MEASURE A

Proceedings
of the
MEASURE A
Implementation
Steering
Committee

June 28, 2018

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Introduction

1.   Introduction

1.1   MEASURE A IMPLEMENTATION PROCESS

The Los Angeles County Regional Park and Open Space District (RPOSD) is responsible for implementing and administering the Los Angeles County Safe, Clean Neighborhood Parks and Beaches Measure of 2016 (Measure A). Seventy-five percent (75%) of Los Angeles County voters approved Measure A in November of 2016, which authorizes dedicated local funding for park, recreation, and open space projects and their maintenance through an annual special tax of 1.5 cents per square foot of building floor area on all taxable real property in the county.

Measure A makes funding available to eligible recipients for projects that repair and upgrade parks and recreational facilities; preserve and protect open spaces and beaches; and support recreational programming. Measure A also includes efforts to update and maintain the 2016 Countywide Comprehensive Parks and Recreation Needs Assessment (PNA) and its data. RPOSD will utilize innovative technology to facilitate online grant application and administrative processes and to provide efficient oversight.

The Measure A implementation process was led by RPOSD and a team of private and nonprofit consultants, and benefitted greatly from the input of a dedicated steering committee consisting of members with expertise in parks, recreation, and open space as well as related local community issues in Los Angeles County. RPOSD conducted outreach and engagement to solicit additional feedback from potential grantees and interested members of the public.

The purpose of these *Proceedings of the Measure A Implementation Steering Committee* is to document the Measure A Implementation Steering Committee's recommendations for developing and implementing Measure A guidelines, policies, and procedures. This document will inform the development of a series of Board Letters, to be submitted by RPOSD to its governing body, the Los Angeles County Board of Supervisors (BOS).

The Board Letters will contain RPOSD recommendations for final Measure A policies, developed in accordance with Measure A ballot language and Steering Committee recommendations. These Board Letters will be submitted by RPOSD for adoption by the BOS. Once adopted, the Board Letters will serve as the governing documents that will guide Measure A policies and procedures.

1.2   MEASURE A IMPLEMENTATION STEERING COMMITTEE

The Measure A Implementation Steering Committee first convened in April 2017 and met 14 times, concluding in June 2018. Members provided personal and professional insights and preferences based on their experience as members of the community and practitioners in their respective fields. The Steering

Committee is an advisory group and has no authority to execute recommendations that arose throughout the course of the process.

1.2.1 FUNCTIONS

The Steering Committee had three main functions, each with equal importance:

1. Provide feedback and direction to RPOSD staff and its consultants regarding the implementation of Measure A, with the goal of creating processes, systems, and communication strategies that support the efficient, equitable, and sustainable distribution of Measure A funds.
2. Make recommendations to RPOSD and its consultants at key project milestones.
3. Communicate information about the implementation of Measure A to other Los Angeles County residents and organizations in order to raise awareness of the ongoing processes and funding opportunities available through RPOSD.

1.2.2 COMPOSITION

The Steering Committee consisted of 46 members and included members representing the following groups:

- From each Supervisorial District:
    - One staff representative (5 people total)
    - Two representatives from community-based organizations (CBOs)working on parks and recreation projects and/or programs in the District (10 people total)
    - Two community-at-large representatives (10 people total)
- Representative from each Council of Government (COG) and from the cities of Los Angeles, Lancaster, and Palmdale (10 people total)
- Representatives from the following county departments: Beaches and Harbors, CEO, Military and Veterans Affairs, Parks and Recreation, Public Health, and Consumer and Business Affairs (6 people total)
- A representative from RPOSD (1 person)
- A representative from First 5 LA, Trust for Public Land, and the Prevention Institute (3 people total)
- A representative from the California Conservation Corps (1 person)

1.3 RPOSD OUTREACH AND ENGAGEMENT

As part of the Measure A implementation process, RPOSD utilized a wide variety of community outreach and engagement methods to gather feedback from potential future grantees, subject matter experts, and members of the public. By engaging park agencies, community organizations, industry experts, and the general public during the implementation process, RPOSD gained additional insights and recommendations for the effective implementation of Measure A.

1.3.1 AGENCY UPDATE MEETINGS (PARK FUNDING 100 SERIES)

RPOSD hosted a series of agency update meetings to engage park-planning agencies and other grant-seeking organizations interested in receiving Measure A funds. These meetings provided Measure A implementation updates and sought feedback to identify barriers to the application process.

Approximately 200 participants attended these agency update meetings. Park Funding 101 was attended by representatives from 61 individual cities, 13 non-city government agencies, and 27 nonprofit organizations and community groups. Park Funding 102 was attended by representatives from 55 individual cities, 8 non-city government agencies, and 32 nonprofit organizations and community groups.

RPOSD will continue to engage agencies and grant-seeking organizations on an ongoing basis to share general information and to provide in-depth technical assistance.

1.3.2 COMMUNITY UPDATE MEETINGS

RPOSD partnered with CBOs to facilitate a series of community meetings to inform the general public how Measure A is being implemented and how they could connect with their local park agencies to learn more about ongoing and upcoming park projects and opportunities to engage and advocate for priority projects.

Meetings provided community members with an overview of Measure A policy development efforts and available funds, grantee community engagement requirements, and an opportunity to meet with representatives from local park planning agencies to discuss community and project-specific questions and concerns.

RPOSD will continue to routinely engage the general public with the goal of connecting LA County park users to their local agencies and educating them about public-sector park planning processes.

1.3.3 SOCIAL MEDIA

During spring 2018, RPOSD launched a social media initiative with the primary goal of expanding overall awareness of Measure A among potential grantees and members of the general public. By engaging grant-seeking agencies and organizations as well as LA County residents and park users, the social media initiative intended to increase attendance at community engagement meetings and events, improve access to park-related resources by driving traffic to the RPOSD website, and help boost local agency outreach efforts.

RPOSD will continue to implement and expand the social media initiative to help agencies and grant-seeking organizations leverage RPOSD's base of followers to increase attendance at 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.

1.3.4   FOCUSED OUTREACH

RPOSD conducted additional focused outreach to agencies, organizations, and individuals with unique barriers or expertise on specific and often complicated issues. Those who participated provided insight into special circumstances and barriers that may arise during the grantmaking process. Engagement was conducted in the form of small group or private meetings, telephone interviews, online surveys, or involvement in regional events. Focused outreach included the following:

- **Online survey of park agencies** to identify technical assistance needs, organizational capacity, existing community engagement, and inventory practices.
- **Online survey of the general public** to determine how LA County park-users access their favorite local and regional parks and natural areas.
- **Telephone interviews** with experts in the areas of shared use and displacement to discuss anticipated barriers and other unique considerations.
- **Telephone consultations** with public agencies and potential grantees seeking feedback on specific questions pertaining to Prop A reconciliation, Measure A funding opportunities, and barriers to grant administration.
- **Research consultations** with universities studying the implementation process of several County tax measures.
- **Focus groups** to identify unique barriers for organizations eligible for programmatic grants and large agencies.

1.4   COMMON THEMES FROM IMPLEMENTATION PROCESS

A number of reoccurring themes emerged from the 14-month Steering Committee process and greatly influenced the recommendations of the Steering Committee. These themes are summarized below and are acknowledged by RPOSD as ongoing topics of interest for research and policy development.

1.4.1   COUNTYWIDE NEED EXCEEDS AVAILABLE FUNDS

As demonstrated in the PNA, which identified approximately $21.5 billion in needed park improvements, the demand for funds significantly exceeds the anticipated Measure A revenue. In situations where agencies and organizations must compete for limited resources, disagreements may arise when attempting to establish funding priorities. With this in mind, the recommendations developed during the implementation process seek to maintain a balanced approach to distributing funds to a diverse range of project types, geographies, and grantees. RPOSD acknowledges that Measure A will not be able to fund all of the needed projects in the county and will work with strategic partners, local and regional agencies, and potential grantees to provide technical assistance aimed at procuring external funding sources.

1.4.2   NEED FOR TECHNICAL ASSISTANCE

Steering Committee input and RPOSD outreach and engagement to potential grantees revealed a great need for technical assistance among local agencies and other grant-seeking organizations. In response, RPOSD and the Steering Committee recommend a first-of-its-kind technical assistance program (TAP) that will provide a strong suite of tools and strategies appropriate for all stages of the grant-making continuum, from project formulation and administration to implementation and maintenance. The TAP has been

established as a flexible tool that can adjust priorities, available resources, and financial investment as needed over time. The TAP elements of initial priority include:

- Resource toolkits
- Technical assistance directories
- Training and education
- Ongoing technical support from RPOSD
- Professional services
- Planning and design funds

1.4.3 APPLICATION AND ADMINISTRATION BARRIERS

The Steering Committee—along with a strong majority of local agencies and potential grantees planning to apply for Measure A funds—cited concerns over inefficient grant application and administration processes that put strain on those with limited organizational capacity. RPOSD has worked diligently to review existing procedures, internal organizational capacity, and technological advancements that could reduce barriers to the application and administration process. RPOSD has planned for a complete overhaul of both the application and administration processes through the development of an online grant management system. The online grant management system is anticipated to reduce the number of required documents, provide automated systems, and provide a clearinghouse of historical documents to ease transitions that arise from grantee staff turnover.

1.4.4 INCLUSIVE COMMUNITY ENGAGEMENT

There was consensus among the Steering Committee that robust and inclusive community outreach and 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—is critical in delivering successful projects. RPOSD has developed forward-thinking community engagement requirements that not only set a minimum standard for the quality of outreach and engagement conducted (including detailed language access analysis), but allow grant applications to receive additional points in competitive grant evaluation for grantees going above and beyond the minimum requirements. RPOSD will also provide training and education on the best practices detailed in the minimum requirements as part of the TAP.

1.4.5 CHALLENGES ASSOCIATED WITH LAND ACQUISITION

The Steering Committee carefully considered the countywide shortage of affordable land, especially in dense communities that are faced with rapidly rising land values. The committee specifically cited the need for funds to flow expeditiously so that agencies and organizations can quickly act on opportunities to acquire land without lengthy administrative processes that could put them at a disadvantage in this intensely competitive real estate market. In response, RPOSD has established a separate funding category that includes special exceptions to funding cycles and community engagement requirements. These exceptions are intended to facilitate a faster application process that will allow grantees to enter into negotiations quickly and effectively.

1.4.6 NEED FOR SHARED-USE AGREEMENTS

When land acquisition is not an option, many dense communities will need to enter into shared-use agreements with local schools or other facilities to provide for their residents' park and recreation needs. By allowing schools to partner with local park agencies to apply for funds, RPOSD encourages the

development of shared-use agreements. RPOSD will also continue researching barriers to sharing facilities while engaging local school districts to help facilitate relationship building and collaboration between school districts and local agencies.

1.5   MEASURE A OVERVIEW

1.5.1   DESCRIPTION

Measure A was drafted to meet current and future park need, and its content reflected the findings of the PNA. Measure A includes a needs-based hybrid approach to funding through formula-based allocations and competitive grants. Measure A was approved by 74.9 percent of voters in November 2016 and asked voters to continue their support for local parks, beaches, open space, and water resources by approving an annual parcel tax of 1.5 cents per square foot of improved property. In 2018, the first year of the tax, the estimated tax for the owner of a 1,500-square-foot home is $22.50 and is included on the annual property tax bill. Generating approximately $96 million per year for the county's local parks, beaches, and open space areas, Measure A replaces and improves upon expiring funding from the voter-approved Propositions A of 1992 and 1996.

1.5.2   PROGRAM GOALS

The following are the goals for the distribution and use of Measure A funds:
- To provide funds to benefit property and improve the quality of life throughout the Regional Park and Open Space District by preserving and protecting parks, safe places to play, community recreation facilities, beach, rivers, open spaces, water conservation, youth and veteran career development, and the urban tree canopy.
- Fund projects consistent with or similar to those identified in the 2016 PNA, including, but not limited to, the following:
    - Protecting and developing parks, safe places to play, beaches, open space lands, and natural areas
    - Protecting, enhancing, and preserving open space, natural areas, and waterways
    - Promoting Healthy Communities
    - Increasing investments in High Need and Very High Need regions identified in the PNA
    - Protecting water resources, including lakes, rivers and creeks
    - Developing and improving local and regional recreational facilities, including general infrastructure improvements, sustainability improvements, and removal of asbestos, mold, and lead paint from existing facilities
    - Helping reduce gang activity by maintaining safe and healthy parks to encourage use by the community
    - Ensuring local drinking water continues to be safe and accessible at park and recreation centers
    - Providing safe places to play for after-school programs for children and youth

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- Providing youth and veteran career development and job training

- Improving park safety and universal accessibility, including for seniors and those with disabilities

- Protecting and enhancing clean and safe beaches

- Improving water quality and implementing stormwater capture on park and open space lands

- Developing and enhancing urban gardens, pocket parks, and other small-scale greening projects, including education and food health programs

- Facilitating community education, engagement, natural, historical and cultural resource interpretation, and other innovative projects that engage the community regarding park facilities funded by RPOSD

- Developing and enhancing senior citizen, youth, multi-generational, and other neighborhood and community recreation facilities

- Developing and enhancing public equestrian facilities, especially to promote sustainable practices

- Developing, restoring, and maintaining museums and cultural facilities

- Protecting and preserving the urban canopy and promoting tree health

1.6   BACKGROUND

Every year, more than 70 million people visit the over 3,000 parks in the county and its 88 cities and participate in park-sponsored recreational programs. Parks are essential infrastructure in the county that contribute to public health and well-being, create a sense of place, increase community cohesion, improve the environment, and boost the economy. Creating and maintaining thriving parks is vital to the quality of life of all county residents and is supported in part by RPOSD.

1.6.1   HISTORY OF RPOSD FUNDING IN LOS ANGELES COUNTY

1.6.1.1   Proposition A

The county and its cities have a long history of making significant investments in parks and recreation, beaches, open spaces, and natural areas. RPOSD has awarded grant funds for more than 1,500 development, acquisition, improvement, restoration, and rehabilitation projects for parks, recreational, cultural, and community facilities as well as beaches and open space lands throughout the county.

For over 20 years the county has relied on local voter-approved funding to protect and maintain local neighborhood, city, and county parks; outdoor areas; and beaches, rivers, watersheds, and local water resources. This dedicated local funding has also served as matching funds for state, federal, and philanthropic funding. In 1992 and again in 1996, county voters approved two local parks funding measures, both called Proposition A. The 1992 Proposition A created RPOSD and generated a revenue of $52 million annually through the approved annual direct assessment for all privately held parcels in the

county and expired in 2015. The 1996 Proposition A levied a second direct assessment that generates revenue of $28 million annually and will expire in 2019.

1.6.1.2   Parks Needs Assessment

The county underwent an inventory, analysis, and community engagement process that culminated in the 2016 Los Angeles Countywide Comprehensive Parks and Recreation Needs Assessment Final Report, which allowed the County to document and analyze the needs of all the communities in its jurisdiction. The PNA established the boundaries of 188 Study Areas of the county, evaluated each Study Area's parks need, and identified those Study Areas that have High and Very High Park Need (Refer to Figure 1-1 and Table 1-1). The metrics-based PNA found that park needs vary greatly throughout the county and demonstrated a need for billions of dollars of investment in all types of parks and open space areas in the county. Additional information on the PNA is available at http://lacountyparkneeds.org/final-report/.

Figure 1-1: Assessment of Park Need by Study Area (2016 PNA)
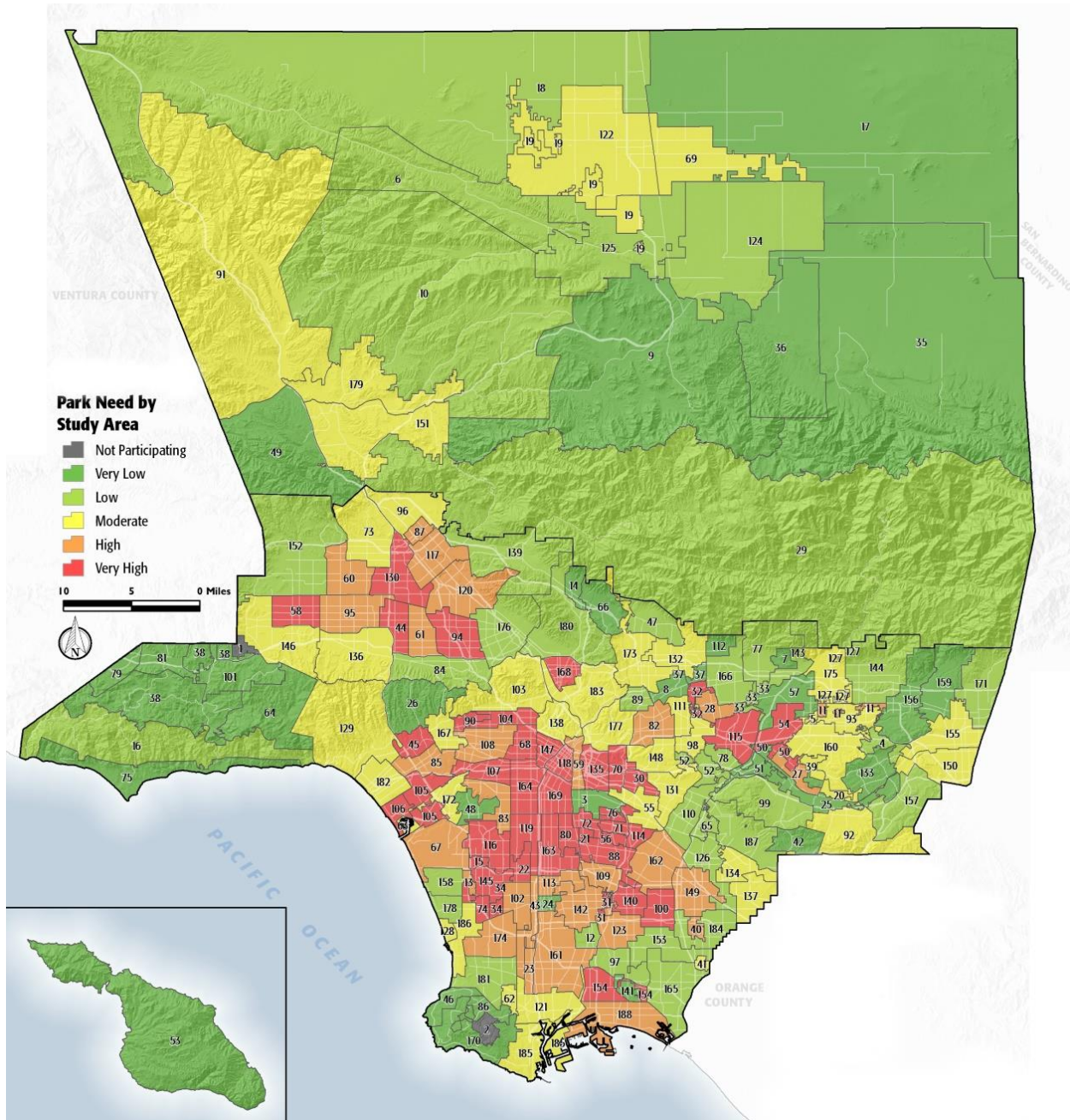
Table 1-1: Park Need by Study Area (2016 PNA)

ID#	STUDY AREA NAME	PARK NEED CATEGORY
1	Hidden Hills	Not Participating
2	Rolling Hills	Not Participating
3	Vernon / UI Vernon	Very Low
4	UI Covina-San Dimas	Low
5	UI Covina Islands	Moderate
6	UI Leona Valley / UI Lake Hughes	Low
7	Bradbury / UI Bradbury	Very Low
8	San Marino	Very Low
9	UI Acton / UI South Antelope Valley	Very Low
10	UI Agua Dulce-Angeles NF - Canyon Country	Low
11	UI Charter Oak Islands	High
12	UI Compton	Low
13	UI Del Aire	High
14	UI La Crescenta - Montrose	Very Low
15	UI Lennox	Very High
16	UI Malibu	Low
17	UI Northeast Antelope Valley	Very Low
18	UI Northwest Antelope Valley	Low
19	UI Quartz Hill - Lancaster	Moderate
20	UI San Jose Hills	Moderate
21	UI Walnut Park	Very High
22	UI West Athens - Westmont	Very High
23	UI West Carson	High
24	UI West Rancho Dominguez	Very Low
25	Industry	Very Low
26	LA Bel Air - Beverly Crest / UN Hollywood Hills	Very Low
27	La Puente	High
28	Temple City	High
29	UI Angeles National Forest	Low
30	UI East Los Angeles - Southeast	Very High
31	UI East Rancho Dominguez	Very High
32	UI East San Gabriel / UI Arcadia	Very High
33	UI Monrovia	Low
34	UI Hawthorne / UI Alondra Park	Very High
35	UI Lake LA \ UI Pearblossom \ UI Liano \ UI Valyermo	Very Low
36	UI Littlerock	Very Low
37	UI San Pasqual / UI East Pasadena	Very Low
38	UI Santa Monica Mountains / UI Triunfo Canyon	Very Low
39	UI Valinda	Moderate
40	Artesia	High
41	Hawaiian Gardens	Moderate
42	La Habra Heights	Very Low

