MEASURE A

IMPLEMENTATION STEERING COMMITTEE MEETING #4

SEPTEMBER 28, 2017

osdinfo@parks.lacounty.gov | 213.738.2981 | RPOSD.LAcounty.gov

WELCOME

TODAY'S AGENDA

1. Upcoming Meeting Topics

2. Workshop A - Re-envisioning the Grantmaking Process: Grantmaking Policy

3. Workshop A - Re-envisioning the Grantmaking Process: Grant Guidelines

4. Workshop B - Technical Assistance

5. Bonding

1. UPCOMING MEETING TOPICS

Meeting 5: October 19

- Technical Assistance Program – Initial Draft
- Community Engagement Requirements

Meeting 6: December 7

- Draft Grant Guidelines
- Bonding and Forwarding Strategy

Meeting 7: January 25

- Initial Allocation of Variable Funds
- "Innovation & Oversight" Category: Policy & Allocation
- 4.5% Agency Allocation from M&S
- Finalize Grant Guidelines

Meeting 8: February 22

- Bonding & Forwarding Strategic Expenditure Plan (*tentative*)

- Technical Assistance Program Refinements

- Board Set-Aside Policy

- Consumer Price Index Update Policy

- Community Meetings Roll Out

- Park Funding103 Update

Meeting 9: March 29

- Project Status and Fund Distribution Tracking

Meeting 10: April 26

- Parks Needs Assessment Updates

- Oversight Committee Formulation

Meeting 11: May 31

- Procedures and Policies Guide for RPOSD

- Board Letter and Summation

- Purpose

- Policy

2. GRANTMAKING POLICY

Purpose:

Lowering barriers to accessing Measure A funds

Policy

- **Targeting Funds.** Funding will be targeted to projects in high and very high need Study Areas, or that serve residents from high and very high need areas. A portion of competitive grant funds in Categories 3, 4, and 5 will be designated for these projects.

- **Evaluation Criteria.** All competitive grants will include a "Level of Need" evaluation criterion and it will have the highest weight among all other evaluation criteria.

- **Project Types.** Competitive grant programs will fund specific project types that are in and/or serve high and very high need communities.

Policy

- **Long-Range Planning.** Measure A funding will be consistent with Study Areas' long-range park planning documents, such as the Needs Assessment, Parks Master Plan, community plan, or other approved planning document.

- **Community Engagement.** RPOSD will require community involvement and engagement for projects funded by Measure A.

- **Monitoring and Correction.** RPOSD will consistently monitor, track, and if necessary, correct, the distribution of both competitive funding and annual allocations.

Policy

- **Technical Assistance.** RPOSD will develop a Technical Assistance Program that provides technical assistance to potential applicants throughout the stages of the grant process to ensure that barriers to applying for and receiving funding are reduced.

- Targeting Funds

- Evaluation Criteria

- Project Types

- Award Brackets

Targeting Funds

- **30%** of Measure A competitive grants would be **dedicated to funding projects located in or that serve high and very high need areas,** and apply to the following:

  - High and very high need Study Areas

  - High and very high need "subareas" within Study Areas that are not necessarily designated as high or very high need

  - Projects that **intentionally and directly** serve residents living in high and very high need Study Areas

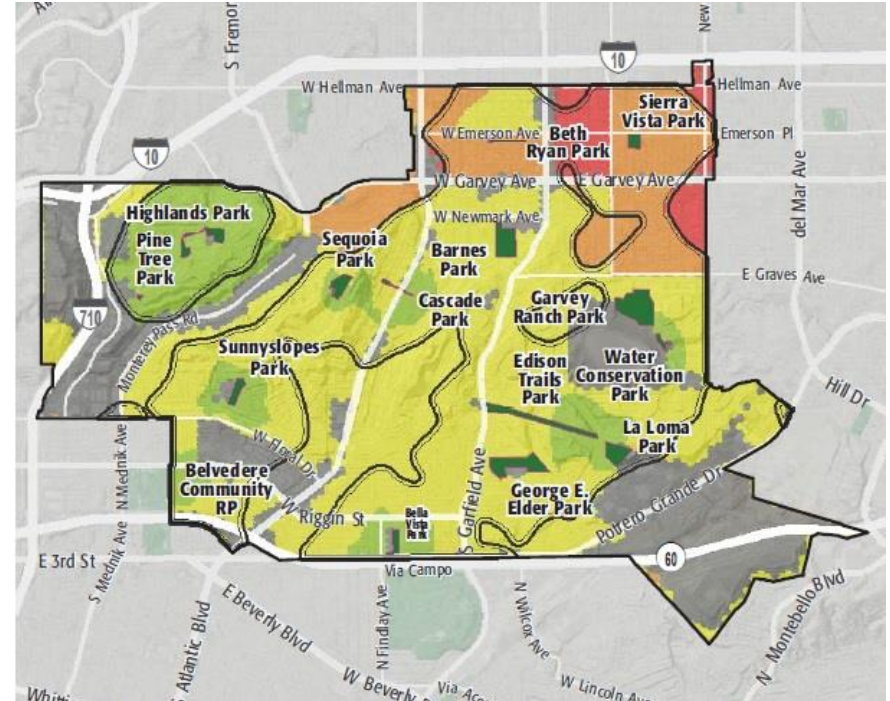- "Need" would be defined as defined in the Park Needs Assessment

