic areas, delivery methods, and tools identified in the Technical Assistance memo appropriate?

Reference: Technical Assistance Related to Measure A; Section B, pages 2-3

Considerations

1. Are there additional topic areas where technical assistance is needed?



See the next page for more consideration questions on delivery methods.

Small Groups Topic 1: Types of Technical Assistance (cont.)

The specific delivery method of the technical assistance will vary in each of the topic areas. The memo identifies five delivery methods that could be incorporated into RPOSD's Technical Assistance Program:

2. Are there any other delivery methods or tools that should be considered?
3. Which delivery methods or tools do you think are most effective, and why?



Ongoing RPOSD Support: This includes one-on-one assistance, maintenance of the RPOSD website and grantee portal, as well as other support provided directly by RPOSD.



Financial Assistance: Includes provision of funds directly to applicants in need of technical assistance, rather than providing a service to the applicant.



Strategic Partnership Programs: Any program in which entities other than RPOSD provide the needed technical assistance.



Training and Education: Workshops, webinars, or other training programs.



Resource Toolkits: Manuals, guides, directories, toolkits, and other materials that can be used by applicants throughout the grant process.

Small Groups Topic 2: Barriers to Receiving Technical Assistance

Some agencies have barriers to accessing opportunities for receiving technical assistance. For example, some agencies are unable to apply for technical assistance because of limited administrative capacity, or may not even be aware of technical assistance opportunities. What are the barriers to accessing or receiving technical assistance?

Reference: Technical Assistance Related to Measure A; Section A, page 1

Considerations

1. What is your experience with accessing and/or receiving technical assistance?
 - ◆ What was your best experience with receiving technical assistance?
 - ◆ What has worked well and what has not worked well?
 - ◆ How often was technical assistance offered in your past experiences?
 - ◆ Which grantors/organizations have provided helpful Technical Assistance?
2. What barriers do you currently experience or anticipate for receiving technical assistance during different stages of the grant process?
 - ◆ Do these barriers occur during a specific stage of the grant process (e.g., eligibility/enrollment, grant application, project implementation, etc.)?
 - ◆ Are they related to a specific type of technical assistance?



Small Groups Topic 3: Prioritizing Technical Assistance Needs

Because the resources available for technical assistance are limited and providing technical assistance can be costly, RPOSD may need to prioritize specific types of technical assistance. Which areas of the Technical Assistance Program should be prioritized?

Reference: Technical Assistance Related to Measure A; Section C

Considerations

1. What type(s) of technical assistance would you rank as the highest priority (most applicable and most needed) for your agency?

- ◆ Please prioritize the following suggested topic areas of technical assistance from 1 to 7 in order of importance or need.

Community Outreach and
Engagement
 Planning
 Design

Grant Writing/Application
Assistance
 Grant Administration
 Construction Administration
 Recreational Programming

2. Which delivery methods of technical assistance should be prioritized?

- ◆ Please prioritize the following suggested delivery methods of technical assistance from 1 to 5 in order of importance or need.

Ongoing RPOSD Support
 Financial Assistance
 Strategic Partnership Programs

Training and Education
 Resource Toolkits

3. During which stages of the grant process is technical assistance most anticipated/needed?

- ◆ Please prioritize at what stage of the grant process you anticipate the highest need for technical assistance from 1 to 3.

Eligibility/Enrollment
 Grant Application

Project Implementation and
Administration

Technical Assistance

TOPIC AREAS	DELIVERY METHODS				
	Ongoing RPOSD Support	Financial Assistance	Strategic Partnership Programs	Training and Education	Resource Toolkits
Community Outreach and Engagement	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Social Media Outreach ▪ ▪ 	<ul style="list-style-type: none"> ▪ Outreach Training and Resource Toolkit ▪ ▪ 	<ul style="list-style-type: none"> ▪ Culturally Inclusive Branding and Outreach Materials ▪ ▪
Planning	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Master Planning and Site Prioritization/Selection ▪ Site-Specific Studies ▪ Feasibility Studies and Cost Estimates ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪
Design	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Reimbursement for Design-Related Conferences ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Manuals and Guides ▪ Cost Estimate Catalog ▪ ▪
Grant Writing/ Application Assistance	<ul style="list-style-type: none"> ▪ Phone Hotlines and Chatlines ▪ Application Feedback ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Professional Grant Writers ▪ ▪ 	<ul style="list-style-type: none"> ▪ Introductory Workshops ▪ Grant Writing Training ▪ ▪ 	<ul style="list-style-type: none"> ▪ User-Responsive Online Application and Toolkits ▪ ▪
Grant Administration	<ul style="list-style-type: none"> ▪ Online Grant Portal ▪ ▪ 	<ul style="list-style-type: none"> ▪ Access to Financing Mechanisms ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Digital and Easily Accessible Materials and Resources ▪ ▪
Construction Administration	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Mentorship Programs ▪ Bid Pre-Qualification Pool ▪ ▪ 	<ul style="list-style-type: none"> ▪ Technical Training ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪
Recreational Programming	<ul style="list-style-type: none"> ▪ Marketing & Communications ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Partnership Building & Cooperative Agreements ▪ Program Development & Education ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪



In the matrix above, please make any edits to the suggested technical assistance tools and write in any other specific technical assistance needs.