ID#	STUDY AREA NAME	PARK NEED CATEGORY
43	LA Harbor Gateway	High
44	LA Van Nuys - North Sherman Oaks	Very High
45	LA Westwood / UI Sawtelle VA Center	Very High
46	Palos Verdes Estates	Very Low
47	UI Altadena	Low
48	UI Ladera Heights / View Park - Windsor Hills	Very Low
49	UI Stevenson / Newhall Ranch	Very Low
50	UI Bassett - West Puente Valley	Very High
51	UI Pellissier Village - Avocado Heights	Very Low
52	UI Sunrise Village - S. San Gabriel - Whittier Narrows	Low
53	Avalon / UI Channel Islands North	Very Low
54	Baldwin Park	Very High
55	Commerce	Moderate
56	Cudahy	Very High
57	Irwindale	Very Low
58	LA Canoga Park - Winnetka	Very High
59	LA Central City North	High
60	LA Northridge	High
61	LA Valley Glen - North Sherman Oaks	High
62	Lomita	Moderate
63	UI Marina del Rey	Moderate
64	UI Topanga Canyon / Topanga	Very Low
65	UI West Whittier - Los Nietos	Low
66	La Cañada Flintridge	Very Low
67	LA Westchester - Playa del Rey / LAX	High
68	LA Wilshire - Koreatown	Very High
69	Lancaster - Eastside	Moderate
70	UI East Los Angeles - Northwest	Very High
71	Bell	Very High
72	Huntington Park	Very High
73	LA Granada Hills - Knollwood	Moderate
74	Lawndale	Very High
75	Malibu	Very Low
76	Maywood	Very High
77	Monrovia	Low
78	South El Monte / UI El Monte / UI Whittier Narrows	Low
79	Westlake Village	Very Low
80	UI Florence-Firestone	Very High
81	Agoura Hills	Very Low
82	Alhambra	High
83	LA Baldwin Hills - Leimert - Hyde Park	High
84	LA Sherman Oaks - Studio City / UI Universal City	Low
85	LA West Los Angeles	High
86	Rolling Hills Estates / UI Westfield	Very Low

ID#	STUDY AREA NAME	PARK NEED CATEGORY
87	San Fernando	High
88	South Gate	Very High
89	South Pasadena	Low
90	West Hollywood	Very High
91	UI Castaic	Moderate
92	UI Rowland Heights	Moderate
93	Covina	Moderate
94	LA North Hollywood - Valley Village	Very High
95	LA Reseda - West Van Nuys	High
96	LA Sylmar	Moderate
97	Long Beach Central	Low
98	Rosemead	Moderate
99	UI Hacienda Heights - Whittier	Low
100	Bellflower	Very High
101	Calabasas	Very Low
102	Gardena	High
103	LA Hollywood - North	Moderate
104	LA Hollywood - South	Very High
105	LA Palms - Mar Vista - Del Rey	Very High
106	LA Venice	Very High
107	LA West Adams	Very High
108	LA Wilshire - West	High
109	Lynwood / UI Lynwood	High
110	Pico Rivera	Low
111	San Gabriel	Moderate
112	Sierra Madre	Very Low
113	UI Willowbrook	High
114	Bell Gardens	Very High
115	El Monte	Very High
116	Inglewood	Very High
117	LA Arleta - Pacoima	High
118	LA Central City	Very High
119	LA South Los Angeles	Very High
120	LA Sun Valley - La Tuna Canyon	High
121	LA Wilmington - Harbor City / LA Port of LA	Moderate
122	Lancaster - Westside	Moderate
123	Long Beach North	High
124	Palmdale - Eastside / UI South Antelope Valley	Low
125	Palmdale - Westside	Low
126	Santa Fe Springs	Low
127	UI Azusa	Moderate
128	Hermosa Beach	Moderate
129	LA Brentwood - Pacific Palisades	Moderate
130	LA Mission Hills - Panorama City - North Hills	Very High

ID#	STUDY AREA NAME	PARK NEED CATEGORY
131	Montebello	Moderate
132	Pasadena - Eastside / UI Kinneloa Mesa	Moderate
133	Walnut	Very Low
134	UI South Whittier / UI East La Mirada	Moderate
135	LA Boyle Heights	Very High
136	LA Encino - Tarzana	Moderate
137	La Mirada	Moderate
138	LA Silver Lake - Echo Park - Elysian Valley	Moderate
139	LA Sunland – Tujunga - Lake View Terr - Shadow Hills	Low
140	Paramount	Very High
141	Signal Hill	Very Low
142	Compton	High
143	Duarte	Low
144	Glendora / UI Glendora	Low
145	Hawthorne	Very High
146	LA West Hills - Woodland Hills / UI Canoga Park	Moderate
147	LA Westlake	Very High
148	Monterey Park	Moderate
149	Norwalk	High
150	Pomona - Southside	Moderate
151	Santa Clarita - South	Moderate
152	LA Chatsworth - Porter Ranch / UI Chatsworth	Low
153	Lakewood / UI Lakewood	Low
154	Long Beach West	Very High
155	Pomona - Northside	Moderate
156	San Dimas / UI San Dimas	Very Low
157	Diamond Bar	Low
158	El Segundo	Low
159	La Verne / UI La Verne/ UI Claremont	Very Low
160	West Covina	Moderate
161	Carson	High
162	Downey	High
163	LA Southeast Los Angeles	Very High
164	LA Exposition Park - University Park - Vermont Sq.	Very High
165	Long Beach East / UI Long Beach	Low
166	Arcadia	Low
167	Beverly Hills	Moderate
168	Glendale - Southside	Very High
169	LA Southeast Los Angeles - North	Very High
170	Rancho Palos Verdes	Very Low
171	Claremont / UI Claremont	Low
172	Culver City	Moderate
173	Pasadena - Westside	Moderate
174	Torrance - North	High

ID#	STUDY AREA NAME	PARK NEED CATEGORY
175	Azusa	Moderate
176	Burbank	Low
177	LA Northeast Los Angeles - South	Moderate
178	Manhattan Beach	Low
179	Santa Clarita - North	Moderate
180	Glendale - Northside	Low
181	Torrance - South	Low
182	Santa Monica	Moderate
183	LA Northeast Los Angeles - North	Moderate
184	Cerritos / UI Cerritos	Low
185	LA San Pedro / Port of Los Angeles / UI La Rambla	Moderate
186	Redondo Beach	Moderate
187	Whittier	Low
188	Long Beach South	High

1.7   STRATEGIC EXPENDITURE PLAN

The expenditure of Measure A funds is divided into different funding categories (see Figure 1-2), including the Steering Committee's recommended expenditures and expenditures required by Measure A. Measure A specifies that up to 77.8 percent of Measure A funds will be spent on grant programs, 15 percent on maintenance and servicing, and 7.2 percent on implementation, operations, and oversight.

1.7.1   GRANT PROGRAMS

The large bulk of Measure A funds (77.8 percent) are to be awarded to eligible agencies and organizations through annual allocation and competitive grant programs. Measure A contains five categories of grant funding:

- Category 1: Community-Based Park Investment Program
- Category 2: Safe, Clean Neighborhood Parks, Healthy Communities, and Urban Greening Program
- Category 3: Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program
- Category 4: Regional Recreational Facilities, Multi-use Trails and Accessibility Program
- Category 5: Youth and Veteran Job Training and Placement Opportunities Program

Measure A grant funds from these categories are dedicated to both annual allocations and competitive grants. Annual allocations are distributed using set formulas, and competitive grants are awarded on a competitive basis. Table 1-2 below provides an overview of Measure A's annual allocation grant programs and identifies the funding category (or categories) for each of these programs; Table 1-3 shows the same for Measure A's competitive grant programs. Table 1-3 includes two competitive grant programs recommended by the Steering Committee in addition to those called for in Measure A. Detailed information about each grant program can be found in Sections 4.2 and 4.3.

Table 1-2: Overview Of Measure A Annual Allocation Grant Programs

GRANT PROGRAM	FUNDING CATEGORY / PERCENTAGE OF CATEGORY FUNDS
Community-based Park Investment Program	Category 1 / 100%
Neighborhood Parks, Healthy Communities, & Urban Greening Program	Category 2 / 100%
Allocation to Los Angeles County Department of Beaches and Harbors	Category 3 / 25%
Allocation to Los Angeles County Department of Parks and Recreation	Category 4 / 25%
County Cultural Facilities Program	Category 4 / 10%
Maintenance & Servicing	Maintenance & Servicing / 100%

Table 1-3: Overview Of Measure A Competitive Grant Programs

GRANT PROGRAM	FUNDING CATEGORY/PERCENTAGE OF CATEGORY FUNDS
Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grants[1]	Category 3 / 38%
Regional Recreation, Multi-use Trails and Accessibility Competitive Grants[1]	Category 4 / 30%
Acquisition-only Program[2]	Category 3 / 12% & Category 4 / 10%
Recreation Access Program[1]	Category 3 / 15% & Category 4 / 15%
Youth and Veteran Job Training and Placement Program[1]	Category 5 / 100%
Planning & Design Funds (Technical Assistance)[2]	Category 3 / 10% & Category 4 / 10 %

Notes on Table 1-3:
1. Required by Measure A.
2. Recommended by Steering Committee. Refer to Section 4 for additional information.

1.7.2   MAINTENANCE & SERVICING

Fifteen percent of Measure A funds are allocated to this category to help agencies and organizations maintain, service, and operate RPOSD-grant-funded land acquisition and/or capital projects. Maintenance & Servicing (M&S) funds can only be expended on RPOSD-funded projects and are allocated annually by city or agency, not Study Area. Additional information about M&S funds can be found in Section 4.2.7.

1.7.3   IMPLEMENTATION, OPERATIONS & OVERSIGHT

Implementation, Operations & Oversight funds, which account for 7.2 percent of Measure A funds, are to be used for grant administration purposes. The Steering Committee recommends that a significant portion of the funds be dedicated to RPOSD's TAP, which will aid potential grantees in the grant preparation process as well as project or program implementation. Additional information about the recommended TAP can be found in Section 4.1. These funds will also be used for the day-to-day operations of RPOSD and administration of updates to the PNA and the recommended Regional Recreation and Open Space Assessment. (See Sections 2.5 and 2.9 for additional information.)

Figure 1-2. Recommended Measure A Expenditure Plan

1.8   FUNDING SCHEDULE

Litigation of Measure A's special tax is ongoing. RPOSD prevailed at trial court, and the plaintiff's appeal is now underway. However, in an effort to distribute Measure A funds while the litigation is pending, RPOSD is recommending that the Los Angeles County BOS, acting as the Board of Directors for the RPOSD, authorize the release of the annual allocation funds of Measure A, including those for the Community-Based Park Investment Program; the Neighborhood Parks, Healthy Communities, & Urban Greening Program; and Maintenance & Servicing Funds, pending resolution of the appeal. RPOSD's recommendation to the BOS includes that the release of funds be contingent on having contracts and agreements signed with RPOSD prior to the resolution of the litigation that include a clause detailing the procedures for repayment of funds if required by the final court ruling. RPOSD is also recommending reserving all competitive grant funds until litigation is resolved.

1.8.1   ENROLLMENT CALENDAR

RPOSD has developed an enrollment process for qualified agencies and organizations that will streamline application for Measure A funds. Enrollment will open in early fall 2018 and be open continuously thereafter. For additional information about enrollment and eligibility determination, see Section 3.2.

1.8.2   ANNUAL ALLOCATIONS AND M&S CALENDAR

Annual allocations are available to eligible agencies enrolled with RPOSD. Applications for annual allocation funds will be accepted from enrolled agencies beginning in fall 2018 and continuously thereafter. RPOSD is committed to sending grant award notifications within 6 to 8 weeks of receiving completed applications. During the June/July blackout period (June 7 to July 7), payment requests cannot be processed. Processing of documents received between December 1 and December 31 may be delayed due to staff capacity. Refer to Section 3.2 for additional information on the annual allocation grant application and grant administration processes and Section 4.2 for additional information about each annual allocation program. Figure 1-3 illustrates the funding schedule for annual allocations.

1.8.3   COMPETITIVE GRANTS CALENDAR

It is recommended that competitive grants be available on a one- to four-year cycle, depending on the grant program.[i] The Competitive Grants Calendar indicates the year and quarter in which each grant period begins (Figure 1-4). Competitive grants will first be available when the litigation is resolved. For additional information about competitive grants, refer to Section 4.1 and Section 5.2

1.8.4   IMPLEMENTATION, OPERATIONS & OVERSIGHT CALENDAR

It is recommended that RPOSD use a portion of these funds develop and deliver a robust technical assistance program. (Figure 1-4). Additional information about the TAP can found in Section 4.1.

Figure 1-3: Recommended Allocation Calendars

Allocation Calendars

FOR CITIES, LOS ANGELES COUNTY DPR, LOS ANGELES COUNTY DBH; AGENCIES WITH RPOSD-FUNDED PROJECTS ELIGIBLE FOR M&S

For the following grant programs:

- Community-Based Park Investment Program
- Neighborhood Parks, Healthy Communities, & Urban Greening Program
- County Cultural Facilities Program
- Allocation to Department of Beaches and Harbors (DBH)
- Allocation to Department of Parks and Recreation (DPR)
- Maintenance and Servicing (M&S) funds

FY 2018/2019 Annual Allocation Calendar

SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER	JANUARY	FEBRUARY	MARCH	APRIL

Enrollment:
Opening: September 1, 2018 (projected)

Application:
Applications Available October 1, 2018 (projected)

Grant Award Notification:
Within 6 to 8 weeks of submitting completed application

Processing of documents received between December 1 and December 31 may be delayed due to staff capacity.

Ongoing Annual Allocation Calendar

JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER

Enrollment
Enrollment documents always accepted. Eligibility determination notification sent within 6 to 8 weeks of completing enrollment.

Application
Applications always accepted once eligibility is determined.

Grant Award Notification:
Within 6 to 8 weeks of submitting completed application.

June/July Blackout Period: Payment request documents are not processed between June 7 and July 7. Processing of payment documents received after June 7 will begin on July 8.

Processing of documents received between December 1 and December 31 may be delayed due to staff capacity.

Figure 1-4: Recommended Competitive Grants 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
Planning and Design	Categories 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	Q4 $2,500,000
Competitive	Categories 3 and 4	4 years	Q3 $8,353,053				Q3 $33,412,212				Q3 $33,412,212				Q3 $33,412,212	
Acquisition-only	Categories 3 and 4	1 year	Q3 $2,713,263	Q3 $2,713,263	Q3 $2,713,263	Q3 $2,713,263	Q3 $2,713,263	Q3 $2,713,263	Q3 $2,713,263	Q3 $2,713,263	Q3 $2,713,263	Q3 $2,713,263	Q3 $2,713,263	Q3 $2,713,263	Q3 $2,713,263	Q3 $2,713,263
Recreation Access	Categories 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 Job Training and Placement	Category 5	3 years	Q2 $3,605,035			Q2 $10,815,105			Q2 $10,815,105			Q2 $10,815,105			Q2 $10,815,105	

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

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
Funds will accrue annually until litigation is resolved and total amount available will be publicized when grant is opened.
* Minimum estimated amount of funds available.

1.9   STRUCTURE OF DOCUMENT

This document contains the following sections:

1. **Introduction.** This section includes a description of the Measure A implementation process, including information about the Steering Committee and high-level themes that emerged from their work. The section also introduces Measure A and provides general information about Measure A implementation, the strategic expenditure plan, and funding schedule.

2. **Policy Recommendations.** This section contains policy recommendations from the Measure A Steering Committee.

3. **Recommendations for Measure A Grant Guidelines.** This section is divided into four subsections:
   - The Overview contains information about the recommended timing and expenditure plan for the current grant cycle and provides an overview of the process for receiving grants.
   - Enrollment and Eligibility Determination provides details on the recommended RPOSD enrollment process and determination of eligibility to apply for Measure A grants.
   - Community Outreach and Engagement details the recommended minimum requirements for outreach and engagement and provide information, as well as the evaluation of outreach and engagement for select competitive grant programs.
   - Grant Administration and Project Delivery contains information on recommendations for applying for, administering, and closing grants.

4. **Recommendations for Measure A Grant Programs.** This section provides detailed descriptions of the recommendations for individual programs of Measure A:
   - Technical Assistance Program
   - Annual Allocation Programs
   - Competitive Grant Programs

5. **Recommendations for the Evaluation of Measure A.** This section provides an overview of the recommended metrics to be tracked by RPOSD as well as information about the recommended evaluation of the implementation and administration of Measure A programs.

6. **Glossary.** This section provides definitions of select terms used throughout the document.

7. **Appendices.** This section contains the following appendices:
   - 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

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[i] Some Steering Committee members advocated for more frequent grant cycles in order to provide more opportunities for applicants to compete for funds by reducing the risk of missing a funding opportunity due to capacity and/or timing issues. Some members stated that infrequent grant cycles create barriers to leveraging external funds.

2
Policy Recommendations

2. *Policy Recommendations*

In consultation with the Measure A Implementation Steering Committee, the Los Angeles County Regional Park and Open Space District (RPOSD) has developed a set of recommended policies to guide administration of Measure A funds and its different funding categories. These policies cover a range of topics and recommend how Measure A funds should be administered and distributed to agencies and organizations throughout the county. They will be used to inform RPOSD's future Board Letters, as described in the Introduction chapter of this document. The policies in this chapter are:

- 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
- Categories 1 and 2 Allocation Calculation Policy
- Forwarding Policy
- Displacement Avoidance Policy
- Sharing Funds Policy

2.1 GRANTMAKING POLICY

RPOSD recognizes the importance of lowering barriers to accessing and administering Measure A funds in order to meet the park needs 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 (M&S) 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 more 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 level of park need. The following set of grant-making policies are recommended for accessing and administering Measure A Funds.

- **Targeting Funds.**[i] 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 percent. This percentage will be evaluated periodically and may increase or decrease in future years based on the evaluation of metrics tracked by RPOSD, such as for funds and competitive grant proposals. At a minimum, the following competitive 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.**[ii] All competitive grant programs will include a "Level of Need" evaluation criterion. This criterion, depending on the specific grant program, will consider whether or not a project or program serves or benefits residents of High or Very High Need Study Areas, or provides services to and/or recruits a majority of its participants from 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 a 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.

2.2   VARIABLE ALLOCATIONS POLICY

Allocation of Measure A funds is subject to change on an annual basis, with up to 77.8 percent of annual funds to grant programs, up to 15 percent for maintenance and servicing of RPOSD-funded projects, and up to 7.2 percent for implementation, operations, and oversight. Prior to allocating funds according to these percentages, up to 2 percent of total funds may be distributed to the Board of Supervisors Designated Park Projects.

Measure A identifies the following variable allocations within funding categories:

- Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program. Up to 25 percent of funds shall be allocated to the County Department of Beaches and Harbors (DBH).
- Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program. Up to 15 percent of funds shall be allocated to recreation access programs.
- Regional Recreational Facilities, Multi-use Trails and Accessibility Program. Up to 25 percent of funds shall be allocated to the County Department of Parks and Recreation (DPR).
- Regional Recreational Facilities, Multi-use Trails and Accessibility Program. Up to 15 percent of funds shall be allocated to recreation access programs.

- Regional Recreational Facilities, Multi-use Trails and Accessibility Program. Up to 10 percent of funds shall be allocated to County cultural facilities.
- Youth and Veteran Job Training and Placement Opportunities Program. Up to 20 percent of funds shall be allocated to organizations that provide certifications and placement services or apprenticeship opportunities.

It is recommended that changes made to allocation rates adhere to the following policies:

1. In the first year of expenditures, allocation rates shall be recommended by the Measure A Implementation Steering Committee to the Board of Supervisors. The Steering Committee recommends that all allocation rates shall be set at the maximum allowable rate as specified in the Measure.
2. In subsequent years, allocation rates shall be set by the Board of Supervisors.
3. Changes to allocation rates shall be made with the overall goal of meeting Measure A's objectives and should consider the complete accounting of all allocations each year, changes in level of park need throughout the County, and other results of periodic evaluation of Measure A.
4. Beginning in 2026, the allocation for Maintenance and Servicing may increase up to 2 percent annually, with corresponding decreases for grant programs, until the two categories reach an equal allocation of 46.4 percent each.