Targeting Funds

Unincorporated Willowbrook
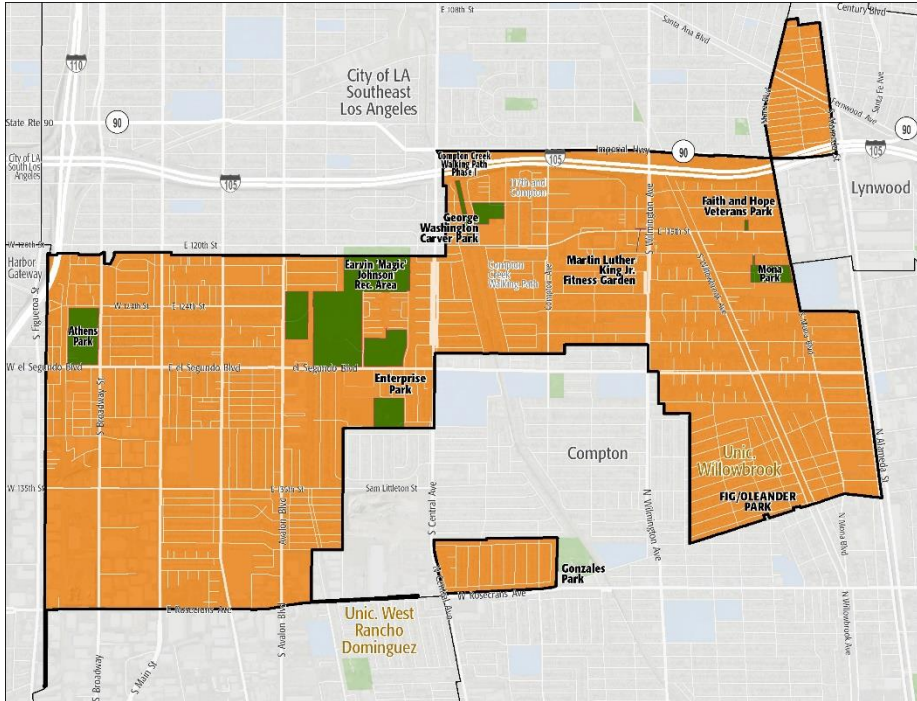
High Need Study Area

Monterey Park

Moderate Need Study Area with Varying Subarea Need Levels

Evaluation Criteria

- **"Level of Need" should be an evaluation criterion for all competitive grants** and should have the **highest weight** among all criteria

- Different grants have **different evaluation criteria and may differ in weighting** depending on the goals or requirements of the grant program

Project Types

- **Project types in dense urban areas with limited open space or park facilities** would be identified so that they can qualify and compete for competitive grants

- For example, urban project types under Category 3 grants for "natural lands, wildlife corridors, and watershed protection" projects could include:

  - Rainwater capture gardens or habitat gardens

  - Habitat restoration

  - Restrooms

  - Biking or walking trails

  - Pedestrian bridges

  - Picnic areas

Award Brackets

- **Grant Types and Size.** Grants of similar types and award size should compete within the same category of funds to ensure projects, especially those within high and very high need Study Areas, are competing against other projects of similar scale.
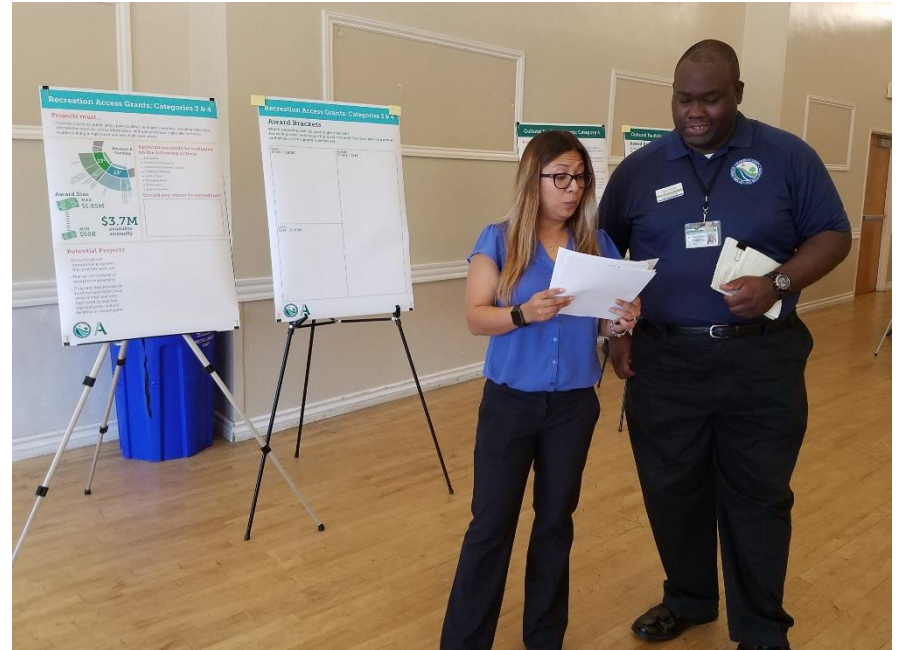
4. TECHNICAL ASSISTANCE

Availability

- RPOSD would develop a Technical Assistance Program (TAP) **focused on providing technical assistance to high and very high need Study Areas** to ensure that every applicant is competitive

- **RPOSD would conduct outreach** to high and very high need Study Areas to increase awareness of the TAP

- Some technical assistance would be **available for all Study Areas,** such as introductory workshops and toolkits

Funding

- **$3.0M** would be set aside initially for TAP (not including Planning and Design)

  - 45% of Innovation and Oversight funds

  - Supplemental funds may be contributed from Proposition A during initial years of TAP

- Funding would decrease over time as less technical assistance is needed

- Effectiveness of program would be evaluated periodically

Potential Program Components

- Strategic Partners

- Grant Writing Assistance

- Community Outreach & Engagement Assistance

- Planning and Design Funds

- Help Desks:

    - Technical, Legal*, Grantee

- Mentoring Program
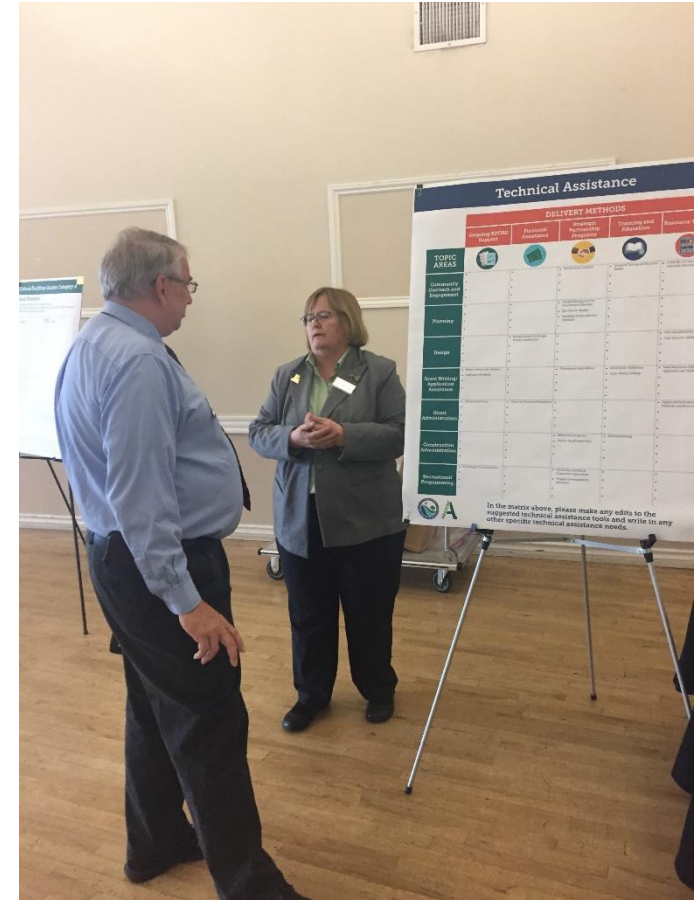
*Contingent upon County Approval

- Background

- Measure A Bonding

- Available Funds Without Bonding

- Conclusions

- Examples

- Recommendations

5. BONDING

Background

- Bond (definition): **a debt instrument bearing a stated rate of interest that matures on a certain date,** at which time a fixed sum of money plus interest is payable to the bondholder

