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
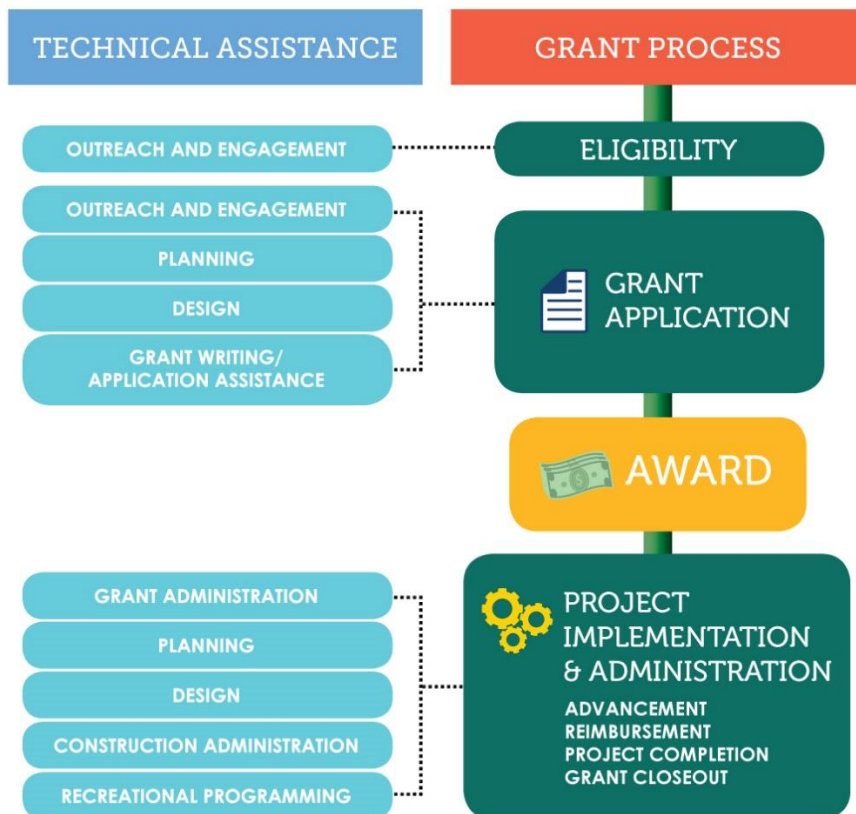
The specific delivery method of the technical assistance will vary in each of the topic areas. This memo identifies five delivery methods/tools, each with a unique identifiable icon that will be referenced throughout the memorandum, which could be incorporated into RPOSD's Technical Assistance Program:

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.
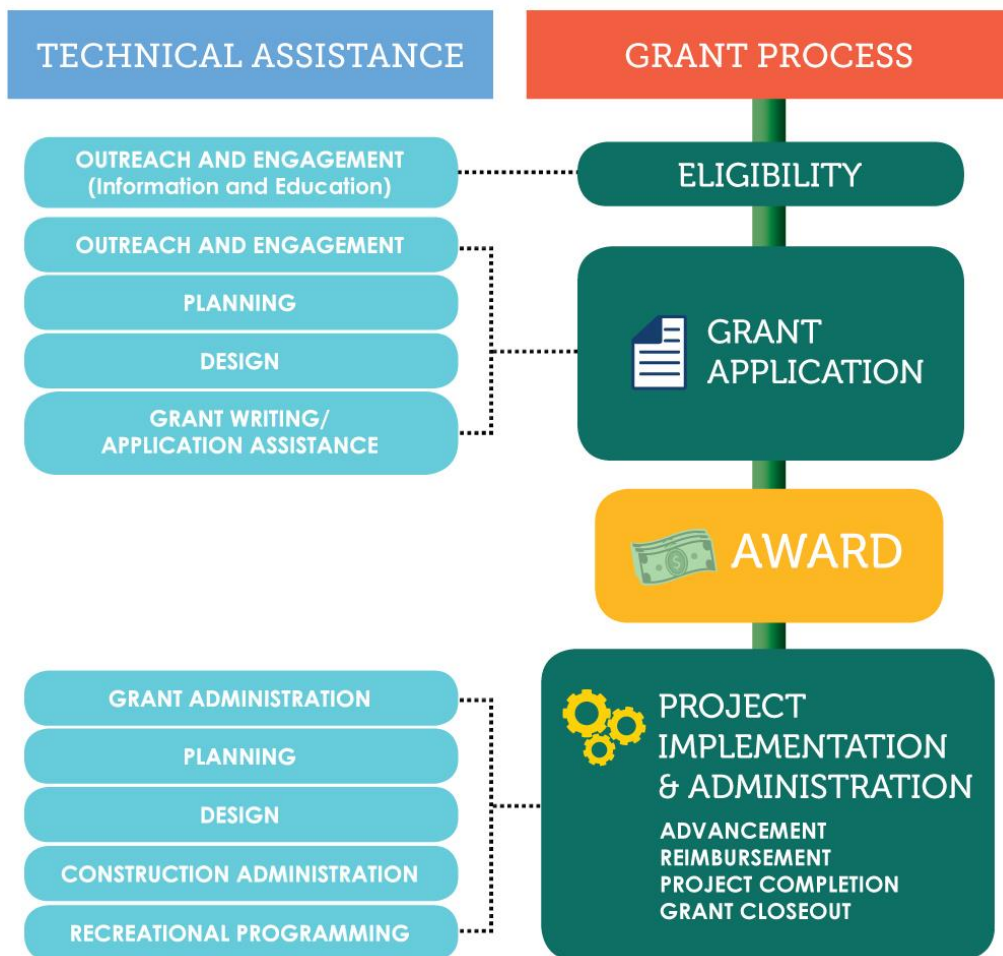
Small Groups Topic 1: Types of Technical Assistance

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			Social Media Outreach	Outreach Training and Resource Toolkit	Culturally Inclusive Branding and Outreach Materials
Planning			Master Planning and Site Prioritization/Selection; Site-Specific Studies; Feasibility Studies and Cost Estimates		
Design		Reimbursement for Design-Related Conferences			Manuals and Guides; Cost Estimate Catalog
Grant Writing/ Application Assistance	Phone Hotlines and Chatlines; Application Feedback		Professional Grant Writers	Introductory Workshops; Grant Writing Training	User-Responsive Online Application and Toolkits
Grant Administration	Online Grant Portal	Access to Financing Mechanisms			Digital and Easily Accessible Materials and Resources
Construction Administration			Mentorship Programs; Bid Pre-Qualification Pool	Technical Training	
Recreational Programming	Marketing & Communications		Partnership Building & Cooperative Agreements; Program Development & Education		

In the matrix above, please make any edits to the suggested technical assistance tools and write in any other specific technical assistance needs.

LOS ANGELES COUNTY · REGIONAL PARK AND OPEN SPACE DISTRICT

MEASURE A

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?

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PROGRAM INNOVATION AND OVERSIGHT

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