2.3 BOARD OF SUPERVISORS DESIGNATED PARK PROJECTS POLICY

The Board of Supervisors may, on an annual basis, allocate up to 2 percent of Measure A revenue for designated park projects of their choosing. It is recommended that this allocation occur as follows:

1. The percent of revenue to be allocated for designated park projects shall be determined annually and shall not exceed 2 percent of annual revenue.
2. Each Supervisor's office shall receive one-fifth of the total amount of funds available annually. These funds may be expended annually or may accumulate.
3. Eligible expenditures include capital park projects, including planning and design, and Supervisors may use their funds to jointly fund eligible projects.
4. The Board should consider allocating a percentage of these funds:
   a. To High or Very High Need Study Areas and/or facilities that directly serve residents of these areas; or
   b. To projects that did not receive funding in previous competitive grant cycles.

2.4 CONSUMER PRICE INDEX UPDATE POLICY

Measure A allows for the adjustment of the rate of tax based on cumulative increases to the Western Urban Consumer Price Index (WUCPI) from July 1, 2017. It is recommended that adjustments to the rate of tax be set as follows:

1. The tax rate may be set no higher than the amount of 1.5 cents per square foot of development, as adjusted by the cumulative increases, if any, to the Western Urban Consumer Price Index (WUCPI) using the designated reference date of July 1, 2017.
2. The maximum allowable tax rate shall be determined using the CPI Update Formula and shall be calculated as follows:
   ($0.015)*(WUCPI on July 1 of previous calendar year)/(WUCPI on July 1, 2017) = maximum adjusted tax rate per square foot, rounded to the nearest one-tenth of a cent.
3. The tax rate shall be automatically adjusted every two years to the maximum rate allowed by the CPI Update Formula.
4. The Board of Supervisors may, in any given year, choose to adjust the tax rate to a rate less than the maximum. If the Board of Supervisors chooses to adjust the rate, the decision must be approved by a majority.
5. The tax rate shall not be adjusted prior to the first disbursement of funds from Measure A.

2.5 IMPLEMENTATION, OPERATIONS, AND OVERSIGHT POLICY

Measure A allows up to 7.2 percent of revenue to be designated for strategic planning, updates to the 2016 Countywide Parks Needs Assessment (PNA), and District operations including, but not limited to, management, technical assistance, outreach, and oversight, including personnel, to administer programs pursuant to the Measure. Consistent with the requirement that RPOSD operations be cost-neutral to the County, it is recommended that these funds shall be designated and spent as follows:

1. The percent of annual revenue dedicated to Oversight and Innovation shall be set at 7.2 percent.
2. These funds shall be expendable on strategic planning, updates to the PNA, and RPOSD operations, including but not limited to: management, technical assistance, outreach, and oversight, including personnel to administer all Measure A programs.

2.6 NONPROFIT MAINTENANCE AND SERVICING ALLOCATION POLICY

Measure A allocates 4.5 percent of available maintenance and servicing funds for eligible nonprofit organizations that own, operate, or both, parklands consistent with the Measure. It is recommended that these funds be allocated as follows:

1. Eligible nonprofit organizations that own and/or operate parklands consistent with the Measure may apply for M&S funds annually, following the established procedures and requirements for M&S funds, including any subsequent updates.
2. Funds shall be distributed proportionally, subject to RPOSD approval, based on the amount of funding available for distribution, the funding amount requested, and the number of applicants who meet the eligibility and submission requirements.
3. Applicants may or may not receive the full amount requested.
4. A city, the county, or a joint powers agency may assign a portion or all of its designated M&S funds to a nonprofit to maintain a project funded by RPOSD.

2.7   NEIGHBORHOOD PARKS, HEALTHY COMMUNITIES, & URBAN GREENING PROGRAM POLICY

Reducing park need levels from High or Very High to Moderate or better is one of the key desired outcomes of Measure A. It is anticipated that this process will take a significant amount of time, and that in many cases, High and Very High Need Study Areas will depend on Neighborhood Parks, Healthy Communities, & Urban Greening Program funds to reduce park need level, since the challenges facing High and Very High Need Study Areas are many and complex.

In order to best support Study Areas receiving these allocations as they work to meet park need, the following policies are recommended:

1. Any High or Very High Need Study Area that successfully reduces park need and is determined to have Moderate Need or better shall continue to receive Neighborhood Parks, Healthy Communities, & Urban Greening Program funds for a minimum of five years after the need level has changed, or when the PNA is updated, whichever is later. This is intended to promote stability and sustainability of the Study Area's parks and amenities.
2. The exception to this policy is that any Study Area that bonds Neighborhood Parks, Healthy Communities, & Urban Greening Program funds for a project that results in its need level improving to Moderate or better will continue to have its Neighborhood Parks, Healthy Communities, & Urban Greening Program allocations directed to debt service until the bond matures.
3. Study Areas that improve to Moderate or better will no longer be eligible for targeted funds in those competitive grant categories with targeted funds (as described in the General Grantmaking Policy), as these funds are targeted to High and Very High Need Study Areas only.

These policies will help ensure that Study Areas are able to forward their annual allocation for a period of up to five years, remove any immediate financial penalty resulting from reducing park need, and ensure that these Study Areas are able to continue reducing park need level.

2.8   BONDING POLICY

Bonding can be used to bring forward annual revenue flows to pay for capital improvements up front, especially improvements that are very costly or must be completed urgently. The following policies are recommended and grouped into policies for annual allocation funds and policies for competitive grant funds.

Annual Allocations

- **Bonding Allowed.** Local jurisdictions may choose to bond against some or all of their annual allocations in order to make funds available for large capital projects. Annual allocations include the following grant programs: 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. 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.

- **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 time frame will result in loss of grantee's good standing.

Competitive Grant Funds

- **Bonding Allowed**. Bonding of Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grants; Regional Recreation, Multi-use Trails, and Accessibility Competitive Grants; and Acquisition-only Competitive Grants 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 to 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 Grants 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.

2.9   COUNTYWIDE PARKS NEEDS ASSESSMENT MAINTENANCE POLICY

Park inventory data collected during the 2016 Countywide Parks Needs Assessment provide the basis for calculating park need in Los Angeles County. As such, it is vitally important that this data be updated frequently enough to document changes in park need. The following policies are recommended for maintaining the PNA.

Park Inventory Data

1. All park agencies shall update their park inventory data annually. This update shall include park names, park locations, park sizes, and quantity and condition of 16 standard amenities within each park, as described in the 2016 Countywide PNA.
2. Verifying existing data and providing any necessary updates is required to remain in good standing with RPOSD.

Countywide Park Need Map

1. Updated park inventory data and US Census population numbers as adjusted by Los Angeles County shall be used to update the Countywide Park Need Map every two years.

Parks Needs Assessment Update

1. The PNA shall be updated once every 8 to 10 years.
2. Every update of the PNA shall contain at a minimum the metrics used in the 2016 Countywide PNA, to ensure the ability to track changes over time.
3. Designation of Study Area need levels shall be updated concurrently with the PNA.

Regional Recreation and Open Space Assessment

1. A Regional Recreation and Open Space Assessment shall be conducted to determine regional recreation and open space needs in the county.
2. Results of this assessment shall be used to help inform project planning and project selection for competitive grants.
3. The Regional Recreation and Open Space Assessment shall be updated once every 8 to 10 years.

2.10 TIMING OF ALLOCATION RATIO CALCULATION POLICY

Measure A tax amount for each parcel in the county is calculated each fiscal year using data revised annually by the Los Angeles County Office of the Assessor. Calculations for the allocation of this tax revenue for the Community-Based Park Investment Program; Neighborhood Parks, Healthy Communities & Urban Green Program; and Maintenance and Servicing Funds are calculated using the Per Capita Structural Improvements Formula, as defined in Measure A. As agencies begin to rely on Measure A annual allocations in their planning and budgeting for capital improvements, it is important they receive a fairly consistent amount of funds to avoid budget shortfalls. To provide this stability, the following policy is recommended:

1. Calculation of annual allocation ratios adjusted every four to six years, using the following data sources:
    a. Study Area population shall be calculated using the most current US Census population numbers as adjusted annually by Los Angeles County.
    b. Structural Improvement square footage shall be calculated using the most current data from the Los Angeles County Assessor's office.

2.11 FORWARDING POLICY

Agencies receiving annual allocations may have projects with budgets larger than their annual allocation amounts. The following policies are recommended for agencies that wish to loan themselves funds to be repaid from future allocations:

1. An agency may loan itself funds to be repaid from future allocations, but may not forward more than five years' worth of anticipated allocation funds.
2. Agencies wishing to forward themselves funds must include this information in their initial project application and commit to using annual allocation funds for repayment. If an agency chooses to repay the forwarded funds more quickly than planned, using other funding sources, they must notify RPOSD in writing in order to use their allocation funds for other projects.

2.12 DISPLACEMENT AVOIDANCE POLICY

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 Measure A Implementation Steering Committee recognizes that displacement and gentrification have many causes and are countywide concerns that cannot be addressed by RPOSD alone. Therefore, and in accordance with Goal Five, Policy 1, the Steering Committee recommends that the Board of Supervisors form, and adequately fund using a variety of sources, a displacement avoidance taskforce to develop countywide solutions to these issues.

The following five goals and associated policies are recommended to directly address and lessen the likelihood of displacement and gentrification as a result of Measure A-funded park enhancement projects.

- **Goal One.** 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. The following policies are recommended to meet this goal:
  - **Policy 1.** Set aside a portion of Measure A funds for 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 Program; Regional Recreation, Multi-use Trails and Accessibility Competitive Grants Program; and the Acquisition-only Program, at least 30 percent of funds should be expended on projects located in High and Very High Need Study Areas.
  - **Policy 4.** Allow nonprofit affordable housing developers working in collaboration with local park agencies and/or nonprofit 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 (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.

- **Goal Two.** 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. The following policies are recommended to meet this goal:
  - **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 in areas with value capture or other displacement prevention policies in place.
  - **Policy 4.** Require conformance to applicable relocation law regarding the loss of any housing units demolished in the course of park construction or enhancement.

- **Goal Three.** Require culturally competent, linguistically appropriate, inclusive, and meaningful public outreach and engagement aimed at existing populations for all projects funded by Measure A. The following policies are recommended to meet this goal:
  - **Policy 1.** Adopt a community engagement policy for Measure A–funded projects which requires meaningful engagement, language access, and cultural inclusion.
  - **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.
  - **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.

- **Goal Four.** Collect, analyze, and report park investment data to monitor for displacement and gentrification. The following policies are recommended to meet this goal:
  - **Policy 1.** As a part of the ongoing 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, nonprofit organizations, and other public agencies seeking to address displacement and gentrification, 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.

- **Goal Five.** 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, local jurisdictions, or municipalities and business, education, health, 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 a variety of 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 and type of property sales.

2.13   SHARING FUNDS POLICY

Under Measure A, allocations from the Community-Based Park Investment Program and the Neighborhood Parks, Healthy Communities, & Urban Greening Program represent relatively fixed funding allocations that are to flow to and be expended within specific Study Areas. However, due to distribution of local resources, land availability, and other local conditions, it is likely that sharing annual allocation funds between Study Areas could benefit residents of all Study Areas involved.

As with allocations from the Community-Based Park Investment Program and the Neighborhood Parks, Healthy Communities, & Urban Greening Program, Maintenance and Servicing funds represent relatively fixed allocations for expenditure by specific recipients for the purposes of offsetting the increased costs of maintaining projects in perpetuity. It may be beneficial for agencies to be able to share M&S funds as well.

The following policies are recommended to guide sharing of funds:

Allocations

It is recommended that a city or the county may elect to use Community-Based Park Investment Program and Neighborhood Parks, Healthy Communities, & Urban Greening Program funds that are associated with one Study Area for use in another Study Area, or to transfer funds from itself to an adjacent jurisdiction, provided that:

1. The "receiving" Study Area is adjacent to the "sending" Study Area; and

2. RPOSD finds, through the grant-making process, that the intended use of the funds will benefit the residents of the "sending" Study Area.

Maintenance and Servicing Funds

It is recommended that a designated M&S recipient may elect to transfer/assign its M&S funds to another eligible recipient, provided that:

1. The "receiving" entity operates completed RPOSD-funded projects whose grant(s) are closed; and

2. RPOSD finds, through the administrative review process, that the intended use of the funds will benefit the residents of the "sending" entity.

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[i] Some Steering Committee members recommended that the minimum target for funding competitive grants for projects located in High or Very High Need Study Areas be higher than 30 percent because 50 percent of the County population currently lives in High and Very High Need Study Areas and the 30 percent target will not provide enough funds for those areas. Other Steering Committee members expressed concerns that the PNA did not adequately capture how some Moderate and/or Low Need Study Areas serve High and Very High Need Study Areas or how some moderate and/or Low Need Study Areas have open space needs and therefore underestimated their need. There were also opinions that Community-based Park Investment Program funds are sufficient in leveling the playing for High and Very Need Study Areas and additional targeting through competitive funds would put Moderate and Low Need Study Areas at an unfair disadvantage when competing for funds.

[ii] Some Steering Committee members recommended awarding more points to projects that are located in High and Very High Need Study Areas and awarding fewer points to projects that serve or benefit residents of High and Very High Need Study Areas. Some Steering Committee members were opposed to awarding points for projects purporting to serve or benefit High or Very High Need Study Areas based on the difficulty of documenting that the intended communities are benefitting from or are served by a project. Some Steering Committee members recommended putting a mechanism in place to ensure that projects intending to serve or benefit residents of High and Very High Need Study Areas meet this goal even if a project must be modified after completion to achieve this goal.

3

Recommendations for Measure A Grant Guidelines

3. Recommendations for Measure A Grant Guidelines

3.1 OVERVIEW

The recommended Measure A grant guidelines detailed in this chapter apply to all grant programs described in Chapter 4, Measure A Programs. These guidelines include information about the calendar and expenditure plan for the current funding cycle, and an overview of the Measure A grant process, from enrollment to grant close-out.

Technical assistance is available to potential grantees to help successfully navigate the Measure A grant process. The purpose of providing technical assistance to potential grantees is to reduce barriers related to administrative capacity, and by so doing, contribute to the success of Measure A in addressing park need across Los Angeles County (County). The TAP provides a strong suite of tools and strategies, appropriate for all stages of the grant-making continuum, from project formulation to administration and implementation. More information about the TAP can be found in Section 4.1.

3.1.1 CALENDAR FOR CURRENT FUNDING CYCLE

Annual Allocations

Annual allocations will be available in fall 2018 to qualified agencies that have completed enrollment and received a determination of eligibility. Agencies can submit applications for their annual allocation funds at any time in the calendar year, except during specified blackout periods (refer to Section 4.2 for additional detail). Although there may be exceptions, processing times for annual allocations will be as follows:

- Six to eight weeks from submission of completed application to notice of grant award

Competitive Grants

As shown in Figure 1-4, it is recommended that competitive grants be available on a one- to four-year cycle, depending on the grant program.[1] As described in Section 1.8, funding for competitive grants will be accrued until the resolution of litigation. Once the litigation is resolved, the accrued funds for each competitive grant program will be released. After this first round of competitive grants, the competitive grant programs will follow the calendar shown in Figure 1-4.

Each competitive grant program will make applications available, set application due dates, identify application evaluation periods, and issue notification of grant award as shown in Tables 3-1 to 3-3.

Table 3-1: Calendar for Development Grants
(Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grant Program; Regional Recreation, Multi-Use Trails and Accessibility Competitive Grant Program; and Acquisition-Only Competitive Grant Program)

	YEAR 1									YEAR 2		
	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
Application available												
Application due							SEP 1					
Application evaluation												
Notification of grant award												FEB 1

Table 3-2: Calendar for Recreation Access Program Grants

	YEAR 1				YEAR 2							
	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG
Application available												
Application due							MAR 1					
Application evaluation												
Notification of grant award												AUG 1

Table 3-3: Calendar for Youth and Veteran Job Training and Placement Program Grants

	YEAR 1	YEAR 2										
	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV
Application available												
Application due							JUN 1					
Application evaluation												
Notification of grant award												NOV 1

3.1.2 RECOMMENDED EXPENDITURE PLAN, FISCAL YEAR 2018–19

The Measure A Annual Expenditure Plan, shown in Figure 3-1, shows recommended dollar amounts allocated to each funding category in FY 2018/2019.[2] These amounts are estimates and will be updated with final numbers at the close of FY 2017/2018. The amounts allocated to each funding category may change from year to year in the future due to factors such as changes in tax revenue and policy changes. Funds allocated for competitive grants annually will be reserved until the grant program opens.

3.1.3 OVERVIEW OF PROCESS FOR RECEIVING GRANT FUNDS

Figure 3-2 shows the sequential process to be followed to receive Measure A grant funding. Section 3.2 contains guidance and information on navigating the initial steps of the grant process prior to applying for a grant, including enrollment, determination of eligibility, and reporting technical assistance needs. Section 3.4 provides details on the remaining elements of the grant process, including application, approval and grant award, advancement, reimbursement, project completion, and grant closeout.