- Bonding can be used as a financing mechanism for projects under Measure A by **bringing forward annual revenue flows to pay for capital improvements up front**

Background

- A Study Area's **annual allocation of revenue from Measure A's Categories 1 and 2 funds** could be used to secure bond financing

- RPOSD will recommend funding in **Categories 3*, 4*, and 5** be allocated through a periodic competitive grant process, **without bonding**

  *excluding allocations to Dept. Beaches & Harbors and Dept. of Parks and Rec

Background

- Measure A establishes a **per capita and structural improvement formula** to determine the percentage of revenues allocated to each Study Area

  - **Category 1**: All Study Areas receive funds

  - **Category 2**: Only high and very high need Study Areas receive funds

$$\frac{(Per\ Capita + Per\ Capita + Structural\ Improvements)}{3}$$

Considerations

Identification of Projects

- Projects must be **specified prior to the issuance of bonds**

- The bond counsel will certify that the projects being funded qualify the interest paid on the bonds to be exempted from taxes

Timely Completion of Projects

- Proposed projects must be **ready to proceed to construction**

- Projects must be **completed and all funds expended within three years**

Considerations

Changing Allocation Ratios

- Study Areas that experience a decline in their percentage share of population and/or total non-parking improvement square footage could see a reduction in their percentage share of Category 1 and 2 funds

- However, Measure A is available for RPOSD to make debt service payments, so this **should not be an issue that would prevent bond issuance**

- Additional research is underway on other issues, such as natural disasters, that could impact Study Areas' or RPOSD's ability to repay bonds

Considerations

- Agencies who participate in the bond issuance can expect to **receive between 14.2 and 15.9 times their Category 1 & 2 annual allocations,** depending on the specifics of the bonding amount and maturity date

  - 20 year bond for $100m yields 14.2 times annual allocation amount
    - Annual debt service would be $7m
    - This is 15.5% of the annual Category 1 & 2 allocation

  - 25 year bond for $729m yields 15.9 times annual allocation amount
    - This is the maximum amount that could be bonded

Case Study: Unincorporated Willowbrook

Without Bonding:

- $206,093 annual allocation
- Total of $4.1M over 20 years

With Bonding:

- $2.9M to $3.3M up front, if maximum amount is bonded
- No annual allocation funds available for 20 years
- Additional revenue for pay-as-you-go projects potentially available if Measure A revenues increase over time
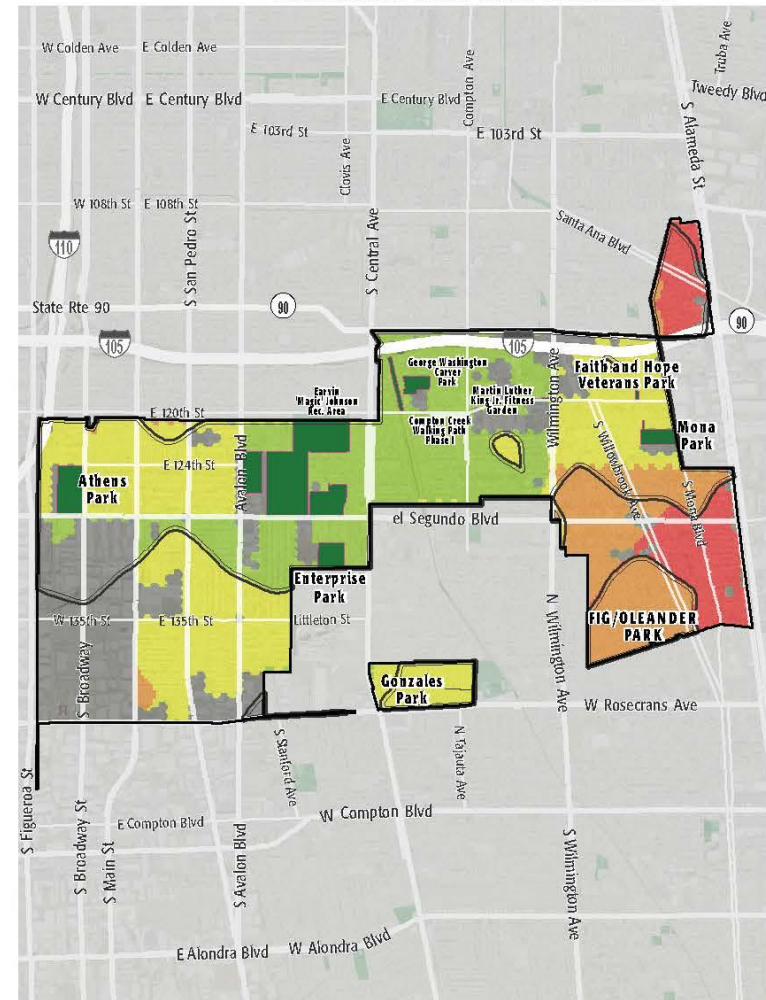
Competitive Grants: Available Funds without Bonding