Small Groups Topic 4: Funding

Measure A does not specifically set aside funds for technical assistance. The memo identifies several potential sources for funding technical assistance. What sources of funding should RPOSD utilize to operate the Technical Assistance Program?

Reference: Technical Assistance Related to Measure A; Section C

Considerations

1. Is Measure A the most appropriate funding source to fund technical assistance?
2. Are there any other potential funding sources that you are aware of that could fund technical assistance? If yes, what are they?
3. What level of funding should be recommended?

TABLE 1: POTENTIAL FUNDING FOR TECHNICAL ASSISTANCE

CATEGORY 3 COMPETITIVE GRANTS

Grants	Estimated Annual Dollar Amount	1% of Estimated Annual Dollar Amount	3% of Estimated Annual Dollar Amount
General	\$7,399,809	\$73,998	\$221,994
Recreation Access	\$1,849,952	\$18,500	\$55,499
Category 3 Total		\$92,498	\$277,493

CATEGORY 4 COMPETITIVE GRANTS

Grants	Estimated Annual Dollar Amount	1% of Estimated Annual Dollar Amount	3% of Estimated Annual Dollar Amount
General	\$6,166,508	\$61,665	\$184,995
Cultural Facilities	\$1,233,302	\$12,333	\$36,999
Recreation Access	\$1,849,952	\$18,500	\$55,499
Category 4 Total		\$92,498	\$277,493

PROGRAM INNOVATION AND OVERSIGHT

	Estimated Annual Dollar Amount	1% of Estimated Annual Dollar Amount	3% of Estimated Annual Dollar Amount
Program Innovation and Oversight Annual Allocation (7.2% of Total)	\$6,681,356	\$66,814	\$200,441
Total of All Sources		\$251,000	\$755,426



Measure A Implementation

Los Angeles County Regional Park and Open Space District

**Summary Meeting Notes
Steering Committee Summer Workshop B
Technical Assistance
September 7, 2017 1:00 pm – 5:00 pm**

Steering Committee Members in Attendance:

Jean Armbruster	Karen Ginsberg	Linda Lowry
Jane Beesley	Mark Glassock	Norma Martinez
Scott Chan	John Guevarra	Cara Meyer
Hugo Enciso	Andrea Gullo	Stefan Popescu
Belinda Faustinos	John Johns	Barbara Romero
Hugo Garcia	Clement Lau	Bruce Saito

AGENDA ITEM: TOPIC 1- TYPES OF TECHNICAL ASSISTANCE

Public Comment

1. Simplify the process and language surrounding the program—the various delivery methods and phases of Technical Assistance (TA*) are confusing.
2. Provide resources: Workshops and trainings for every phase; calendar of deadlines; checklist of required forms; examples of funded projects/success stories, sample grant applications. Toolkits should provide specific content in order to be effective.
3. Strategic Partnerships: are critical to a successful TA Program. Partners should include paid consultants from CBOs, agencies, consultants and other private sector experts/funders. We will need to find ways to incentivize the private sector.
 - a. Organizations contracted with RPOSD should be able to serve as regional hubs to both provide direct services and serve as a local connector between under-resourced community groups and local experts/TA providers
4. TA should also be provided during the Maintenance and Servicing phase

Committee Comment

1. Types of Assistance
 - a. Include training related to sustainability that focuses on sustainable approaches to development, sustainable materials, etc.
 - b. Include legal training such as workshops for reading, writing, and understanding contracts and legal issues such as liabilities and deed restrictions.
 - c. Assistance for outreach is very important:
 - i. Outreach should also take place during implementation phase
 - ii. CBOs doing outreach for agencies in partnership with RPOSD is a form of TA
 - iii. Provide examples of different ways to do community outreach

**The abbreviation "TA" refers to Technical Assistance throughout this document.*

- iv. Agencies need assistance collecting data and compiling statistics to verify who is using regional facilities to prove who they're serving and if they're meeting regional need
- d. Outline expectations for outreach and engagement at onset. People will be more likely to pursue TA if they know expectations.
- e. Resources and toolkits: Provide examples of best practices and detailed resource guides
- 2. Delivery Methods
 - a. Mentor programs: Create teams of mentors that work with agencies and help them through the entire process. Toolkits and webinars miss the human element that mentoring can provide.
 - b. Workshops and trainings: Provide certification for completing certain trainings.
 - c. Resource toolkits: Show examples of other successful applications; consultant list with statements of qualifications.
- 3. Program Goals
 - a. Goals should identify benchmarks to show overall desired outcome.