Figure 3-1: Recommended Measure A Expenditure Plan for FY 2018–2019
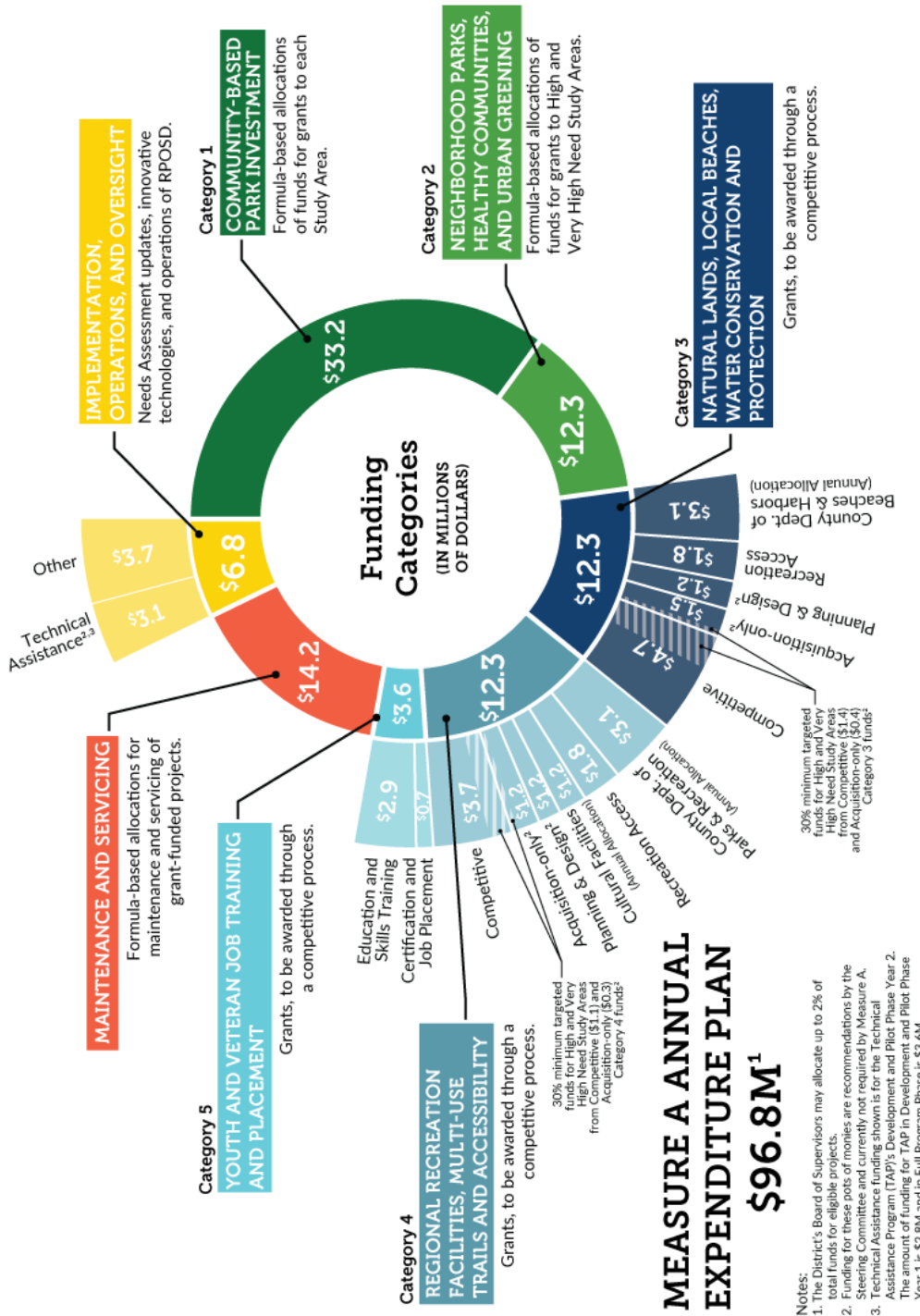
Figure 3-2: Grant Process Overview
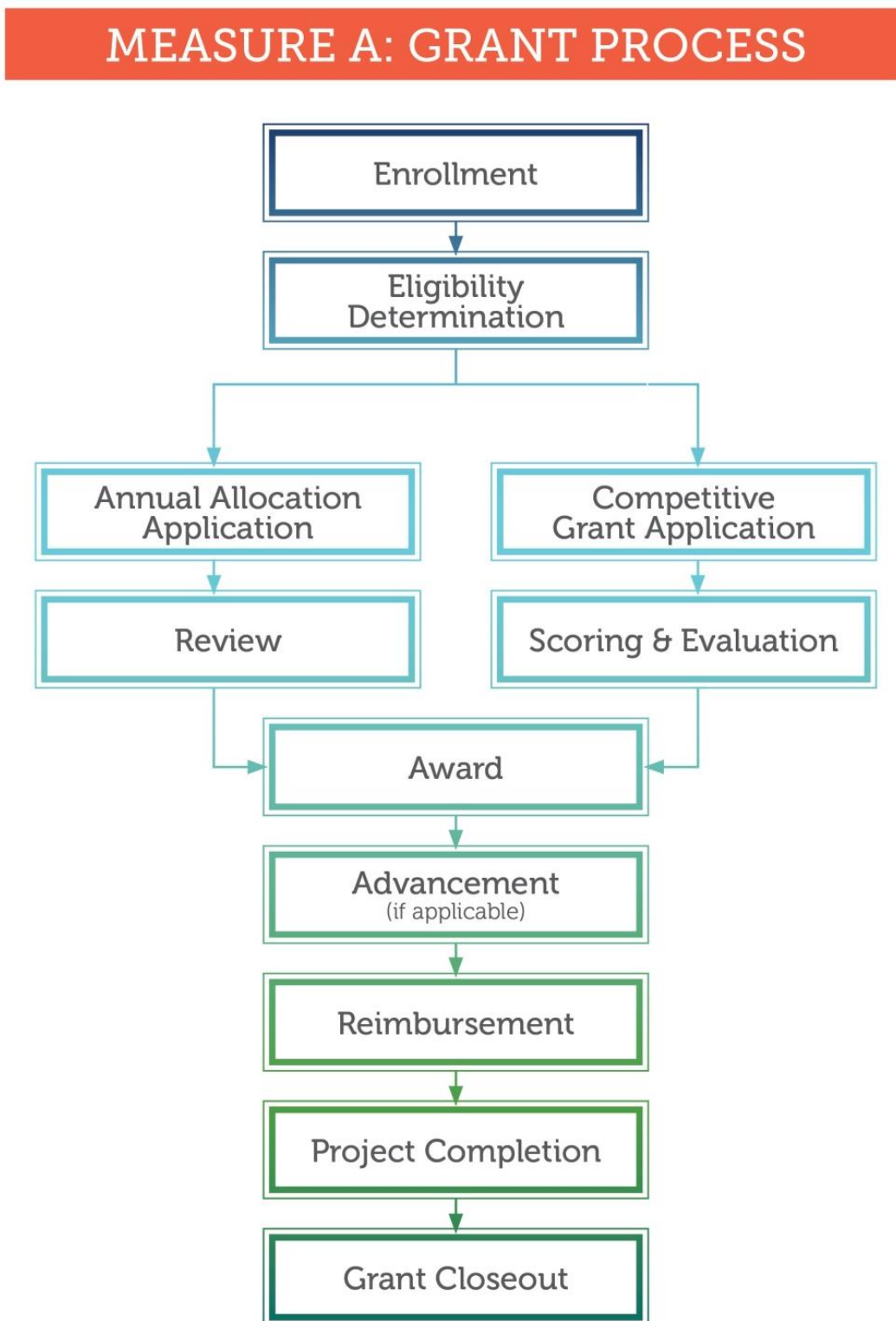
3.2   ENROLLMENT AND ELIGIBILITY PROCEDURES

In order to request and receive any type of Measure A funding, qualified agencies and organizations are required to complete an online enrollment process. The enrollment process is designed to reduce the ongoing administrative burden on applicants by streamlining upfront administrative procedures. RPOSD will offer technical assistance related to the enrollment process to all potential enrollees, including education and training and ongoing assistance. Refer to Section 4.1 for additional information on technical assistance.

After enrollment is completed, RPOSD will make a determination regarding eligibility for different types of Measure A funds. Not all agencies and organizations will be eligible to apply for all types of Measure A funds. For example, only public park agencies are eligible for Community-Based Park Investment Program funds. Only those agencies and organizations that have received a determination of eligibility can apply for Measure A funds.

Once initial enrollment is complete and eligibility is determined, agencies and organizations are required to renew their enrollment information every 12 months by verifying the validity of their previously submitted materials. Agencies and organizations can initiate the enrollment or renewal process at any time; however, RPOSD encourages all qualified agencies and organizations to complete initial enrollment and subsequent renewals in a timely manner to ensure eligibility to apply for grant funds.

3.2.1   QUALIFIED AGENCIES/ORGANIZATIONS

Only qualified agencies and organizations are able to enroll with RPOSD and must complete the enrollment process to receive an eligibility determination for applying for Measure A funds. Agency qualifications for annual allocations and competitive grants are further explained below. RPOSD Program Managers will be available to assist agencies and organizations in determining their qualification to begin the enrollment process.

Public Agencies

Qualified public agencies include any governmental agency, special district, or joint powers authority (JPA) that is authorized to acquire, develop, improve and restore real property for beach, wildlife, park, recreation, community, cultural, open space, water quality, flood control, or gang prevention and intervention purposes within Los Angeles County.

Nonprofit Organizations

Qualified nonprofit organizations must have a mission related to one or more of the following focus areas:
- Environmental protection and preservation
- Park, recreation, 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 and/or veterans

Schools

Public and private nonprofit schools are qualified to enroll with RPOSD, provided that they allow public use of school facilities during non-school hours. Alternatively, schools can offer education/training programs or certification placement services to youth and veterans in lieu of allowing public use of school facilities during non-school hours but are only eligible to apply for programmatic grants (e.g., Youth and Veteran Job Training and Placement Program and Recreation Access Program grants).

3.2.2   ENROLLMENT REQUIREMENTS

Qualified agencies and organizations that have initiated the enrollment process ("enrollees") will be assigned an RPOSD Program Manager who will be available to assist enrollees throughout the enrollment process. To complete the enrollment process, enrollees are required to provide information and documentation that RPOSD will use to determine eligibility to request Measure A funds. Once the enrollment process is complete, RPOSD will review the submitted information and determine which types of Measure A grants, if any, the agency or organization is eligible to apply for.

Requirements for completing the enrollment process are detailed below based on whether the requirements are applicable to all agencies and organizations or a specific type of agency or organization.

All Agencies/Organizations

All agencies and organizations are required to satisfy the following as part of the enrollment process:

- **Verify Good Standing on Open RPOSD Grants.** If agencies/organizations have open grants with RPOSD, these grants must be in "good standing" in order for agencies to establish eligibility. Refer to Section 3.4.12 for additional information on maintaining good standing. Enrollee standing on open RPOSD grants, including Proposition A grants, will be reported to enrollees by RPOSD during the enrollment process and will be accessed on an ongoing basis through the online grant management system. Enrollees not in good standing must contact their assigned program manager to determine remedial actions.

- **Review and Accept RPOSD Contract Terms.** Applicants must review RPOSD contract terms and conditions through the online portal and determine their ability to meet the terms. Should an applicant object to any of the contract terms or conditions, they shall document the portion of the contract that are unacceptable, identify why they are unacceptable, and submit revised contract language. If RPOSD and applicant cannot come to an agreement on the contract terms, it may be determined that the applicant is ineligible to apply for grant funds.

- **Attend an Enrollment Meeting.** RPOSD will facilitate in-person meetings and online webinars to introduce applicants to the administrative processes required to secure Measure A funds. Enrollment meetings will be held periodically at a centrally located venue in each of the five supervisorial districts and will also be offered as an online webinar, accessible throughout the year. Attendance will be automatically verified by RPOSD upon completion of the meeting.

- **Report Technical Assistance Needs**. Once eligibility is determined, enrollees will be asked to report their need for technical assistance and indicate which TAP elements they are interested in receiving. This information may be updated at any time by enrollees to better reflect changing needs. Program managers can also update the information to reflect their understanding of the enrollee's needs. Additional details regarding technical assistance can be found in Section 4.1.

Public Agencies

Public agencies are required to satisfy the following as part of the enrollment process:

- **Financial Audits.** Public agencies must submit a copy of their Comprehensive Annual Financial Report. In addition, any agencies identified as high risk in the California State Auditor's High Risk Local Government Agency Audit Program report may have their funds reassigned for administration by a third-party.

- **Verify Jurisdiction Support.** Public agencies must demonstrate proof of support to apply for, accept, and administer Measure A grant funds from an authorized representative of the jurisdiction. Appropriate support may come from the head of the applying department, city manager's office, parks and recreation department head, city council, board of directors, or other leadership designated appropriate by applicant.

- **Review and Update Parks Needs Assessment Inventory Data.** Public agencies must verify the accuracy of the agency's park inventory data in the Los Angeles Countywide Comprehensive Parks and Recreation Needs Assessment (PNA) inventory database. If necessary, the applicant shall update this inventory with revised data (new parks and/or facilities, closures, etc.) and submit the updates to RPOSD. All agencies are responsible for verifying PNA inventory data annually. Agencies that fail to verify their data annually may lose good standing. Refer to Section 2.9 for additional information about updating inventory data.

- **Report Intent to Apply for Annual Allocations.** Public agencies must report their intent to apply for annual allocations. Agencies may apply for these funds annually, may allow the funds to accrue for up to five years before applying for them, or may choose to bond the funds. Agencies planning to let funds accrue must describe why they are not requesting the funds and identify when they plan to request the funds. Refer to Section 2.8 for additional information about bonding.

Nonprofit Organizations

Nonprofit organizations are required to satisfy the following as part of the enrollment process:

- **Verify Organization's Mission** Nonprofit organizations must provide documentation showing that their mission statement relates to the topics listed under Section 3.2.1.
- **Verify Organization's Land Tenure and Third Party Agreements** Organization must report whether they:
  - Own park land or park facilities; or have existing agreements to operate and maintain park facilities in partnership with a governmental agency; or have a letter of intent to operate and maintain park facilities with a governmental agency; or
  - Provide programs to youth and veterans that qualify for Measure A funding, as described in Section 3.2.1.
- **Verify Proof of 501(c)3 Status.** Nonprofit organizations must provide documentation to prove their 501(c)3 status, Conservation Corps certification (if applicable), and proof that the training/education and/or certification/placement services provided meet requirements (if applicable).
- **Verify Proof of Good Tax Standing.** Nonprofit organizations must submit proof of good tax standing (IRS Form 990).
- **Financial Audits.** Nonprofit organizations must provide documentation of completed financial audits to provide assurance that the organizations' financial statements are accurate and complete.

Schools

Schools are required to satisfy one of the following requirements as part of the enrollment process:

- **Provide Joint/Shared-Use Agreement or Letter of Intent to Enter Joint/Shared-Use Agreement.** If the school has a joint/shared-use agreement, they must provide proof that their joint/shared-use agreement complies with the requirements listed below. Alternatively, a school may submit a Letter of Intent to enter a joint/shared-use agreement that complies with these requirements.
  - Allows for reasonable public use and access of the site;
  - Must be in place for a minimum number of years after date of application for grant funds, and must provide an option and/or method to extend;
  - Includes the use of indoor and/or outdoor facilities;
  - Allows third parties to operate programs;
  - If there are fees for site use or participation, there may be no differential fees that allow one group to receive a lower fee due to their membership, affiliation, place of residence, etc.
- **Verify Training/Education and Certification/Placement Services Provided Meet Requirements.** If a school does not intend to construct a permanent capital project and instead will only apply for Youth and Veteran Job Training and Placement Program grants, they must provide proof that the training/education and certification/placement services provided meet all requirements described in Section 3.2.

3.2.3   ELIGIBILITY DETERMINATION

Upon completion of the enrollment process, RPOSD will review all submitted documentation and determine which Measure A grant programs each entity is eligible to apply for. Eligibility will be determined each time an agency or organization renews enrollment. RPOSD will notify enrollees of their eligibility determination within six to eight weeks of completion of the initial enrollment process and within two to four weeks of completion of the enrollment renewal process.

Eligibility, once determined, is valid for 12 months. Valid determination of eligibility is required to apply for all Measure A funds.

3.3 COMMUNITY OUTREACH AND ENGAGEMENT

RPOSD recognizes the importance of robust and inclusive community outreach and 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, it is recommended that Measure A applicants must conduct community outreach and engagement that meets the minimum requirements (outlined in Section 3.3.1) 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 use of Measure A funds. The requirements outlined in this section 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 outreach and engagement, RPOSD will provide applicants with technical assistance and training on best practices for conducting outreach and engagement. Through the TAP, RPOSD will also establish partnerships with consultants and CBOs 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, for use on community engagement. See Section 4.1 for additional information about technical assistance and Section 2.11 for policies and guidelines regarding advancing of funds.

3.3.1 MINIMUM OUTREACH AND ENGAGEMENT REQUIREMENTS

All community engagement must be proceeded by robust outreach that encourages meaningful public participation and inclusive decision-making processes. As shown in Figure 3-3, two factors determine engagement requirements: award type and total project budget. Each award type (annual allocation or competitive grant) contains project budget 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 3.3.3.

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. 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 3-3: Minimum Engagement Requirements

Minimum Engagement Requirements

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

Annual Allocations

- $ → IS — Under $100k
- $ → IS and CPE or DPE — $100k - $500k
- $$ → IS and CPE x2 or DPE — $500k - $1m
- $$$ → IS and DPE — $1m - $2m
- $$$$ → IS and DPE x2 — Over $2m

Competitive Grants*

* Unique requirements apply to Youth and Veteran Job Training and Placement Grants

- $ → IS and CPE or DPE — Under $500k
- $$ → IS and CPE x2 or DPE — $500k - $1m
- $$$ → IS and DPE — $1m - $2m
- $$$$ → IS and DPE x2 — Over $2m

Legend:
- 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

- All → IS

Note: For all funding types, engagement conducted prior to grant award must have occurred no more than 36 months prior to application date.

Although the timing is not specified, some projects are required to engage the community at least two times, as indicated by the "x2" symbol in 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 3.3.5.

Annual Allocations

This section applies to engagement requirements for all annual allocations to jurisdictions under the Community-Based Park Investment Program; the Neighborhood Parks, Healthy Communities, & Urban Greening Program; annual allocations to the Department of Beaches and Harbors (DBH); annual allocations to the Department of Parks and Recreation (DPR); and annual allocations to County Cultural Facilities.

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
- 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 similar 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.

Maintenance and Servicing Allocations

The 2016 PNA identified approximately $12 billion in deferred maintenance needs throughout the county. RPOSD recognizes the urgency in addressing these needs, many of which pose 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 Maintenance and Servicing (M&S) funds without seeking community support. The minimum engagement requirement for M&S projects is Information Sharing, regardless of allocation amount. The frequency of Information Sharing should be consistent with the scale of the project. See Section 3.3.3 for best practices for information sharing.

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 in 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 in Figure 3-3 and described throughout this section.

Competitive Grants

Natural Lands, Local Beaches, Water Conservation and Protection Program Competitive Grants; Regional Recreation, Multi-use Trails and Accessibility Program Competitive Grants; Recreation Access Program Grants; and Planning and Design Funds

There are four project budget brackets for these competitive grant programs:

- Under $500,000
- Between $500,000 and $1,000,000
- Between $1,000,000 and $2,000,000
- 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 in 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 Program Grants

Funding for Youth and Veteran Job Training and Placement Program grants 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 Program 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 Program grant scoring criteria closely evaluate the quality of program benefits provided to the intended populations and emphasize 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 competitive grants described in this section will apply.

3.3.2   OUTREACH METHODS

Outreach methods refer to the specific way information is disseminated to the community in order to educate them or invite them to engage in further discussions. All community engagement must be preceded by robust outreach that encourages meaningful public participation and inclusive decision-making processes. 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
- Phone banking
- Surveys and focus groups

Utilizing any combination of a minimum of three outreach methods is required. In general, all 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. The outreach methods should be appropriate in scale and type to the particular community being served. All outreach conducted for Measure A–funded projects must adhere to the language access requirements described in Section 3.3.4.

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

3.3.3 ENGAGEMENT APPROACHES

This section contains guidelines for outreach and engagement and provides a baseline standard for best practices. Through the TAP, 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 TAP can be found in Section 4.1.

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, including maintenance on existing park assets that is deemed essential and maintenance 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 3.3.1.

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. Although the timing is not specified, some projects are required to conduct CPE at least two times, as indicated by the "x2" symbol in Figure 3-3.

Dedicated Participatory Engagement (DPE)

Similar to the 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. Although the timing is not specified, some projects are required to conduct DPE at least two times, as indicated by the "x2" symbol in Figure 3-3.

3.3.4 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 3-4 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. All enrollees should refer to Appendix A to identify which languages spoken within a Study Area require language access consideration.

Table 3-4: Language Access Tiers and Requirements

TIER	DEFINITION	REQUIREMENT
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	5–14.9% 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	1–4.9% 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.

3.3.5 EVALUATION OF ENGAGEMENT FOR MINIMUM REQUIREMENTS

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 future plans to engage the community. The Community Engagement Plan must include the following information to show that minimum requirements have been fulfilled:

- Dates, frequency, and outreach methods used or planned to be used
- Dates of all engagement, either planned or completed
- Scope of planned and/or conducted engagement activities
- Language access verification
- Supporting documentation (as noted in this section)

For engagement that has been completed no more than 36 months prior to the application date, 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, budget, and schedule. Failure to implement the engagement plan as stated could result in a delay of reimbursements and may impact status of good standing with RPOSD.

Acceptable supporting documentation includes vendor invoices, outreach flyers, media ads, and other graphics; sign-in sheets; photos; activity sheets; public comment cards; and meeting minutes, staff reports, and other summary documents.

RPOSD may request additional documentation within four weeks of submission of supporting documentation and may require additional engagement if deemed necessary. Program managers or other RPOSD staff may attend randomly selected engagement meetings to verify quality of engagement being conducted. RPOSD may require grantees to attend periodic trainings to improve best practices in outreach and engagement.

3.3.6   EVALUATION OF ENGAGEMENT FOR COMPETITIVE GRANTS

In the following four competitive grant programs, applicants will be eligible to receive points for demonstrating robust engagement that goes beyond the minimum requirements outlined in this document:

- Natural Lands, Local Beaches, Water Conservation and Protection Program Competitive Grants
- Regional Recreation, Multi-use Trails and Accessibility Program Competitive Grants
- Recreation Access Program Competitive Grants
- Planning & Design Funds

The degree to which applicants are able to score these points will be determined by the quality of engagement according to the guidelines described here. Detailed scoring rubrics for competitive grant evaluation can be found in Section 4.3.

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 that community members have an opportunity to raise questions and offer suggestions when their input can still influence the outcome of the project. Grantees who fail to engage the community according to the submitted community engagement plan and project schedule may lose their status of good standing and be ineligible to receive payment reimbursements. See Section 3.4.12 for additional information on good standing. Competitive grant applications 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 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.

Employ Inclusive Outreach Methods

Inclusive outreach should seek to engage people whose interests are affected by the project plans, particularly 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 weeks prior to any event or major decision.

As mentioned in Section 3.3.2, 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, 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.

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 child-care 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 child-care 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 CBOs 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 4.1).

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 give participants opportunities 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.

3.4 APPLICATION, GRANT ADMINISTRATION & PROJECT DELIVERY

The recommended processes for applying for grant funds, administering grants, and delivering completed projects will be managed by an online grants management system and RPOSD's Project Managers. The grants management system will be designed to streamline all aspects of these processes in order to reduce the burden of applying for and administering grants while ensuring that all requirements are met.

3.4.1 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 3.2.2 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. Refer to Section 3.1.1 for additional information on grant application calendars.

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 4.1 for additional information.

Annual Allocations

As described in Section 4.2, applications for annual allocations will be accepted continuously from those agencies with a valid eligibility determination.