PROGRAM	FUND CATEGORY	FREQUENCY	2019	2020	2021	2022	2023
General	Category 3 and 4	4 years	Q3 $13,566,317				Q3 $54,265,268
Recreation Access	Category 3 and 4	2 years	Q1 $3,699,904		Q1 $7,399,808		Q1 $7,399,808
Job Training/ Education	Category 5	3 years	Q2 $3,605,035			Q2 $10,815,105	
Cultural Facilities	Category 4	3 years			Q2 $3,699,906		

Q = Calendar quarter when grant period begins
$ = Total amount of funds available during grant period

Conclusions

- Bonding can be a helpful tool **when capital to construct a project is limited**

- Bonding will be more appealing to some Study Areas than others

  - Allows projects to be completed quickly

  - Construction cost inflation

- Bonding **cost is 21-29%** of revenue

  - Case Study: Bonding would cost Unincorporated Willowbrook $800K-$1.2M

Recommendations

- No bonding for competitive grants in Categories 3, 4, or 5

- Individual Study Areas to determine need for bonding Category 1 and 2 funds

- Bonding should only occur when the **cumulative amount requested** by individual Study Areas reaches **$100 million**

- Bonding only available at a **minimum of $100 million** with maturity over 20 years

Public Comment

QUESTIONS?

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Upcoming Meetings

Park Funding 102 Meetings:

Six meetings in October; flyer available at sign-in table

Steering Committee Meeting #5:

Technical Assistance Program and Engagement Requirements

October 19th 9:30 am-12 noon

LA River Center

Note: This meeting date is <u>not</u> the last Thursday of the month

Steering Committee Meeting #6: Draft Grant Guidelines, Bonding and Forwarding Strategy Policy

December 7th 9:30 am-12 noon

Kenneth Hahn Hall of Administration

Note: This meeting date is <u>not</u> the last Thursday of the month

LOS ANGELES COUNTY REGIONAL PARK AND OPEN SPACE DISTRICT

Measure A Implementation: Steering Committee Meeting #4

September 28, 2017
9:30 AM – 12:00 PM

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

1. Upcoming Meeting Topics

2. Re-envisioning the Grantmaking Process: Policy

3. Re-envisioning the Grantmaking Process: Grant Guidelines

4. Technical Assistance

5. Bonding

6. Public Comment

7. Meeting 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.

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 telephone the Los Angeles County Regional Park and Open Space District at (213) 738-2981 TDD: (213) 427-6118 FAX: (213) 385-0875.

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, October 19, 2017 from 9:30am to noon
Los Angeles River Center & Gardens Atrium

MEMORANDUM

DATE   September 28, 2017

TO   Measure A Steering Committee

FROM   Los Angeles County Regional Park and Open Space District

SUBJECT Revised Steering Committee Calendar/Topics

The updated proposed Steering Committee meeting topics reflect changes required by the process. Additional changes to meeting topics may occur as required by the process, including the addition of a meeting in June 2018 if deemed necessary.

Meeting 4 – September 28, 2017

Location: Los Angeles River Center Sierra Madre Room. 570 W Ave 26 #100, Los Angeles, CA 90065

1. Re-envisioning the Grantmaking Process
2. Technical Assistance
3. Bonding and Forwarding Overview

Meeting 5 – October 19, 2017

Location: Los Angeles River Center Atrium. 570 W Ave 26 #100, Los Angeles, CA 90065

1. Technical Assistance Program – Initial Draft
   a. Components of the Program
   b. Eligibility for TA
   c. Funding
   d. Timing
2. Community Engagement Requirements
   a. Applicants and Grantees
      i. Annual Allocations
      ii. Competitive Grants
   b. RPOSD
      i. Outreach to Potential Applicants: Park Funding 101, 102, 103
      ii. Social Media Strategy
         1. Objectives
         2. Audience
         3. Schedule
      iii. Community Meetings
         1. Purpose
         2. Content
         3. Strategy
         4. Schedule

No meeting in November.