AGENDA ITEM: TOPIC 2- BARRIERS TO RECEIVING TECHNICAL ASSISTANCE

Public Comment

- 1. Barriers include:
 - a. Limited resources and capacity
 - b. Unclear expectations and guidelines
 - c. Not knowing a TA program exists/lack of adequate engagement and recruitment to the program
 - d. Disconnect between community groups who know how to build parks but don't know where the needs is and agencies who don't have capacity to build parks
- 2. How can the TA program mitigate the barriers?
 - a. Clear information and expectations up front
 - b. Grant writing workshops
 - c. Transparent and specific feedback from RPSOD staff
 - d. Provide TA throughout all stages of process in different forms
 - e. Regional information hubs to connect applicants to resources and TA providers
 - f. Mentor programs
 - g. Bench consultants
 - h. Staff assistance

Committee Comment

- 1. Barriers include:
 - a. Lack of TA programs; available technical assistance can be bought but it's costly
 - b. Lack of organizational capacity
 - c. Lack of awareness that TA exists
 - d. TA tends to be too general.
- 2. How can the TA program mitigate the barriers?
 - a. Time the delivery of TA so that it's not too early or late in relation to application deadlines
 - b. TA must be specific to be effective.
 - c. Provide regional mentors/experts who can work with communities, especially ones who have high staff turnover and low capacity.
 - d. Volunteers are good but there is also a need for paid consultants for increased reliability.
 - e. Develop a model with the cooperation of other organizations that have experience providing or receiving TA.
 - f. Outreach to high need areas to find out what types of assistance they need

- g. Strategic Partnerships
- 3. Examples of TA:
 - a. Natural Resources Agencies, COGs, Board Offices, grant writing by councilmembers, Strategic Growth Council training workshops, LA Unified

AGENDA ITEM: TOPIC 3- PRIORITIZING TECHNICAL ASSISTANCE NEEDS

Public Comment

1. Prioritized Technical Assistance Needs:
 - a. Community outreach
 - b. Pre-application workshop/training to help with eligibility and application
 - c. Grant writing training and/or services
 - d. Grant administration training
 - e. Ongoing staff support
 - f. Financial assistance
 - g. Toolkits
 - h. Project implementation
2. Priorities for TA will vary, depending on the type of applicant
 - a. Government agencies will most likely need assistance with:
 - i. Outreach and engagement
 - ii. Strategic partnership programming
 - iii. Implementation/administration
 - b. CBOs will likely need assistance with:
 - i. Grant writing/application assistance
 - ii. Strategic partnerships
 - iii. Eligibility/enrollment
3. Focus on quality not quantity. Need to develop the model and invest in it

Committee Comment

1. Prioritized Technical Assistance Needs:
 - a. Beginning stages—everything leading to grant application, including assistance with planning and design
 - b. Financial assistance and strategic partnerships
 - c. Stages of need will change over time. After a few years, TA for eligibility phase won't be as necessary
 - d. Community outreach and engagement across all categories and phases
2. Monitoring Effectiveness
 - a. After first few rounds RPOSD should analyze to evaluate where the needs have been and why
 - b. If applications aren't coming from some areas RPOSD should explore the reasons
 - c. Funds from innovation and oversight can be used to evaluate the program over time
 - d. Need to identify specific ways to monitor growing competency

AGENDA ITEM: TOPIC 4- FUNDING

Public Comment

1. Potential Funding Sources:
 - a. Strategic partnerships could be a source for funding and/or service delivery
 - b. Could fund with a separate allocation from the BOS
 - c. Fund 15% from innovation and oversight, in addition to the 3% from Categories 3 and 4

2. Investment Priorities
 - a. Invest more funding in early stage TA that might reduce the need for assistance during later stages
 - b. Invest less in the beginning to see if it meets need and adjust accordingly after evaluation.
 - c. Invest time forming strong strategic partnerships that could supplement funding or services
 - d. Incentivize the private sector
 - e. Focus on quality of the program versus quantity
 - f. If TA is available to all applicants, a pot of TA funds should be set aside for high/very high need areas

Committee Comment

1. Amount of Funding
 - a. 1% and 3% are both too low
 - b. 5-10% is more likely to meet need
 - c. Invest more money in the beginning years with the idea that as capacity is built, need for TA will decrease, and therefore funding can decrease
 - d. Valuate effectiveness of TA and adjust funding level accordingly
2. Potential Funding Sources
 - a. Applicants should understand the tradeoff when funding TA from Categories 3 and 4. Pulling funds for TA means less money to build projects
 - b. Strategic partners could provide funding and collaborative resources such as training and toolkits
 - i. COGs, Metro, private foundations, educational institutions, county departments, LA Thrives, private sectors businesses, Strategic Growth Council
 - c. Fund from BOS 2% set-aside
3. Investment Priorities
 - a. Mentoring program
 - b. Strategic partnerships
4. Other Considerations
 - a. Design the program first and then figure out how to fund it. There can be a creative mixture of funding the program once it is designed.
 - b. RPOSD should work with cities, CBOs and other potential grant applicants to determine their needs. This will help inform the design of the program and the potential cost.
 - c. Technological advances should make things easier and serve as a form of TA. Agencies need to know what technology will be available to inform their need for TA.
 - d. TA should be available to high and very high need areas and those serving high need areas

Meeting Adjourned.