Allocations Application Workshop

All agencies eligible for annual allocations are required to attend an allocations application workshop prior to submitting an application. At least one representatives from the eligible agency must attend a workshop, and additional workshop attendance may be required if staff turnover indicates a need for additional education in the future. Workshops will be held at a centrally located venue in each of the five Supervisorial Districts or be available for online attendance. Webinars will be available online on an ongoing basis and will be updated by RPOSD as needed. The workshop will introduction applicants to the application requirements, community engagement requirements, and respond to general questions.

Attendance at an allocations workshop (in person or online) prior to submitting an application is mandatory and will be tracked and verified by RPOSD at the time of application.

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 3.1.1 for additional information about the competitive grants calendar.

Competitive Grant Application Workshop

All applicants for competitive grants are required to attend a competitive grant application workshop. Applicants must attend a grant application workshop for each competitive grant program. The competitive grant application workshops will be held at a centrally located venue in each of the five Supervisorial Districts or be available for online attendance. Webinars will be available online on an ongoing basis and will be updated with each new grant cycle. The competitive grant application workshop will walk applicants through the goals of the grant program, application requirements, and community engagement requirements and respond to general questions. Attendance at a competitive grant application workshop or webinar is mandatory and will be tracked and verified by RPOSD at the time of application.

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 and including 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 provide guidance and suggestions for crafting a strong application for the project. Note that the application process will be open to all, including organizations that choose to forego this optional informal letter of interest.

Supporting Documentation

In addition to 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 Chapter 4). 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 (varies by grant program, refer to Section 4.2 for details)
- Project Feasibility Verification (varies by grant program, refer to Section 4.2 for details)
- Third Party Agreements (if applicable)
- Other Regulatory Requirements (if applicable)

3.4.2   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 recommended 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. Members should also have expertise in community services and investment.
- 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 4.3. 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 the applications receiving top scores in the preliminary ranking.
- RPOSD staff and evaluation panel members will finalize ranking.
- To ensure recommended minimum funding targets[2] for applicable competitive grant programs are met (see Figure 3-2), RPOSD staff and evaluation panel members will complete the following analysis:
  1. Determine the amount of funds equal to 30 percent of the total amount to be granted in the current grant program.
  2. Review the finalized ranking of projects and determine how many will receive awards, based on the requested grant amount and the amount of funds available in the grant program.
  3. Determine how many of these projects are located in High or Very High Need Study Areas and the total amount of funds to be awarded to the projects in these areas.
  4. If the amount of funds to be awarded to projects located in High or Very High Need Study Areas is at least 30 percent of the total available funds, no further action is required.

5. If the amount of funds to be awarded to projects located in High or Very High Need Study Areas is less than 30 percent of the total available funds in the grant program:
    a. Determine the amount of funds remaining from the identified 30 percent of available funds.
    b. The amount remaining would be held for the next round of the grant program and would be available as additional funding for award to projects located in High or Very High Need Study Areas, to be added only after the 70/30 percentages have been calculated from the funds available for the current grant round.
6. Review the list of projects identified and finalize projects to be awarded funds.

- 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.

3.4.3 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.

3.4.4 GRANT ADMINISTRATION

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

3.4.4.1 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 3-5 provides examples of potential eligible for each type of grant program, while Table 3-6 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 3-5: 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 3-6: 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

Notes for Table 3-5 and Table 3-6:

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 GC 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 percent 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 3-5 and differ based on project type (e.g., development, acquisition, programmatic, or planning and design).

Hard Costs

Grantees may request reimbursement for eligible hard costs after the GC 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 3-5.

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 3-5 but required by local policy mandates. All reimbursements of this nature must be reviewed for approval by RPOSD.

3.4.4.2   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

- Total 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.

3.4.4.3   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 system, 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.

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 preapproval with the first PSU.

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 drafted with final language, held at the offices of RPOSD, then executed and recorded at the completion of the development.

- **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 four weeks prior to the requested publish date.

Project Photos
Grantees shall provide project photos throughout the duration of the project as well as after 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. Because of the changing real estate values in Southern California, appraisals more than one 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**

- **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.

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 GC unless grantee can prove, to RPOSD's satisfaction, that it would be infeasible to do so.

- **Resolution.** Although a resolution is not required by RPOSD, if one 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 preapproval 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 three 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 3.4.12). Grantees in need of additional

time may request an extension to the project performance period and amend GC. See Section 3.4.3 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.

3.4.4.4   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 shown in Table 3-7.

Table 3-7: Required Documentation for Amendment of Grant Contract

REQUIRED DOCUMENTATION	AMENDMENT TYPE		
	Grant Amount	Project Scope	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	✓	✓	✓

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

3.4.4.5   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 five days of the visit.

3.4.5   PROJECT DELIVERY: 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 percent 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 can 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) (if applicable) may be required when development elements of a project were performed with a general contractor 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 5.1).

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 disability, 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 nonresidents or that grant preferential treatment to city residents with regard to reservations or registration.

- Restricted access is only permitted in cases where resource protection is a key component of project scope and priorities. In these cases, outreach to the community must clearly communicate the existence and purpose for restricted public access.

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 nonprofit 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 nonprofit 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. RPOSD 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 BOS 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. Grantees also must retain such financial accounts, documents, and records for five years following the 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 completive grant funds are not eligible for transfer. These funds must be returned to RPOSD for future awards.

3.4.6   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 in Table 3-8.

Table 3-8: 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).	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. The agency assigning the funds shall obtain preapproval 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 years of M&S allocations. Agencies who have not applied for any M&S funds within a 5-year time frame or provided RPOSD with a plan on how these funds will be expended 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 RPOSD 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 location 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 and to

obtain prior RPOSD approval of the extraordinary expense(s). Refer to Table 3-9 for examples of 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 3-9: 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 conditioning 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.

3.4.7   GRANT INACTIVITY

Grantees who fail to administer their grant(s) according to the guidelines in Section 3.4 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 who receive such notice will have 90 days to reply and/or resolve the issues identified in the notice. Program managers will work closely with these grantees to resolve the identified issues, as described in Section 3.4.12.

3.4.8   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 for any reason, 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. Grantees will have 90 days to reply and/or resolve the issues identified in the notice. Grantees who respond within 90 days and who make notable progress toward resolving issues will remain in good standing.

Program managers will work closely with grantees receiving a notice 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 the Notice of Impending Loss of Good Standing within 90 days will result in loss of good standing. Program managers will continue to work with these grantees to resolve outstanding issues and restore the grantee's good standing.

Agencies and organizations who lose good standing must work closely with their RPOSD program manager to reconcile issues as necessary to restore good standing. RPOSD program managers will provide ongoing guidance that describes the specific actions needed to restore good standing. In addition to ongoing support, program managers may recommend education and training, professional services, or other technical assistance to help accelerate restoration of good standing and to prevent additional issues that may impact future 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 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
- Failure to respond to Notice of Impending Loss of Good Standing within 90 days

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[1] Some Steering Committee members advocated for more frequent grant cycles in order to provide more opportunities for applicants to compete for funds by reducing the risk of missing a funding opportunity due to capacity and/or timing issues. Some members stated that infrequent grant cycles create barriers to leveraging external funds.

[2] Some Steering Committee members recommended that the minimum target for funding competitive grants for projects located in High or Very High Need Study Areas be higher than 30 percent because 50 percent of the County population currently lives in High and Very High Need Study Areas, and the 30 percent target will not provide enough funds for those areas. Other Steering Committee members expressed concerns that the PNA did not adequately capture how some Moderate and/or Low Need Study Areas serve High and Very High Need Study Areas or how some Moderate and/or Low Need Study Areas have open space needs and therefore underestimated their need. There were also opinions that Community-Based Park Investment Program funds are sufficient to level the field for High and Very Need Study Areas and additional targeting through competitive funds would put Moderate and Low Need Study Areas at an unfair disadvantage when competing for funds.

4

Recommendations for Measure A Grant Programs

4. Recommendations for Measure A Grant Programs

This chapter provides information about all recommended Measure A programs, including the Technical Assistance Program (TAP), six annual allocation programs (including Maintenance & Servicing), and six competitive grant programs. Information about applying for and administering grants from these programs can be found in Section 3.4.

Measure A, as passed by Los Angeles County voters, includes the following funding categories:
- Implementation, Operations and Oversight Funds
- Maintenance and Servicing Funds
- Five Categories of Grant Funds:
  - Category 1: Community-Based Park Investment Program
  - Category 2: Safe, Clean Neighborhood Parks, Healthy Communities, and Urban Greening Program
  - Category 3: Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program
  - Category 4: Regional Recreational Facilities, Multi-use Trails and Accessibility Program
  - Category 5: Youth and Veteran Job Training and Placement Opportunities Program

It is recommended that Measure A's TAP be funded with Implementation, Operations, and Oversight Funds. The TAP's Planning and Design Funds are funded through Categories 3 and 4.

Measure A grant funds are dedicated to two types of grant programs: annual allocations and competitive grants. Annual allocations are distributed using set formulas, while competitive grants are awarded on a competitive basis. Table 4-1 provides an overview of Measure A's annual allocation grant programs and identifies the funding category (or categories) for each of these programs, and Table 4-2 presents this information for Measure A's competitive grant programs.

Table 4-1: Overview of Measure A Annual Allocation Grant Programs

GRANT PROGRAM	FUNDING CATEGORY
Community-based Park Investment Program	Category 1
Neighborhood Parks, Healthy Communities, & Urban Greening Program	Category 2
Allocation to Los Angeles County Department of Beaches and Harbors	Category 3
Allocation to Los Angeles County Department of Parks and Recreation	Category 4
County Cultural Facilities Program	Category 4
Maintenance and Servicing Funds	Maintenance and Servicing Funds

Table 4-2: Overview of Measure A Competitive Grant Programs

GRANT PROGRAM		FUNDING CATEGORY
Acquisition / Development Projects	Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grants[1]	Category 3
	Regional Recreation, Multi-use Trails and Accessibility Competitive Grants[1]	Category 4
	Acquisition-Only Competitive Grants[2]	Category 3 & Category 4
Programs	Recreation Access Program[1]	Category 3 & Category 4
	Youth and Veteran Job Training and Placement Program[1]	Category 5
Technical Assistance	Planning and Design Funds (Technical Assistance)[2]	Category 3 & Category 4

Notes on Table 4-2:
1. Required by Measure A
2. Recommended by Steering Committee

Each Measure A program, including the recommended TAP, is described in the sections below. Refer to Chapter 3 for information on grant guidelines for all grant programs.

4.1 TECHNICAL ASSISTANCE

Just as park need varies throughout the county, agencies' and organizations' technical knowledge and capacity to apply for and administer grant funds varies as well. Recognizing that lack of technical knowledge and capacity create steep barriers to accessing Measure A funds, RPOSD is committed to creating a thorough and proactive technical assistance program to ensure that all eligible agencies and organizations receive and expend Measure A funds.

Measure A's recommended TAP seeks to reduce barriers to accessing Measure A funds by building technical knowledge and capacity for applying for grant funds and implementing projects. These skills are especially important in High and Very High Need Study Areas, where Measure A funding will be critical for implementing projects to meet park need. Historic lack of investment in these areas by past federal, state, and local park funding programs has contributed to high levels of park need; by equipping agencies in these areas with the skills and capacity needed to secure funding and implement projects, the Measure A TAP will be critical to ensure Measure A goals are achieved.

Within Los Angeles County, no previous countywide park funding programs have included technical assistance for all applicants. Measure A's program, backed with significant funding, is designed to ensure that all applicants, and especially those in High and Very High Need Study Areas, receive necessary assistance throughout the grant continuum, from initial project formulation to grant application and administration through successful project implementation and maintenance. The TAP will be funded from the Measure's Implementation, Operations & Oversight funds, with funding for associated Planning and Design funds coming from Category 3, Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program; and Category 4, Regional Recreational Facilities, Multi-use Trails and Accessibility Program.

The recommended TAP provides a strong suite of flexible tools and strategies to help Measure A applicants navigate all stages of the grant project continuum and build professional relationships with consultants, mentors, other professionals, and RPOSD staff. The provision of TAP elements are prioritized for applicants who are in greatest need of technical assistance, such as applicants from High or Very High Need Study Areas, organizations with limited organizational capacity, and organizations with lower success rates for grant applications. The program addresses the range of administrative support needs of all Study Areas and provides assistance for both annual allocation programs and competitive grant programs.

4.1.1 PROGRAM GOALS

The following are the primary goals of the TAP:

1. Ensure that all Study Areas throughout the County, and especially High and Very High Need Study Areas, are well informed regarding available Measure A annual allocations and competitive grant opportunities, well aware that the TAP is available as a resource, and knowledgeable about the steps required to receive these resources.

2. Maximize participation in Measure A from High and Very High Need Study Areas by providing proactive and flexible technical assistance throughout the grant project continuum to help with applying for funding, administering grants, and completing and maintaining projects.

3. Create and support relationships between agencies/organizations and professionals/mentors throughout the County.

4. Support organizational capacity-building among Measure A applicants to increase their ability to administer grant projects.

5. Place emphasis on delivering completed projects to park users efficiently and effectively.

4.1.2   PROGRAM SCHEDULE

As shown in Figure 4-1, different TAP elements will be available at appropriate stages throughout the grant project continuum. For example, Professional Services and Training and Education focused on grant writing will be available several months prior to the grant application due date. Resource Toolkits, the Technical Assistance Directories, and Ongoing Technical Assistance Support from RPOSD will be available throughout the grant process.

4.1.3   PROGRAM EXPENDITURE PLAN AND PHASING

Recommended TAP funding will come from Measure A's Implementation, Operations & Oversight funding, which is 7.2 percent of the overall Measure A annual expenditure plan (see Figure 1-2). Planning and Design funds, one of the recommended elements of the TAP, will be funded using 10 percent of Category 3 and Category 4 funds. Since the TAP is the first of its kind for RPOSD, ample time and preparation are required to facilitate an effective and efficient program. The TAP will follow a phased schedule in its implementation and funding (see Figure 4-2).

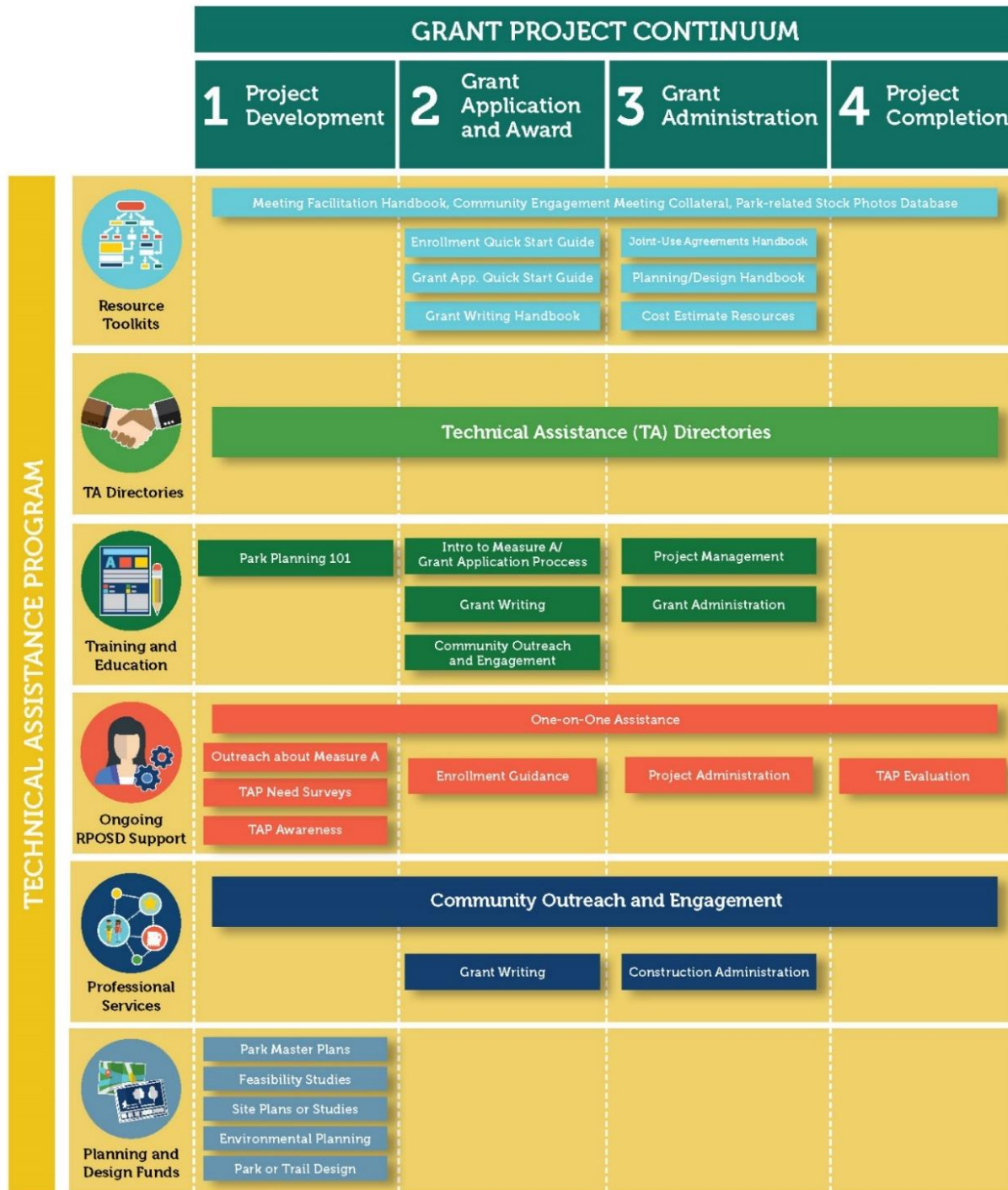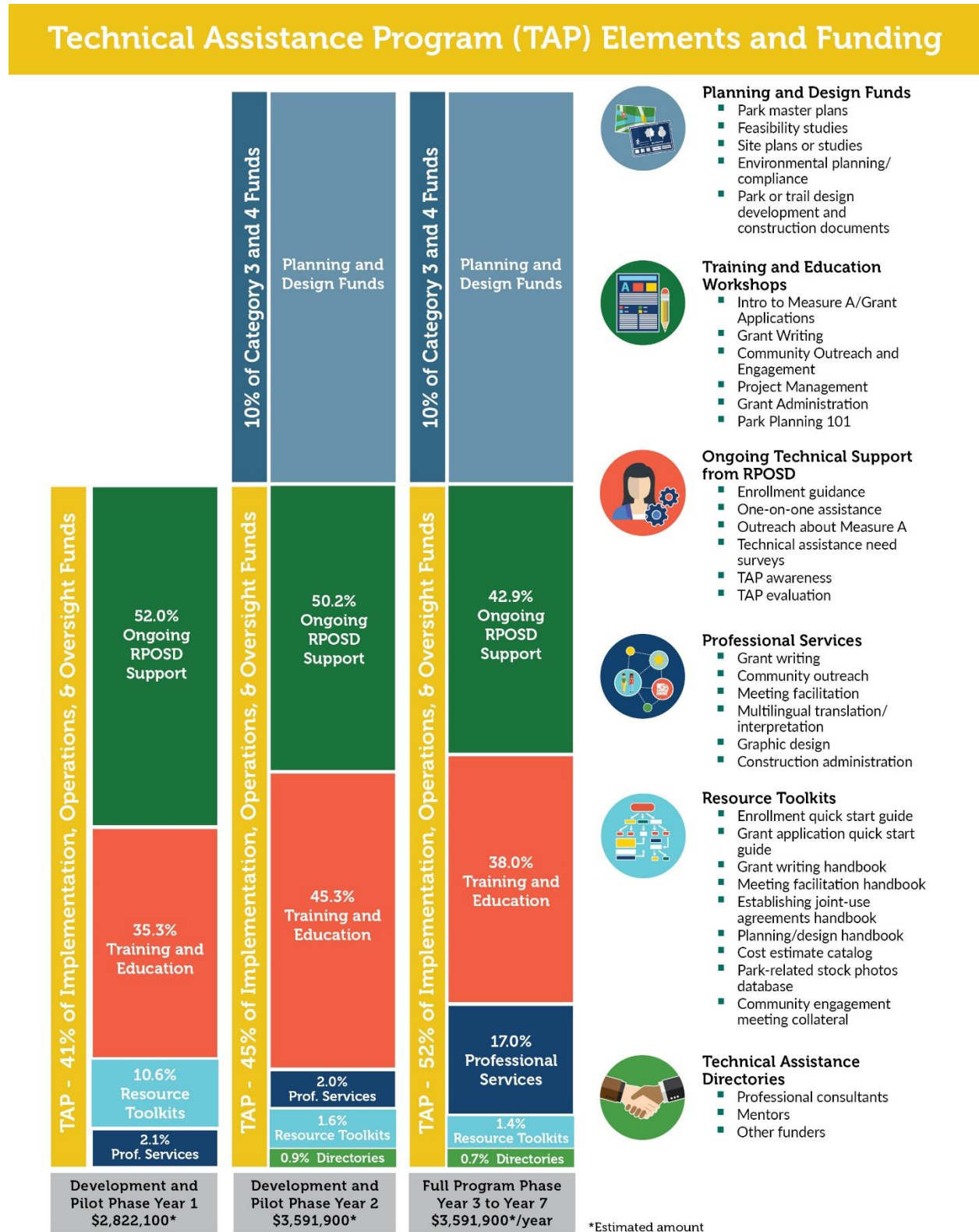**Figure 4-1: TAP Schedule along the Grant Project Continuum**

Figure 4-2: TAP Elements and Estimated Funding by Phase

4.1.3.1   Development and Pilot Phase, Year 1 and Year 2

The first two years of the TAP will be the development and pilot phase of the program, with limited TAP elements and funds available. The development and pilot phase will allow RPOSD to gain an understanding of which TAP elements or services are most needed by agencies and organizations, allow time for RPOSD to develop resources, such as toolkits, that are tailored to applicant needs, and develop administrative processes that ensure easy access to the TAP by all applicants.