Meeting 6 –December 7, 2017
Location: Kenneth Hahn Hall of Administration, Room 140. 500 W. Temple Street, Los Angeles, CA 90012
Please note: this meeting date is <u>not</u> the last Thursday of the month
1. Draft Grant Guidelines for Annual Allocations and Competitive Grants
    a. Programs
    b. Calendars
    c. Applications
    d. Evaluation
    e. Grant Administration
2. Bonding and Forwarding Strategy Policy Memo
    a. Recommendations
    b. Timeframes
    c. Cost implications

Meeting 7 – January 25, 2018
Location: Kenneth Hahn Hall of Administration, Room 140. 500 W. Temple Street, Los Angeles, CA 90012
1. Initial Allocations of Variable Funds
2. "Innovation & Oversight" Category: Policy & Allocation
3. 4.5% Agency Allocation from M&S
4. Finalize Grant Guidelines

Meeting 8 – February 22, 2018
Location: Kenneth Hahn Hall of Administration, Room 140. 500 W. Temple Street, Los Angeles, CA 90012
1. Bonding and Forwarding – Strategic Expenditure Plan (tentative)
2. Technical Assistance Program Refinements
3. Board Set-Aside Policy
4. Consumer Price Index Update Policy
5. Engagement – Community Meetings Roll Out
6. Engagement – Park Funding 103

Meeting 9 – March 29, 2018
Location: Kenneth Hahn Hall of Administration, Room 140. 500 W. Temple Street, Los Angeles, CA 90012
1. Project Status and Fund Distribution Tracking
    a. Updates through self-reporting of project status
    b. Verification system for self-reported data
    c. Annual Allocation Distribution Tracking
        i. Objectives
        ii. Indicators
        iii. Reporting
    d. Competitive Grant Distribution Tracking
        i. Objectives

        ii.   Indicators

       iii.   Reporting

Meeting 10 – April 26, 2018

Location: Los Angeles River Center Atrium. 570 W Ave 26 #100, Los Angeles, CA 90065

1. Park Needs Assessment Updates
    a. Update Policy
    b. Update Protocols
2. Oversight Committee Formulation (Advisory Board)
    a. Roles and Responsibilities
    b. Appointment Process

Meeting 11 – May 31, 2018

Location: Los Angeles River Center Atrium. 570 W Ave 26 #100, Los Angeles, CA 90065

1. Procedures and Policies Guide for Regional Park and Open Space District
2. Board Letter and Summation

General Competitive Grants: Category 3

Projects must...

- Plan for, acquire, develop, improve, or restore multi-benefit park projects that support regional need

- Promote, improve, or protect natural lands, open spaces, local beaches, watersheds, and water resources.

$7.4M
available annually

Award Size

MAX.
$3.7M

Award Brackets
JUMBO ($2M- $3.7M)
LARGE ($1M- $2M)
MEDIUM ($500K- $1M)
SMALL ($50K- $500K)

MIN.
$50K

Category 3
13%
of Measure A funds

General Competitive
60%
of Category 3 funds

Applications could be evaluated on the following criteria:

- Community Involvement
- Creative Spacemaking
- Health and Wellness
- Level of Need
- Leveraging of Funds
- Multi-Benefit Projects

- Park Facility/Amenity Conditions
- Project Feasibility
- Regional Benefits
- Sustainability
- Water Conservation Measures

Potential Projects

OPEN SPACES

- Parks
- Fire prevention
- Lawn/turf repair
- New or improved access points to mountain, foothill, river, stream, and wetland areas
- Resource interpretive programs and nature education
- Restoration of natural habitat
- Scenic vistas
- Wildlife corridors and habitats

NATURAL LANDS

- Habitat gardens
- Land stewardship
- Nature centers
- Preservation of natural lands
- Resource interpretive programs and nature education
- Revegetation of drought tolerant plants
- Tree planting

WATER CONSERVATION

- Drainage basins
- Irrigation projects
- Permeable walkways and play surfaces
- Rainwater harvesting
- Resource interpretive programs and nature education
- Revegetation of banks and waterways
- Stormwater capture and other water recycling

WATERSHED PROTECTION

- Beach and coastal watershed clean up
- Community trash clean up
- Drinking water improvements
- Lake or reservoir clean up
- Resource interpretive programs and nature education
- Riparian corridor improvements
- River and stream clean up
- River and stream Parkway development

BEACHES

- Active recreation amenities
- New or improved fishing and boating facilities
- Pier/dock improvements
- Replacement of sand
- Restrooms/shower facilities
- Resource interpretive programs and nature education

DRAFT

General Competitive Grants: Category 4

Projects must...