Year 1 of the program's development and pilot phase will focus on developing the administrative processes, content, and delivery methods of the TAP, while also providing resources related to applying for of Measure A funds and guidance/assistance in performing outreach and engagement to Study Area communities. The following TAP elements will be available during Year 1 (see Section 4.1.5 for more details on each element):

- Resource toolkits on RPOSD's website
- Professional services for community engagement and outreach
- Training and Education workshops on the following topics:
  - Introduction to Measure A /Enrollment/Allocation Workshop/Grant Process
  - Community Outreach and Engagement

During Year 2 of the program's development and pilot phase, RPOSD will continue to provide professional services for community engagement and outreach, provide an increased range of Training and Education workshops, launch the Technical Assistance Directories, and initiate the Planning and Design funds program.

4.1.3.2   Full Program Phase - Year 3 through Year 7

During this five year time period, all TAP elements detailed in this section will be available, including professional services for other service areas that were unavailable during the program's development and pilot phase. These elements will be designed to help agencies and organizations gain adequate knowledge, experience, and resources and increased independence in grant processes. During this phase of the TAP, RPOSD will conduct ongoing evaluations of expenditures and participation, and will make adjustments to TAP content and delivery accordingly. Refer to Chapter 5 for additional information about the ongoing evaluation of the TAP.

4.1.3.3   Maturity Phase - Year 8 and Beyond

After five years of the full program phase, RPOSD will conduct a full evaluation of the TAP. This evaluation may result in modifications to the amount of funding the TAP receives, how funds are allocated within the TAP, content of the TAP, how assistance is delivered to participants, and how the TAP should be monitored and evaluated in subsequent years. Refer to Chapter 5 for more information about the evaluation of the TAP during the Maturity Phase.

4.1.4   ACCESSING TECHNICAL ASSISTANCE

RPOSD enrollees will be asked to report their need for technical assistance and indicate which TAP elements they are interested in during the enrollment process. As an initial step to understanding and

addressing technical assistance needs, the report of technical assistance needs can be updated as needed by enrollees and/or RPOSD Program Managers as technical assistance needs arise or change. RPOSD Program Managers can also choose to recommend or offer TAP elements to enrollees at any time, regardless of the enrollee's responses to the report of technical assistance. More information about the enrollment process can be found in Section 3.2.

To receive professional services and/or be eligible to apply for Planning and Design funds, RPOSD will assess the applicant's responses on the report of technical assistance needs and the applicant's Study Area Need Level. This assessment will occur annually on a predetermined date. All enrollees will be encouraged to update their report of technical assistance needs to reflect their need for professional services and/or Planning and Design funds before this date. Enrollees will then be notified of RPOSD's eligibility determination for these elements of the TAP. This determination does not affect access to any other elements of the TAP.

4.1.5   PROGRAM ELEMENTS AND ELIGIBILITY

The TAP consists of six elements that support all stages of the grant project continuum:

- Resource Toolkits
- Technical Assistance Directories
- Training and Education
- Ongoing Technical Support from RPOSD
- Professional Services
- Planning and Design Funds

TAP elements have varying requirements for eligibility, with some elements available to the general public, some to all enrollees, and some to enrollees on a selective and/or competitive basis. Each element, along with anticipated funding amounts and eligibility requirements is described in Sections 4.1.5.1 through 4.1.5.6.

4.1.5.1   Resource Toolkits

Funding Amount

- Development and Pilot Phase - Year 1: 10.6 percent of total annual TAP funding
- Development and Pilot Phase - Year 2: 1.7 percent of total annual TAP funding
- Full Program Phase: 1.4 percent of total annual TAP funding

Refer to Figure 3-1 and Figure 4-2 for visual representations of the expenditure and phasing of funding.

Description

Resource toolkits cover a range of important topics related to the grant project continuum, and applicants can use toolkit resources for support during the grant process. These resources can assist enrollees and grantees conducting community engagement, creating promotional materials for outreach, writing grant applications, preparing required documents such as project budgets, and navigating RPOSD's Measure A enrollment and grant application processes. The types of available resource toolkits, which will be available on RPOSD's website, may include and are not limited to the following:

- Enrollment
  - Enrollment quick start guide
- Community Outreach and Engagement
  - Best practices for outreach and engagement
  - PowerPoint templates for community engagement meetings/workshops
  - Guidance handbook on meeting facilitation
  - Templates for outreach flyers, sign-in sheets, and other meeting collateral
  - Park-related stock photos
- Grant Application
  - Application quick start guide
- Grant Writing
  - Grant writing handbook, including grant application case studies from past award recipients
  - Cost estimate resources
  - Information regarding other funding sources/leveraging funds
- Grant Project Implementation
  - Planning/Design handbook
  - Establishing joint/shared-use agreements
- Additional Toolkits – topics to be determined based on applicant feedback

Eligibility

Resource toolkits will be available to the general public, and will be available on RPOSD's website at all times. Resource toolkits will be updated routinely.

4.1.5.2   Technical Assistance Directories

Funding Amount

- Development and Pilot Phase - Year 1: 0 percent of total annual TAP funding
- Development and Pilot Phase - Year 2: 0.9 percent of total annual TAP funding
- Full Program Phase: 0.7 percent of total annual TAP funding

Refer to Figure 3-1 and Figure 4-2 for visual representations of the expenditure and phasing of funding.

Description

A key component to providing technical assistance is awareness of, and access to, a network of qualified professionals and mentors. RPOSD's two Technical Assistance Directories will serve as online databases that provide access to the following:

- **Qualified Professionals Directory.** Will contain information, including offered services, location, and contact information, of a range of professionals in planning, design, outreach, community engagement, cost estimating, construction, grant writing, translation/interpretation services, and graphic design. Professionals listed in this directory will be recruited by RPOSD through a Request for Qualifications process, and the list of qualified consultants will be routinely updated. Applicants and grantees can utilize the Qualified Professionals Directory to connect with the listed professionals and potentially hire them for their services.

- **Mentor Directory.** Will consist of volunteer mentors who can provide overall guidance to applicants and grantees. Mentors will be representatives from agencies and organizations who are willing to mentor and help prospective grantees through the entire grant process. Assistance provided by mentors may include providing specific advice on approaches to the various portions of the grant process, acting as a sounding board for mentees exploring potential projects, and assisting mentees in discovering and securing resources. Assistance provided by mentors is not intended to replace assistance provided by professional service consultants and/or TAP Case Managers, but to complement that assistance. All participating mentors must complete mentorship training, which will outline mentorship expectations. RPOSD will proactively recruit mentors and facilitate initial contact between enrollees and mentors.

Eligibility

The Technical Assistance Directories will be available to all enrollees and will be accessed via RPOSD's website. The Technical Assistance Directories will be updated routinely as needed.

4.1.5.3 Training and Education

Funding Amount

- Development and Pilot Phase - Year 1: 35.3 percent of total annual TAP funding
- Development Pilot Phase - Year 2: 45.3 percent of total annual TAP funding
- Full Program Phase: 38.0 percent of total annual TAP funding

Refer to Figure 3-1 and Figure 4-2 for visual representations of the expenditure and phasing of funding.

Description

To better equip and educate applicants about the Measure A grant process, RPOSD will hold training and education workshops throughout the year on a range of applicable topics. RPOSD may require all grantees to attend periodic trainings on select topics of importance. Workshops will be led either by RPOSD or outside instructors/consultants. Workshop presentations will be recorded and posted to the RPOSD website for those not able to attend in person. Workshop topics may include and are not limited to the following:

- Introduction to Measure A Enrollment Process
- Community Outreach and Engagement
- Grant Application Process
- Introduction to Competitive Grants
- Grant Writing
- Project Management, including finances
- Grant Administration
- Park Planning 101

Additional workshop topics will be developed based on enrollee requests and observed needs.

Eligibility

Training and Education workshops will be available to all enrollees. Enrollees must register to attend each workshop. The number of workshops held on each topic will be determined by the number of registrations received. Recordings of workshops will be available to the general public on RPOSD's website, as well as digital versions of handouts and speaker contact information.

4.1.5.4 Ongoing Technical Support from RPOSD

Funding Amount

- Development and Pilot Phase - Year 1: 52.0 percent of total annual TAP funding
- Development and Pilot Phase - Year 2: 50.2 percent of total annual TAP funding
- Full Program Phase: 42.9 percent of total annual TAP funding

Refer to Figure 3-1 and Figure 4-2 for visual representations of the expenditure and phasing of funding.

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Description

RPOSD will provide ongoing technical assistance support to prospective applicants, applicants, and grantees throughout the grant process, including during enrollment, prior to all application periods, during the application period, grant administration, and project/program implementation. Ongoing technical support include will include:

- **Ongoing Support.** Includes managing the TAP, raising general awareness of the TAP, focused and proactive outreach to High and Very High Need Study Areas, providing feedback on grant applications, being a resource for all grant-related questions or needs, and acting as the liaison between applicants and outside professionals and mentors. RPOSD will also curate and maintain resources related to best practices, case studies, other technical assistance opportunities, other potential funding opportunities, and other resources (including toolkits and recordings of training workshops). These resources will be available to the general public on the RPOSD website. RPOSD may collaborate with other agencies and/or organizations to deliver ongoing support.

- **TAP Case Managers.** Will work to help ensure that High and Very High Need Study Areas understand and receive the resources they need. TAP Case Mangers will act as liaisons to High or Very High Need Study Area agencies, and will work closely with these agencies throughout the grant project continuum. As an initial step, TAP Case Managers will conduct in-person intake interviews with all agencies with one or more High or Very High Need Study Areas. Based on an assessment of these interviews, TAP Case Managers will then select which agencies are most in need of targeted, one-on-one guidance and will work closely with these selected agencies, assisting them through the grant project continuum and helping their agency build capacity. Additional intake interviews and assessments will occur on an annual basis.

  Because RPOSD staff will participate in the evaluation, scoring, and awarding for funds for competitive Measure A grant applications, RPOSD staff will not serve as TAP Case Managers to avoid potential conflicts of interest. Instead, TAP Case Managers will consist of staff from third-party organizations.

Eligibility

Ongoing technical support from RPOSD will be available to all enrollees. TAP Case Managers will only be available to select agencies with one or more High or Very High Need Study Areas.

4.1.5.5   Professional services

Funding Amount

- Development and Pilot Phase - Year 1: 2.1 percent of total annual TAP funding
- Development and Pilot Phase - Year 2: 2.0 percent of total annual TAP funding
- Full Program Phase: 17.0 percent of total annual TAP funding

Refer to Figure 3-1 and Figure 4-2 for visual representations of the expenditure and phasing of funding.

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Description

Professional services in a variety of areas of expertise will be available to eligible agencies and organizations from professionals contracted with RPOSD. Professional services include, and are not limited to, the following:

- **Grant Writing.** Grant writing assistance is intended to help grant-seeking agencies and organizations successfully write competitive grant proposals. Professional services will provide either grant writing training seminars to organizations seeking to improve their grant writing skills or one-on-one grant writing services to organizations that have not yet written a successful grant proposal for RPOSD.

- **Community Outreach and Engagement.** Community outreach and engagement assistance will be available to agencies and organizations at various stages of the grant project continuum. Professional services will be provided to agencies and organizations that do not have the capacity or resources to organize and conduct outreach and engagement, including developing and distributing outreach materials; facilitating meetings; preparing meeting materials; and providing refreshments, child care, and/or multilingual translation or interpretive services.

- **Construction Administration.** Construction administration assistance will be available to agencies and organizations during the construction phase of capital projects funded by Measure A grant programs. These types of professional services include project management in reviewing construction drawings and overseeing the administrative aspect of the construction process.

Additional professional service areas may be added based on participant requests and/or observed need.

Eligibility

Technical assistance from professional services is limited and thus not all agencies and organizations will receive these services. Eighty percent (80%) of funding for professional services will be distributed through a selective process to enrollees who report a need for professional services during enrollment. RPOSD will determine which applicants are eligible for professional services based on the enrollee's responses to the report of technical assistance need and their Study Area Need Level, and match eligible applicants to specific consultants depending on the agency's or organization's type of need.

Any enrollees who reported a need for professional services but were not selected to receive professional services may submit a letter to RPOSD to explain their need for professional services in further detail. RPOSD will distribute the remaining 20 percent of funding for professional services through a competitive process by evaluating these enrollees' supplemental letters.

4.1.5.6   Planning and Design Funds

Planning and Design funds are intended to provide recipients with the financial resources for hiring professional consultants to perform work in planning and/or designing parks, trails, open space, or other recreation projects, or to perform this work in-house. Annually, 10 percent of Category 3 and Category 4 funds will be available as Planning and Design Funds. This equates to an estimated $2,500,000 in the first year the funds are available. The Planning and Design funds program is competitive and available to all enrollees. For detailed information about Planning and Design Funds, including project requirements, award size, and evaluation criteria, refer to Section 4.3.3.1.

4.1.6   MONITORING AND ASSESSMENT

The TAP program will be monitored on an annual basis, and undergo a full evaluation after Year 7 (completion of 5 years of the full program). Please refer to Section 5.2 for an explanation of the metrics to be monitored. In addition to these metrics, RPOSD staff will monitor enrollee requests and observed needs and use this information to inform the annual evaluation. For each annual evaluation of the TAP, RPOSD will identify any program shortcomings and develop a plan to improve the TAP and adjust its elements and/or resource distribution accordingly to improve outcomes. RPOSD's evaluation and improvement plan will be available through a public annual report, which will contain RPOSD's assessment methodology and metrics.

At the conclusion of Year 7 of the TAP, RPOSD will complete an in-depth evaluation of the TAP, assessing the program's outcomes and progress toward its goals. This evaluation will include the metrics defined in Section 5.2, and may also include a qualitative assessment of the TAP's impact. The results of this evaluation will inform any needed modifications to funding, structure, content, and delivery method of technical assistance.

4.2   ANNUAL ALLOCATIONS

Measure A funds six annual allocation programs:

- Community-based Park Investment Program (Category 1)
- Neighborhood Parks, Healthy Communities, & Urban Greening Program (Category 2)
- Annual allocation to Los Angeles County Department of Beaches and Harbors (DBH) (Category 3)
- Annual allocation for Los Angeles County Department of Parks and Recreation (DPR) (Category 4)
- Annual allocation for County Cultural Facilities (Category 3 and Category 4)
- Maintenance and Servicing (M&S) Funds

Each of these programs is described in detail beginning in Section 4.2.2. Information about applying for annual allocations, award notification, and administering annual allocations can be found in Section 3.4.

4.2.1   USE OF ANNUAL ALLOCATIONS

Agencies who receive annual allocation funds have several options for how they may use their annual allocation, including expend, accrue, bond (not applicable to M&S funds), and share/transfer. As described in Section 3.2, agencies must inform RPOSD of their plans for using annual allocations during the annual enrollment process.

4.2.1.1   Expend

Each year agencies may choose to expend their total available annual allocation or a portion thereof. Agencies choosing to not expend any funds, or expend only a portion of total available allocation funds must follow the guidelines for accruing funds, listed below. Agencies expending their annual allocations may request advancing or forwarding of funds. Advancement and forwarding may occur in accordance with the following:

- **Advancement.** Some jurisdictions may require an advancement of annual allocation funds from RPOSD to begin their project. Refer to Section 3.4.4.2 for additional information on advancements.
- **Forwarding.** Agencies with financial capacity may forward up to 5 years' worth of anticipated annual allocation funds in order to expedite completion of grant-funded projects. Use of forwarded funds must be reported to RPOSD prior to expenditure. For additional information on forwarding requirements, refer to Section 2.11.

4.2.1.2 Accrue

Agencies may choose to accrue a portion or all of their annual allocations for a predetermined number of years. Agencies choosing to accrue their annual allocations must inform RPOSD during enrollment of their plan for the funds, including the number of years they are planning on accruing the funds and the intended use of the funds. Agencies may accrue their annual allocations for a maximum of five years. Agencies will be required to provide a report half-way through their identified accrual period that reflects the pre-project work completed or planned, including community engagement, planning, design, and/or site assessments. RPOSD Program Managers will work closely with agencies in their final year of accrual to ensure that agencies are prepared to expend funds in the following year.

4.2.1.3 Bond

An agency's annual allocation(s) can be used to secure bond financing through RPOSD and/or the County. Cities may not bond against annual allocation funds themselves; as RPOSD and/or the County will be the bonding agency, not the cities or other public entities. Agencies wishing to participate in the bond issuance might receive between 14.2 and 15.9 times their annual allocation, depending on market conditions, the bonding volume and maturity date. For example, a city with an annual allocation of $100,000 might receive between $1.42 million and $1.59 million if they participated in the bond issuance. RPOSD would then be responsible for making annual payments on these funds from the agency's annual allocations until the bond reaches maturity (20 to 25 years, depending on the specifics of the bond). Agencies should take the following into consideration in regards to bonding:

- **Identification of Projects.** Projects must be specified prior to the issuance of bonds. The bond counsel will certify that the projects being funded qualify for the interest paid on the bonds to be exempted from income taxes.
- **Timely Completion of Projects.** Proposed projects must be ready to proceed with construction, and must be completed and all funds expended within three years of bond issuance.
- **Pay-as-you-go Projects.** Even for Study Areas that use their entire Category 1 and 2 revenue stream for bonding, additional revenue may be available for pay-as-you-go projects in subsequent years if the countywide total improvement square footage increases and, hence, the Measure A special tax revenue increases.
- **Capital Projects.** Bonded funds may only be utilized for capital projects and the soft costs will be limited to 25percent. Eligible soft costs will be those allowable under the bonding conditions, and are expected to be more constrained than other Measure A eligible soft costs

Agencies interested in learning more about bonding or participating in the issuance of bonds should contact their Program Manager. For additional information on bonding policies, refer to Section 2.8.

4.2.1.4   Share/Transfer

A Study Area may share its annual allocation funds (including M&S) with another Study Area, provided that:

- The "receiving" Study Area is located directly adjacent to the "sending" Study Area; or
- RPOSD finds, through the grantmaking process, that the intended use of the funds by the "receiving" Study Area will benefit the residents of the "sending" Study Area.

In such cases, the agency with jurisdiction over the "sending" Study Area 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. In cases where the same agency has jurisdiction over both the sending and receiving Study Areas, the resolution must relinquish the sending Study Area's right to all or a portion of the funds. The agency with jurisdiction over the "receiving" Study Area may apply for and spend these funds only in accordance with the requirements identified in this chapter. Additional requirements for sharing funds are specified in Section 2.13.

4.2.2 COMMUNITY-BASED PARK INVESTMENT PROGRAM

Community-Based Park Investment Program funds will be allocated to each Study Area in the County using the Per Capita and Structural Improvements Formula. These funds are available on an annual basis for expenditure on projects that comply with the requirements listed below.

Funding Amount and Cycle Frequency

The estimated FY 2018/2019 funding amount for the Community-based Park Investment Program is $33,204,270 (35 percent of Measure A funds). Community-based Park Investment Program funds will be allocated annually to each Study Area, with allocation ratios recalculated every five years. See Section 2.10 for additional information on the calculation of allocation ratios.

Project Types

Below is a non-exhaustive list of projects that may be eligible for grant funds under the Community-based Park Investment Program. This list is intended to assist agencies in understanding the types of projects Community-based Park Investment Program funds can be expended on, not to limit or direct the projects they choose to complete.

- Community and local parks, including pocket parks, playgrounds, playground equipment, dog parks, and picnic areas, especially those that connect and restore underutilized spaces
- Community and senior recreational centers
- Park safety, graffiti removal, facility safety lighting, safe routes to schools, and other safety improvements
- Greenspace and greenway development
- Gardens
- Urban canopy development to reduce the heat island effect, especially in heavily urbanized, tree-poor areas of the County

Project Requirements

Applicants must provide proof that the project meets the project eligibility, feasibility, and community engagement requirements listed below.

Project Eligibility

Applicants must provide proof that the project meets <u>all</u> of the following Project Eligibility requirements in order to apply for a grant award:

- The project is located in the Study Area, or meets the requirements for shared funds.
- The project is a permanent capital project.
- The project is consistent with the most current PNA.

Project Feasibility

Applicants must provide proof that the project meets <u>at least one</u> requirement in each topic area in order to apply for a grant award:

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

Planning and Design Status
- Design documents of 30 percent or greater are complete; or
- Agency 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; or
- Any necessary permitting and CEQA documents are completed and certified; or
- Agency has concrete plans as to how and when permitting and CEQA will be completed.

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

Project Budget and Funding
- Agency 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
- Agency 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 3.3.

4.2.3 NEIGHBORHOOD PARKS, HEALTHY COMMUNITIES, & URBAN GREENING PROGRAM

Neighborhood Parks, Healthy Communities, & Urban Greening Program funding is allocated to High and Very High Need Study Areas, as identified in the most current PNA, on an annual basis. Funds are allocated using the Per Capita and Structural Improvements Formula.

Projects using Neighborhood Parks, Healthy Communities, & Urban Greening Program funds should involve the acquisition of real property, and the construction and rehabilitation of parks and recreation facilities that provide safe places and facilities for after-school, weekend, and holiday programs for local children, youth and families, provide opportunities for healthy living in all neighborhoods, and improve the quantity and quality of green spaces in the county.

Multi-benefit projects should seek to leverage public and private funding from water conservation and supply, water and air quality improvements, flood risk management, climate pollution reduction or adaptation, carbon sequestration, heat-island reduction, habitat protection and biodiversity, public health, and environmental justice benefit programs.

Funding Amount and Cycle Frequency

The estimated FY 2018/2019 funding amount for the Neighborhood Parks, Healthy Communities, & Urban Greening Program is $12,333,014 (13 percent of Measure A expenditure plan). The Neighborhood Parks, Healthy Communities, & Urban Greening Program will allocate funds annually to High and Very High Need Study Areas, as identified in the most current PNA, with allocation ratios recalculated every five years. See Section 2.10 for additional information on the calculation of allocation ratios.

Project Types

Below is a non-exhaustive list of projects that may be eligible for grant funds under the Neighborhood Parks, Healthy Communities, & Urban Greening Program. This list is intended to assist agencies in understanding the types of projects Community-based Park Investment Program funds can be expended on, not to limit or direct the projects they choose to complete.

- Community and local parks, including pocket parks, playgrounds, playground equipment, dog parks, and picnic areas, especially those that connect and restore underutilized spaces
- Community and senior recreational centers
- Park safety, graffiti removal, facility safety lighting, safe routes to schools, and other safety improvements
- Greenspace and greenway development
- Gardens
- Urban canopy development to reduce the heat island effect, especially in heavily urbanized, tree-poor areas of the County

Project Requirements

Applicants must provide proof that the project meets the project eligibility, feasibility, and community engagement requirements listed below.

Project Eligibility

Applicants must provide proof that the project meets all of the following Project Eligibility requirements in order to apply for a grant award:

- The project is located in the Study Area, or meets the requirements for shared funds.
- The project is a permanent capital project.
- The project is consistent with the most current PNA.

Project Feasibility

Applicants must provide proof that the project meets at least one requirement in each topic area in order to apply for a grant award:

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

Planning and Design Status
- Design documents of 30 percent or greater are complete; or
- Agency 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; or
- Any necessary permitting and CEQA documents are completed and certified; or
- Agency has concrete plans as to how and when permitting and CEQA will be completed.

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

Project Budget and Funding
- Agency 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
- Agency 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 3.3.

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Chapter 4 – Recommendations for Measure A Grant Programs
Annual Allocations: Neighborhood Parks, Healthy Communities, & Urban Greening Program

4.2.4   ALLOCATION TO COUNTY DEPARTMENT OF BEACHES AND HARBORS

Measure A provides that DBH shall receive up to 25 percent of the total Category 3 funds as an annual allocation. Category 3 grant 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.

Funding Amount and Cycle Frequency

The estimated FY 2018/2019 funding amount of this allocation is $3,083,253 (25 percent of Natural Lands, Local Beaches, Water Conservation and Protection Program funds). This allocation will be available to DBH annually.

Project Types

Below is a non-exhaustive list of projects that may be eligible for grant funds under Category 3.

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

Natural Lands
- Habitat gardens
- Land stewardship
- Nature centers
- Preservation of natural lands
- Revegetation of drought tolerant plants
- Tree planting

Water Conservation
- Drainage basins
- Irrigation projects
- Permeable walkways and play surfaces
- Rainwater harvesting
- 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
- 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
- Access roads, parking lots, and associated 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 ADA improvements, crosswalks, and pedestrian signals that provide safer access (must be adjacent to facility)
- Trailhead improvements

Project Requirements

Applicants must provide proof that the project meets the project eligibility, feasibility, and community engagement requirements listed below.

Project Eligibility

Applicants must provide proof that the project meets <u>all</u> 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.
- The project promotes, improves, or protects clean local water supplies, habitat improvements, park space, recreation, public/universal access, watershed health, or open space.
- The project is a permanent capital project.

Project Feasibility

Applicants must provide proof that the project meets <u>at least one</u> requirement in each topic area in order to apply for a grant award:

Land Access/Tenure
- Agency owns the land in question;
- Agency has entered into a lease or other use agreement for the land in question; or

- Agency has concrete plans as to how access or tenure will be acquired or arranged.

Planning and Design Status
- Design documents of 30 percent or greater are complete; or
- Agency 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
- Agency has concrete plans as to how and when permitting and CEQA will be completed.

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

Project Budget and Funding
- Agency 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
- Agency 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 3.3.

4.2.5 ALLOCATION TO COUNTY DEPARTMENT OF PARKS AND RECREATION

Measure A provides that DPR shall receive up to 25 percent of the total Category 4 funds as an annual allocation. Category 4 grant projects should improve and protect regional recreational facilities, trails and accessibility projects. Greater priority should 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.

Funding Amount and Cycle Frequency

The estimated FY 2018/2019 funding amount is $3,083,253 (25 percent of Regional Recreation, Multi-use Trails and Accessibility funds). This allocation will be available to DPR annually.

Project Types

Below is a non-exhaustive list of projects that may be eligible for grant funds under Category 4.

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
- Gardens and arboreta 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

Project Requirements

Applicants must provide proof that the project meets the project eligibility, feasibility, and community engagement requirements listed below.

Project Eligibility

Applicants must provide proof that the project meets <u>all</u> 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.
- The project 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.

Project Feasibility

Applicants must provide proof that the project meets <u>at least one</u> requirement in each topic area in order to apply for a grant award:

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

Planning and Design Status
- Design documents of 30 percent or greater are complete; or
- Agency 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; or
- Any necessary permitting and CEQA documents are completed and certified; or
- Agency has concrete plans as to how and when permitting and CEQA will be completed.

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

Project Budget and Funding
- Agency 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
- Agency 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 3.3.

4.2.6 COUNTY CULTURAL FACILITIES

Of Category 4 funds, which are granted to projects that acquire, develop, improve and/or restore regional recreational facilities and multi-use trails, up to 10 percent, on an annual basis, shall be allocated to County cultural facilities.

Funding Amount and Cycle Frequency

The estimated FY 2018/2019 funding amount is. $1,233,301 (10 percent of Category 4 funds). These funds will be available to the BOS with each Supervisor's office receiving one-fifth of the total amount available. The allocation will be available annually.

Project Types

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

- 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

Project Requirements

Applicants must provide proof that the project meets the project eligibility, feasibility, and community engagement requirements listed below.

Project Eligibility

Applicants must provide proof that the project meets <u>all</u> of the following Project Eligibility requirements in order to apply for a grant award:

- The project improves, refurbishes, enhances an existing County-owned cultural facility; creates a new County-owned cultural facility; or the project is developed on County-owned land and the owner is an agency of which the County is a partner.
- The project is a permanent capital project.

Project Feasibility

Applicants must provide proof that the project meets <u>at least one</u> requirement in each topic area in order to apply for a grant award:

Land Access/Tenure
- Applicant owns the land in question; or
- 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 Status
- Design documents of 30 percent 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; or
- 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
- There are no adverse site conditions that would affect project implementation; or
- 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 Budget 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 3.3.

4.2.7   MAINTENANCE AND SERVICING FUNDS

Maintenance and Servicing funds can be used to offset increased maintenance costs resulting from RPOSD-funded projects. M&S funds shall be allocated annually to each recipient, and shall be available only to those entities which certify that:

- Such funds shall be used only to maintain and service projects funded by RPOSD, inclusive of grants issued pursuant to the 1992 and 1996 Propositions and Measure A, and
- Such funds shall not be used to fund existing levels of service, but rather only to supplement or enhance existing service levels.

M&S funds shall be used only to maintain and service, including resource protection activities for the capital outlay projects funded by RPOSD and are administered separately from RPOSD's grant program. M&S funds are held in trust by RPOSD until a request from an eligible entity is made. Eligible entities are those listed in Measure A Section 6(e)(2)(A) that are in good standing with RPOSD.

Funding Amount and Cycle Frequency

The estimated FY 2018/2019 funding amount for M&S funds is $14,230,401 (15 percent of Measure A funds). M&S funds will be available as an allocation to each recipient on an annual basis.

M&S funds are annually allocated as follows:

- Fifty point eighty-five percent (50.85%) to cities using the Per Capita Improvement Formula
- Ten point fifty percent (10.50%) to DBH
- Thirteen point five percent (13.50%) to DPR
- Three percent (3.00%) to the Department of Public Works
- One percent (1.0%) to the Baldwin Hills Regional Conservation Authority
- Point five percent (0.5%) to the Los Cerritos Wetlands Authority
- Eight percent (8.0%) to the Mountains Recreation and Conservation Authority
- Two percent (2.0%) to the Puente Hills Habitat Preservation Authority
- One percent (1.0%) to the Santa Clarita Watershed Recreation and Conservation Authority
- Five point fifteen percent (5.15%) to the Watershed Conservation Authority; and
- Four point five percent (4.5%) unallocated for eligible nonprofit organizations that own, operate, or both, parklands consistent with this resolution. Refer to Chapter 3, Policies for additional information.

Expenditure Eligibility

M&S funds may only be used by grantees to offset increased maintenance and servicing costs resulting from RPOSD-funded projects, including from Measure A and Proposition A. M&S funds allocated to the County Department of Beaches and Harbors (DBH) shall be used for projects that repair and replace facilities impacted from high user activity and weatherization from being located near the ocean, such funds shall be used to supplement existing levels of service.

In most cases, an agency will not apply for M&S funds until the project that qualifies payment of these funds has been completed and the grant has been closed (see Section 4.3 for details about grant closeout).

However, if the project consists of development in several phases, acquisition and development, or acquisition of land from several land owners, some M&S funds may be claimed if eligible expenses are incurred prior to the entire project's completion.

"Maintenance" and "servicing" costs are as defined in the Landscaping and Lighting Act of 1972 (Section 22500 et seq. of the Streets and Highways Code) as follows:

Section 22531. Maintain or Maintenance

"Maintain" or "maintenance" means the furnishing of services and materials for the ordinary and usual maintenance, operation, and servicing of any improvement, including:

- Repair, removal, or replacement of all or any part of any improvement.
- Providing for the life, growth, health, and beauty of landscaping, including cultivation, irrigation, trimming, spraying, fertilizing, or treating for disease or injury.
- The removal of trimmings, rubbish, debris, and other solid waste.
- The cleaning, sandblasting, and painting of walls and other improvements to remove or cover graffiti.

Section 22538. Service or Servicing

"Service" or "servicing" means the furnishing of:

- Electric current or energy, gas, or other illuminating agent for any public lighting facilities or for the lighting or operation of any other improvements.
- Water for the irrigation of any landscaping, the operation of any fountains, or the maintenance of any other improvements.
- Security services for the completed project.

4.3 COMPETITIVE GRANTS

Measure A funds six competitive grant programs, grouped as followed:
- Acquisition/Capital Project 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
- Program Grants
  - Recreation Access Program
  - Youth and Veteran Job Training and Placement Program
- Technical Assistance
  - Planning and Design Funds (Technical Assistance)

As described in Section 1.8, RPOSD is recommending that all competitive grant funds be reserved until ongoing litigation is resolved. Competitive grant funds will accrue during this time period and accrued funds will be available in the first round of each grant program.

Each competitive grant program is described below, beginning in Section 4.3.1.

4.3.1 ACQUISITION / DEVELOPMENT PROJECT GRANT PROGRAMS

4.3.1.1 Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grants Program (Category 3)

Goals

Natural Lands, Local Beaches, Water Conservation and Protection General Competitive 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[i] (estimated annual amount of $1,400,954) will be awarded to projects in High or Very High Need Study Areas, as defined by the most recent Countywide Parks Needs Assessment. For additional information on this target, refer to Section 2.1.

Funding Amount and Cycle Frequency

The estimated annual funding amount for the Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grants Program is $4,669,847 (38 percent of Category 3 funds).

The first grant cycle will occur once ongoing litigation is resolved. The amount of funding available in the first grant cycle will be at least one year's worth of funding and will include additional funds that accrue over the course of the litigation.

After the first grant cycle, the distribution of funding for this grant program will follow a four-year grant cycle[ii] as recommended in Section 1.8.3. Each grant cycle will accumulate four years' worth of funding and the amount available is anticipated to be $18,679,388.

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

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Chapter 4 – Recommendations for Measure A Grant Programs
Competitive Grants: Natural Lands, Local Beaches, Water Conservation and Protection Program

- 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
- Acquisitions[1]

Project Requirements

Applicants must provide proof that the project meets the project eligibility, feasibility, and community engagement requirements listed below.

Project Eligibility

Applicants must provide proof that the project meets <u>all</u> 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.

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[1] If desired, projects that involve only the acquisition of land are eligible to apply for the Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grants in lieu of the Acquisition-only Program. These acquisition-only projects would compete only against other acquisition-only projects in the Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grants Program and be evaluated using the same criteria as are used for the Acquisition-only Program.

- 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

Applicants must provide proof that the project meets <u>at least one</u> requirement in each topic area in order to apply for a grant award:

Land Access/Tenure
- Applicant owns the land in question; or
- 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 Status
- Design documents of 30 percent 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; or
- 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
- There are no adverse site conditions that would affect project implementation; or
- 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 Budget 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 3.3.

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Chapter 4 – Recommendations for Measure A Grant Programs
Competitive Grants: Natural Lands, Local Beaches, Water Conservation and Protection Program

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. Note that Measure A grant awards are not necessarily intended to fully fund grant projects/programs and may require the leveraging of other funding sources.

- 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[iii]
- Regional Benefits
- Community Involvement Beyond Required Minimum
- Environmental Multi-benefits[iv]
- Community Health Multi-benefits[iviv]
- Social Multi-benefits[iv]
- 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).

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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**

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. [iii] Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.	**10 MAX.**
(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.	*0-6*
(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.	*0-4*
(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.	*0-2*

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Chapter 4 – Recommendations for Measure A Grant Programs
Competitive Grants: Natural Lands, Local Beaches, Water Conservation and Protection Program

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

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[2] Definition of "regional benefit" and "regional need" will be determined by RPOSD through the future development of a Countywide Regional and Open Space Assessment.

COMMUNITY INVOLVEMENT BEYOND MINIMUM REQUIREMENTS	10 MAX.
APPLICANTS WILL RECEIVE POINTS BASED ON THE QUALITY OF PAST AND/OR PROPOSED ENGAGEMENT WITH THE COMMUNITY THAT GOES BEYOND THE MINIMUM ENGAGEMENT REQUIREMENTS. 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. Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.	
(A) Applicant engaged and/or will engage the community at point(s) in the project when community input could influence the outcome of the project (see "Engage the Community at an Appropriate Time" under Section 3.3.6 for details).	0-2
(B) Project utilized and/or will utilize multiple inclusive outreach methods that target broad representation of residents and stakeholders (see "Employ Inclusive Outreach Methods" under Section 3.3.6 for details). Applicants utilizing more than three methods may receive more points.	0-2
(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 (see "Remove Barriers to Access" under Section 3.3.6 for details). Applicants removing more barriers will receive more points.	0-2
(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 (see "Establish and Leverage Community Partnerships" under Section 3.3.6 for details).	0-2
(E) Applicant provided or will provide language access services beyond minimum requirements (see Section 3.3.1 for minimum requirements).	0-2
(F) Community input received during the engagement process is reflected or will be reflected in the project's outcome and its components (see "Incorporate Community Input into Project Plans" under Section 3.3.6 for details).	0-2

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Chapter 4 – Recommendations for Measure A Grant Programs
Competitive Grants: Natural Lands, Local Beaches, Water Conservation and Protection Program

SOCIAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO SOCIAL ISSUES. **Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.**	**10 MAX.**
(A) Community Safety, Gang Activity Reduction, and Violence Prevention *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.*	*0-3*
(B) Anti-displacement Mitigation *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.*	*0-3*
(C) Cultural and Language Sensitivity *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.*	*0-3*
(D) Interpretive Programs and Education *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.*	*0-3*

COMMUNITY HEALTH MULTI-BENEFITS	10 MAX.
PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO COMMUNITY HEALTH ISSUES. Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.	
(A) Physical Activity *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.*	*0-3*
(B) Universal Design and Accessibility *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.*	*0-3*
(C) Safe and Active Transportation *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.*	*0-3*
(D) Social Interaction *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.*	*0-3*

Chapter 4 – Recommendations for Measure A Grant Programs
Competitive Grants: Natural Lands, Local Beaches, Water Conservation and Protection Program

ENVIRONMENTAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO ENVIRONMENTAL ISSUES. Projects may receive up to a maximum of 40 points by meeting one or more of the subcriteria below.	40 MAX.
(A) Water Quality Improvements and Stormwater Capture and Conservation *Project includes features to improve water quality which go beyond those required by State and local codes. 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, and other ways to use recycled water and reduce runoff.*	*0-15*
(B) Air Quality Improvements and Greenhouse Gas (GHG) Reductions, including Carbon Sequestration *Project includes features to reduce existing criterion air pollutant emissions that go beyond those required by current regulations. 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, low allergen palette selection, active transportation options, and sustainable maintenance of amenities.*	*0-15*
(C) Heat-Island Reductions *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.*	*0-10*
(D) Habitat Protection and Biodiversity *Project includes features to create, preserve, and/or enhance 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.*	*0-10*

LEVERAGING OF FUNDS 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. PUBLIC AND PRIVATE FUNDING SOURCES INCLUDE, BUT ARE NOT LIMITED TO, THOSE THAT ADDRESS THE FOLLOWING: • 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. Projects may receive up to a maximum of 5 points by meeting one or more of the subcriteria below.	5 MAX.
(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.	*4 max.*
(A1) Project uses more than 80% of the project's cost as leveraged funds.	*4*
(A2) Project uses 60%-80% of the project's cost as leveraged funds.	*3*
(A3) Project uses 40%-59% of the project's cost as leveraged funds.	*2*
(A4) Project uses 20%-39% of the project's cost as leveraged funds.	*1*
(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.	*5*

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Chapter 4 – Recommendations for Measure A Grant Programs
Competitive Grants: Natural Lands, Local Beaches, Water Conservation and Protection Program

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. Only one of the following subcriteria will apply to each project, for a maximum of 15 points.	15 MAX.
(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.	*0-15*
(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.	*0-10*

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 . Only one of the following subcriteria will apply to each project, for a maximum of 20 points.	20 MAX.
(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.	*11-20*
(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, or water conservation or protection improvements.	*0-10*

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Chapter 4 – Recommendations for Measure A Grant Programs
Competitive Grants: Natural Lands, Local Beaches, Water Conservation and Protection Program

4.3.1.2 Regional Recreation, Multi-use Trails and Accessibility Competitive Grants Program (Category 4)

Goals

Regional Recreation, Multi-use Trails and Accessibility Competitive Grants 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[i] (estimated annual amount of $1,104,961) will be awarded to projects in High or Very High Need Study Areas, as defined by the most recent Countywide Parks Needs Assessment. For additional information on this target, refer to Section 2.1.