- Provide connectivity between regional recreational facilities, rivers, mountains, and urban areas

- Acquire, develop, improve, restore, and/or rehabilitate land for regional recreational facilities, multi-use trails, and/or accessibility.

$6.2M
available annually

Award Size

MAX.
$3.1M

Award Brackets
JUMBO ($2M- $3.1M)
LARGE ($1M- $2M)
MEDIUM ($500K- $1M)
SMALL ($50K- $500K)

MIN.
$50K

Category 4
13%
of Measure A funds

General Competitive
50%
of Category 4 funds

Applications could be evaluated on the following criteria:

- Accessibility
- Community Involvement
- Connectivity
- Creative Spacemaking
- Health and Wellness
- Level of Need
- Leveraging of Funds
- Multi-Benefit Projects
- Park Facility/Amenity Conditions
- Project Feasibility
- Regional Benefits
- Sustainability
- Water Conservation Measures

Potential Projects

REGIONAL RECREATIONAL FACILITIES

- Aquatic facilities
- Development of 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
- Trail maintenance
- Trailhead amenities and improvements

ACCESSIBILITY

- ADA restroom upgrades
- ADA 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

Cultural Facilities Grants: Category 4

Projects must...

- Improve County-owned and/or County-operated cultural facilities that provide the programming, production, presentation, and/or exhibition of natural history and other arts and/or cultural disciplines.

- Arts and cultural disciplines include: music, dance, theatre, creative writing, literature, architecture, painting, sculpture, folk arts, photography, crafts, media arts, and visual arts.

$1.2M
available annually

Award Size

MAX.
$1.2M

Award Brackets
LARGE ($550K- $1.2M)
MEDIUM ($250K- $550K)
SMALL ($50K- $250K)

MIN.
$50K

Category 4
13%
of Measure A funds

Cultural Facilities
10%
of Category 4 funds

Applications could be evaluated on the following criteria:

- Accessibility
- Community Involvement
- Level of Need
- Leveraging of Funds
- Multi-Benefit Projects
- Park Facility/Amenity Conditions
- Project Feasibility
- Regional Benefits
- Sustainability

Potential Projects

- Development of new facilities
- Expansion of existing facilities
- Improvement or refurbishment of permanently installed exhibits
- Projects that provide increased access to cultural facilities
- Repairs or improvements to existing facilities

Recreation Access Grants: Categories 3 & 4

Programs must...

- Increase access to public lands, park facilities, and park amenities, including education, interpretive services, safety information, and transportation, especially for those residents living in high-need and very high-need areas.

$3.7M
available annually

Award Size

MAX.
$1.85M

Award Brackets
LARGE ($1M- $1.85M)
MEDIUM ($500K- $1M)
SMALL ($50K- $500K)

MIN.
$50K

Categories 3 & 4
26%
of Measure A funds

Recreation Access
15%
of Categories 3 & 4 funds

Applications could be evaluated on the following criteria:

- Accessibility
- Community Involvement
- Connectivity
- Health and Wellness
- Level of Need

- Leveraging of Funds
- Public Safety
- Regional Benefits

Potential Projects

- Educational and interpretive programs that promote park use

- 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 or natural parks

Youth and Veteran Grants: Category 5

Programs must...

- Provide education and skills training or certification and job placement to young adults, aged 18-25, or veterans.

- Create pathways toward careers in the parks and recreation field that lead to the implementation of park projects

$3.6M
available annually

Award Size

MAX.
$1.4M
EDUCATION AND SKILLS TRAINING

MAX.
$350K
CERTIFICATION AND JOB PLACEMENT

Award Brackets
LARGE ($550K-$1.4M)
MEDIUM ($250K-$550K)
SMALL ($50K- $250K)

Award Brackets
LARGE ($200K-$350K)
MEDIUM ($100K-$200K)
SMALL ($50K- $100K)

MIN.
$50K

MIN.
$50K

Category 5
3.8%
of Measure A funds

Education & Skills
80%
of Category 5 funds

Certification & Jobs
20%
of Category 5 funds

Applications could be evaluated on the following criteria:

- Community Involvement
- Level of Need
- Leveraging Funds
- Multi-Benefit
- Regional Benefits
- Young Adult and Veterans

Potential Projects

Education and Skills Training

- Apprenticeship programs
- Certification programs
- Educational seminars
- Formal coursework
- Internship/entry level job placement
- Job skills classes that focus on education and training needed to work in the Parks and Recreation field
- Trade schools that focus on skills needed to work in the Parks and Recreation Field
- Tuition grants/stipends

Certification and Job Placement

- Apprenticeship programs
- Arborist training and certification for tree planting and maintenance in parks
- Landscape architecture certification with emphasis on parks and recreation
- Sustainability/LEED accreditation with emphasis on parks and recreation facilities

Competitive Grants Calendar

OPEN TO QUALIFIED GOVERNMENT AGENCIES, SPECIAL DISTRICTS, JOINT POWERS AUTHORITIES, NONPROFIT ORGANIZATIONS, AND SCHOOLS

For the following programs:

- General Competitive Grants
- Recreation Access Grants
- Cultural Facilities Grants
- Youth and Veteran Grants

COMPETITIVE GRANT PROGRAM CALENDAR

PROGRAM	FUND CATEGORY	FREQUENCY	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
General	Category 3 and 4	4 years	Q3 $13,566,316				Q3 $54,265,264				Q3 $54,265,264				Q3 $54,265,264
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
Job Training/ Education	Category 5	3 years	Q2 $3,605,035			Q2 $10,815,105			Q2 $10,815,105			Q2 $10,815,105			Q2 $10,815,105
Cultural Facilities	Category 4	3 years			Q2 $3,699,903			Q2 $3,699,903			Q2 $3,699,903			Q2 $3,699,903	

Q = Calendar quarter when grant period begins

$ = Total estimated amount of funds available during grant period

The proposed Technical Assistance Program for Measure A seeks to support a truly competitive grant application process by reducing barriers for agencies and organizations with limited capacity to successfully apply for and administer grant funds. The following draft elements provide an overview of the types of assistance that may be available throughout various stages of the grant process.

Strategic Partnerships

A key component to providing technical assistance is the provision of strategic partners who are able to provide services, resources, and in some cases, funding. RPOSD will spearhead the recruitment of agencies, organizations, and businesses to participate in an exchange of needs and expertise. RPOSD will dedicate staff to serve as Strategic Partner Liaisons who will identify preferred partners based on their level of expertise and match them with the appropriate recipients and/or specific forms of technical assistance.

Grant Writing Assistance

Grant writing assistance is intended to help grant-seeking organizations successfully write competitive grant proposals. RPOSD staff, private sector consultants, and/or strategic partners would provide either grant writing training to organizations seeking to improve their grant writing skills or grant writing services to organizations that do not have the capacity to train and write successful grant proposals.

Community Outreach & Engagement Assistance

Community Outreach and Engagement Assistance will be provided to agencies and organizations seeking Measure A funds and can be provided at various stages throughout the grant process. Assistance will be delivered in three forms:

1. **Workshops** will provide training on best practices in community outreach and organizing, workshop facilitation, and putting community feedback to work.
2. **Toolkits** will provide a variety of replicable resources that can be customized and used to facilitate community outreach and engagement. Materials may include checklists, flyer templates, facilitator handbooks, surveys, and more.
3. **Consultant Services** may be provided to agencies who do not have the capacity to organize and facilitate their own outreach and engagement. Consultants would organize and facilitate outreach and engagement on behalf of the grant-seeking organization.

Planning & Design Grants

Planning and Design Grants will provide recipients with funding assistance to be used in the development of park master plans, feasibility studies, and other site-specific studies required to successfully plan and design a park project.

Technical Help Desk

The Technical Help Desk, managed by RPOSD staff, private sector consultants, and/or strategic partners would provide guidance related to technical aspects of park planning such as sustainable design and material selection and best practices in park design. Help desk attendants may be RPOSD staff or contracted consultants who can provide one-on-one feedback, provide appropriate resources, and develop workshops and trainings based on requested needs.

Legal Help Desk[1]

The Legal Help Desk, private sector consultants, and/or strategic partners would provide guidance related to legal aspects of park planning such as contracts, joint-use agreements, structuring land deals, utilizing easements, and general liability. Help desk attendants may be RPOSD staff or contracted consultants who can provide one-on-one feedback, provide appropriate resources, and develop workshops and trainings based on requested needs.

Grantee Help Desk

The Grantee Help Desk, managed by RPOSD staff and/or strategic partners would provide guidance related to grant administration processes and requirements such as project agreements, reporting, reimbursement requests, and grant closing. Help desk attendants may be RPOSD staff or contracted consultants who can provide one-on-one feedback, provide appropriate resources, and develop workshops and trainings based on requested needs.

Mentoring Program

The Mentoring Program will serve to connect grant-seeking organizations with local, regional, state, and/or national mentors who could provide informal guidance on a range of grant-related topics. An online mentor directory would identify the areas of expertise for each mentor as well as their contact information and availability. The mentor program would be volunteer-based and self-facilitated.

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[1] Contingent on County approval