Funding Amount and Cycle Frequency

The estimated annual funding amount for the Regional Recreation, Multi-use Trails and Accessibility Competitive Grants Program is $3,683,205 (30 percent of Category 4 funds).

The first grant cycle will occur once ongoing litigation is resolved. The amount of funding available in the first grant cycle will be at least one year's worth of funding and will include additional funds that accrue over the course of the litigation.

After the first grant cycle, the distribution of funding for this grant program will follow a four-year grant cycle[ii] as recommended in Section 1.8.3. Each grant cycle will accumulate four years' worth of funding and the amount available is anticipated to be $14,732,820.

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
- Acquisitions[3]

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[3] If desired, projects that involve only the acquisition of land are eligible to apply for the Regional Recreation, Multi-use Trails and Accessibility Competitive Grants Program in lieu of the Acquisition-only Program. These acquisition-only projects would

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

Applicants must provide proof that the project meets the project eligibility, feasibility, and community engagement requirements listed below.

Project Eligibility

Applicants must provide proof that the project meets <u>all</u> 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.

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compete only against other acquisition-only projects in the Regional Recreation, Multi-use Trails and Accessibility General Competitive Program and be evaluated using the same criteria as are used for the Acquisition-only Program.

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Chapter 4 – Recommendations for Measure A Grant Programs
Competitive Grants: Regional Recreation, Multi-use Trails, and Accessibility Program

Project Feasibility

Applicants must provide proof that the project meets <u>at least one</u> requirement in each topic area in order to apply for a grant award:

Land Access/Tenure
- Applicant owns the land in question; or
- 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 Status
- Design documents of 30 percent 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; or
- 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
- There are no adverse site conditions that would affect project implementation; or
- 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 Budget 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 3.3.

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. Note that Measure A grant awards are not necessarily intended to fully fund grant projects/programs and may require the leveraging of other funding sources.

- 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[iii]
- Regional Benefits
- Community Involvement Beyond Minimum Requirements
- Environmental Multi-benefits[iv]
- Community Health Multi-benefits[iv]
- Social Multi-benefits[iv]
- 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)

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Chapter 4 – Recommendations for Measure A Grant Programs
Competitive Grants: Regional Recreation, Multi-use Trails, and Accessibility 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**

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.[iii] Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.	**10 MAX.**
(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.	*0-6*
(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.	*0-4*
(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.	*0-2*

REGIONAL BENEFITS PROJECTS THAT PROVIDE REGIONAL BENEFITS OR SERVE REGIONAL NEED WILL RECEIVE POINTS[4]. Projects may receive up to a maximum of 30 points by meeting one or more of the subcriteria below.	30 MAX.
(A) Project provides regional benefits by rehabilitating, adding or improving a unique facility, amenity, or natural resource within the region it serves.	*0-6*
(B) Project meets regional need by rehabilitating, adding or improving any facility, amenity, or natural resource for which regional demand/or use is high.	*0-6*
(C) Project accommodates regional access by providing trail connectivity, transit connections beyond the local vicinity, trailhead and/or parking improvements, or ADA improvements.	*0-6*
(D) Project includes interpretive, educational, programmatic, or other components that encourage regional visitation.	*0-6*
(E) Project involves the collaboration of multiple Study Areas, agencies, or nonprofit organizations.	*0-6*
(F) Project increases community value (natural or built) by filling a gap in regional facilities, amenities, or open space.	*0-6*

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[4] Definition of "regional benefit" and "regional need" to be determined by RPOSD through the development of a Countywide Regional and Open Space Assessment.

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Chapter 4 – Recommendations for Measure A Grant Programs
Competitive Grants: Regional Recreation, Multi-use Trails, and Accessibility Program

COMMUNITY INVOLVEMENT BEYOND MINIMUM REQUIREMENTS	10 MAX.
APPLICANTS WILL RECEIVE POINTS BASED ON THE QUALITY OF PAST AND/OR PROPOSED ENGAGEMENT WITH THE COMMUNITY THAT GOES BEYOND THE MINIMUM ENGAGEMENT REQUIREMENTS. 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. Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.	
(A) Applicant engaged and/or will engage the community at point(s) in the project when community input could influence the outcome of the project (see "Engage the Community at an Appropriate Time" under Section 3.3.6 for details).	0-2
(B) Project utilized and/or will utilize multiple inclusive outreach methods that target broad representation of residents and stakeholders (see "Employ Inclusive Outreach Methods" under Section 3.3.6 for details). Applicants utilizing more than three methods may receive more points.	0-2
(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 (see "Remove Barriers to Access" under Section 3.3.6 for details). Applicants removing more barriers will receive more points.	0-2
(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 (see "Establish and Leverage Community Partnerships" under Section 3.3.6 for details).	0-2
(E) Applicant provided or will provide language access services beyond minimum requirements (see Section 3.3.1 for minimum requirements).	0-2
(F) Community input received during the engagement process is reflected or will be reflected in the project's outcomes and its components (see "Incorporate Community Input into Project Plans" under Section 3.3.6 for details).	0-2

SOCIAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO SOCIAL ISSUES. Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.	**10 MAX.**
(A) Community Safety, Gang Activity Reduction, and Violence Prevention *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.*	*0-3*
(B) Anti-displacement Mitigation *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.*	*0-3*
(C) Cultural and Language Sensitivity *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.*	*0-3*
(D) Interpretive Programs and Education *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.*	*0-3*

COMMUNITY HEALTH MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO COMMUNITY HEALTH ISSUES. Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.	10 MAX.
(A) Physical Activity *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.*	*0-3*
(B) Universal Design and Accessibility *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.*	*0-3*
(C) Safe and Active Transportation *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.*	*0-3*
(D) Healthy Food Access *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.*	*0-3*
(E) Social Interaction *Project includes elements that promote social interaction, such as safe, attractive, and interactive gathering areas; public art; and infrastructure for play.*	*0-3*

ENVIRONMENTAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO ENVIRONMENTAL ISSUES. Projects may receive up to a maximum of 20 points by meeting one or more of the subcriteria below.	20 MAX.
(A) Water Quality Improvements and Stormwater Capture and Conservation *Project includes features to improve water quality which go beyond those required by State and local codes. 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, and other ways to use recycled water and reduce runoff.*	*0-10*
(B) Air Quality Improvements and Greenhouse Gas (GHG) Reductions, including Carbon Sequestration *Project includes features to reduce existing criterion air pollutant emissions that go beyond those required by current regulations. 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, low allergen palette selection, active transportation options, and sustainable maintenance of amenities.*	*0-10*
(C) Heat-Island Reductions *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.*	*0-5*
(D) Habitat Protection and Biodiversity *Project includes features to create, preserve, and/or enhance 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.*	*0-5*

LEVERAGING OF FUNDS 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. PUBLIC AND PRIVATE FUNDING SOURCES INCLUDE, BUT ARE NOT LIMITED TO, THOSE THAT ADDRESS THE FOLLOWING: • 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. Projects may receive up to a maximum of 5 points by meeting one or more of the subcriteria below.	5 MAX.
(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.	*4 max.*
(A1) Project uses more than 80% of the project's cost as leveraged funds.	*4*
(A2) Project uses 60%-80% of the project's cost as leveraged funds.	*3*
(A3) Project uses 40%-59% of the project's cost as leveraged funds.	*2*
(A4) Project uses 20%-39% of the project's cost as leveraged funds.	*1*
(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.	*5*

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. Only one of the following subcriteria will apply to each project, for a maximum of 15 points.	15 MAX.
(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.	*0-15*
(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.	*0-10*

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Chapter 4 – Recommendations for Measure A Grant Programs
Competitive Grants: Regional Recreation, Multi-use Trails, and Accessibility Program

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 . Only one of the following subcriteria will apply to each project, for a maximum of 20 points.	20 MAX.
(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.	*11-20*
(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, or water conservation or protection improvements.	*0-10*

4.3.1.3   Acquisition-only Program (Categories 3 & 4)

Goals

Acquisition-only grant projects should meet the goals of the Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grants Program or the Regional Recreation, Multi-use Trails and Accessibility Competitive Grants 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. The purpose of this grant program is to provide agencies and organizations the opportunity to apply for and receive funding for acquisitions on an annual basis, which is more frequent than the four-year grant cycles for the Natural Lands, Local Beaches, Water Conservation and Protection Competitive Grants Program and the Regional Recreation, Multi-use Trails and Accessibility Competitive Grants Program. On years in which these two competitive grant programs are active, applicants with acquisition-only projects may choose to compete in these competitive grant programs in lieu of the Acquisition-only Program.

Thirty percent of these funds[i] (estimated annual amount of $813,978) will be awarded to projects in High or Very High Need Study Areas, as defined by the most recent Countywide Parks Needs Assessment. For additional information on this target, refer to Section 2.1.

Funding Amount and Cycle Frequency

The estimated annual funding amount for the Acquisition-only program is $2,713,263 (12 percent of Category 3 and 10 percent of Category 4). The distribution of funding for this program will occur annually.

The first grant cycle will occur once ongoing litigation is resolved. The amount of funding available in the first grant cycle will be at least one year's worth of funding and will include additional funds that accrue over the course of the litigation.

Project Types

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

Project Requirements

Applicants must provide proof that the project meets the project eligibility, feasibility, and community engagement requirements listed below.

Project Eligibility

Applicants must provide proof that the project meets 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

Applicants must provide proof that the project meets <u>at least one</u> 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; or
- 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
- There are no adverse site conditions that would affect future project implementation; or
- 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 Budget 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.

Community Engagement

The project must meet the minimum community engagement requirements for acquisition-only projects as described in Section 3.3.

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. Note that Measure A grant awards are not necessarily intended to fully fund grant projects/programs and may require the leveraging of other funding sources.

- Minimum: $50,000
- Maximum: $1,000,000

Evaluation Criteria

Applications will be scored using the following criteria:

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

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

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

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. [iii] Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.	10 MAX.
(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.	*0-6*
(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.	*0-4*
(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.	*0-2*

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

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[5] Definition of "regional benefit" and "regional need" to be determined by RPOSD through the development of a Countywide Regional and Open Space Assessment.

SOCIAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO SOCIAL ISSUES. Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.	10 MAX.
(A) Community Safety, Gang Activity Reduction, and Violence Prevention *Project acquisition will result 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.*	*0-5*
(B) Anti-displacement Mitigation *Project will include 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.*	*0-5*

ENVIRONMENTAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO ENVIRONMENTAL ISSUES. Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.	10 MAX.
(A) Heat-Island Reductions *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.*	*0-5*
(B) Habitat Protection and Biodiversity *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.*	*0-5*

LEVERAGING OF FUNDS 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. PUBLIC AND PRIVATE FUNDING SOURCES INCLUDE, BUT ARE NOT LIMITED TO, THOSE THAT ADDRESS THE FOLLOWING: • 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. Projects may receive up to a maximum of 5 points by meeting one or more of the subcriteria below.	5 MAX.
(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)	*4 max.*
(A1) Project uses more than 80% of the project's cost as leveraged funds.	*4*
(A2) Project uses 60%-80% of the project's cost as leveraged funds.	*3*
(A3) Project uses 40%-59% of the project's cost as leveraged funds.	*2*
(A4) Project uses 20%-39% of the project's cost as leveraged funds.	*1*
(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.	*5*

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. Only one of the following subcriteria will apply to each project, for a maximum of 30 points.	30 MAX.
(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.	*16-30*
(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.	*0-15*

4.3.2   PROGRAM GRANTS

4.3.2.1   Recreation Access Program (Categories 3 & 4)

Goals

Measure A allows for up to 15 percent 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 and Very High Need Study Areas.

Funding Amount and Cycle Frequency

The estimated annual funding amount for the Recreation Access Program is $3,699,904 (15 percent of Category 3 and Category 4).

The first grant cycle will occur once ongoing litigation is resolved. The amount of funding available in the first grant cycle will be at least one year's worth of funding and will include additional funds that accrue over the course of the litigation.

After the first grant cycle, the distribution of funding for this grant program will follow a two-year grant cycle as recommended in Section 1.8.3. Each grant cycle will accumulate two years' worth of funding and the amount available is anticipated to be $7,399,808.

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

Applicants must provide proof that the program meets the eligibility, feasibility, and community engagement requirements listed below.

Program Eligibility

Applicants must provide proof that the program meets <u>all</u> 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

Applicants must provide proof that the program meets <u>at least one</u> requirement below in order to apply for a grant award:

- The program has already been established; or
- The program provider has a track record of running similar types of programs at other locations in Los Angeles County; or
- 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 CBO that is well-established in the service area.

Community Engagement

The program must meet the minimum community engagement requirements described in Section 3.3.

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. Note that Measure A grant awards are not necessarily intended to fully fund grant projects/programs and may require the leveraging of other funding sources.

- 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[iii]
- Community Involvement
- Program Benefits

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

Scoring Rubric

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

LEVEL OF NEED 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.[iii] Projects may receive up to a maximum of 25 points by meeting one or more of the subcriteria below.	25 MAX.
(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.	*25*
(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.	*20 max.*
(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.	*0-10*
(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.	*0-15*
(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.	*0-10*

COMMUNITY INVOLVEMENT BEYOND MINIMUM REQUIREMENTS APPLICANTS WILL RECEIVE POINTS BASED ON THE QUALITY OF PAST AND/OR PROPOSED ENGAGEMENT WITH THE COMMUNITY *(SEE SECTION 3.3.1.4)* THAT GOES BEYOND THE MINIMUM ENGAGEMENT REQUIREMENTS. 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. Projects may receive up to a maximum of 30 points by meeting one or more of the subcriteria below.	30 MAX.
(A) Applicant engaged the community while developing the program, to ensure that the program will meet the community's needs (see "Engage the Community at an Appropriate Time" under Section 3.3.1.4 for details).	*0-8*
(B) Applicant utilized and will continue to utilize multiple inclusive outreach methods that target broad representation of residents and stakeholders (see "Employ Inclusive Outreach Methods" under Section 3.3.1.4 for details). Applicants utilizing more than three methods may receive more points.	*0-8*
(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 (see "Remove Barriers to Access" under Section 3.3.1.4 for details). Applicants removing more barriers will receive more points.	*0-8*
(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 (see "Establish and Leverage Community Partnerships" under Section 3.3.1.4 for details).	*0-8*
(E) Applicant provided or will provide language access services beyond minimum requirements (see Section 3.3.1.2 for minimum requirements).	*0-8*
(F) Community input received during the engagement process is reflected or will be reflected in the program and its components.	*0-8*

PROGRAM BENEFITS PROGRAMS THAT IMPROVE ACCESSIBILITY, CONNECTIVITY, AND SAFETY, AND PROVIDE OPPORTUNITIES FOR EDUCATION, INTERPRETIVE SERVICES, AND ACTIVE RECREATION. **Programs may receive up to a maximum of 30 points by meeting one or more of the subcriteria below.**	30 MAX.
(A) Goals and Objectives *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.*	*0-5*
(B) Accessibility *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.*	*0-5*
(C) Participant Recruitment *Agency or organization actively recruits and publicizes the program to a wide range of participants within the area served.*	*0-5*
(D) Connectivity *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.*	*0-5*
(E) Interpretive Programs and Education *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.*	*0-5*
(F) Safe and Active Transportation *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.*	*0-5*

4.3.2.2   Youth and Veteran Job Training and Placement Program (Category 5)

Goals

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.

Funding Amount and Cycle Frequency

The estimated annual funding amount for the Youth and Veteran Job Training and Placement Program is $3,605,035 (3.8 percent of Measure A funds). Of these funds, at a minimum $2,884,028 (80 percent) must be allocated to education and skills training programs and at most $721,007 (20 percent) must be allocated to certification and job placement programs.

The first grant cycle will occur once ongoing litigation is resolved. The amount of funding available in the first grant cycle will be at least one year's worth of funding and will include additional funds that accrue over the course of the litigation.

After the first grant cycle, the distribution of funding for this grant program will follow a three-year grant cycle as recommended in Section 1.8.3. Each grant cycle will accumulate three years' worth of funding and the amount available is anticipated to be $10,815,105.

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

Applicants must provide proof that the program meets the eligibility, feasibility, and community engagement requirements listed below.

Program Eligibility

Applicants must provide proof that the program meets <u>all</u> 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.

Program Feasibility

The proposed program must meet <u>at least one</u> of the following Program Feasibility requirements:

- The program has already been established; or
- The program provider has a track record of running similar types of programs in other locations; or
- 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.

Community Engagement

The program must meet the minimum community engagement requirements described in Section 3.3

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. Note that Measure A grant awards are not necessarily intended to fully fund grant projects/programs and may require the leveraging of other funding sources.

- 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).

Scoring Rubric

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

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. Program providers may receive up to a maximum of 15 points by meeting one or more of the subcriteria below.	15 MAX.
(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.	*0-10*
(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).	*0-10*

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. Program providers may receive up to a maximum of 20 points by meeting one or more of the subcriteria below.	20 MAX.
(A) Program provider has established productive partnerships with organizations that result in inclusive recruitment, collaborative program development, and increased opportunities for program participants.	*10-20*
(B) Program provider has initiated partnerships with organizations that could result in inclusive recruitment, collaborative program development, and increased opportunities for program participants.	*5-10*
(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.	*0-5*

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. Programs may receive up to a maximum of 50 points by meeting one or more of the subcriteria below.	50 MAX.
(A) Program Readiness *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.*	*0-10*
(B) Goals and Objectives *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.*	*0-10*
(C) Participant Recruitment and Retention *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.*	*0-10*
(D) Follow-up Services *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).*	*0-10*
(E) History of Success and Outcomes *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.*	*0-10*

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Chapter 4 – Recommendations for Measure A Grant Programs
Competitive Grants: Youth and Veteran Job Training and Placement

4.3.3   TECHNICAL ASSISTANCE GRANTS

4.3.3.1   Planning and Design Funds

Goals

Planning and Design funds are a part of the TAP described in Section 4.2. 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.

Funding Amount and Cycle Frequency

The estimated annual funding amount for the Planning and Design Funds Program is approximately $2,500,000 (10 percent of Category 3 and Category 4). Planning and Design funds will be distributed annually as part of the TAP.

The first grant cycle will occur once ongoing litigation is resolved. The amount of funding available in the first grant cycle will be at least one year's worth of funding and will include additional funds that accrue over the course of the litigation.

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
- Park system master plans
- Open Space and Recreation Element updates

Project Requirements

Applicants must provide proof that the project meets the project eligibility, feasibility, and community engagement requirements listed below.

Project Eligibility

Applicants must provide proof that the project meets <u>all</u> of the following Project Eligibility requirements in order to apply for a grant award:

- The applicant must be enrolled with RPOSD and determined by RPOSD to be eligible to apply for Planning and Design funds. See Section 4.6.6 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

Applicants must provide proof that the project meets <u>at least one</u> 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
- 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.

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Chapter 4 – Recommendations for Measure A Grant Programs
Competitive Grants: Planning and Design Funds (Technical Assistance)

Project Budget 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.

Community Engagement

The program must meet the minimum community engagement requirements described in Section 3.3

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. Note that Measure A grant awards are not necessarily intended to fully fund grant projects/programs and may require the leveraging of other funding sources.

- 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[iii]
- 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 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.

Scoring Rubric

Evaluation Criteria	Points
Level of Need	20
Community Involvement Beyond Minimum Requirements[6]	10
Timeliness and Urgency	20
Existing Planning and Design Challenges	30
TOTAL POINTS	80

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[6] 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.

LEVEL OF NEED 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.[iii] Projects may receive up to a maximum of 20 points by meeting one or more of the subcriteria below.	20 MAX.
(A) Project to be planned or designed is located in a High or Very High Need Study Area.	*20*
(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.	*10 max.*
(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.	*0-6*
(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.	*0-4*

COMMUNITY INVOLVEMENT BEYOND MINIMUM REQUIREMENTS	10 MAX.
APPLICANTS WILL RECEIVE POINTS BASED ON THE QUALITY OF PAST AND/OR PROPOSED ENGAGEMENT WITH THE COMMUNITY *(SEE SECTION 3.3.1.2)* THAT GOES BEYOND THE MINIMUM ENGAGEMENT REQUIREMENTS. 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. PROJECTS MAY RECEIVE UP TO A MAXIMUM OF 10 POINTS BY MEETING ONE OR MORE of THE SUBCRITERIA BELOW.	
(A) Applicant engaged and/or will engage the community at point(s) in the planning and/or design process when community input could influence the outcome of the plan and/or design (see "Engage the Community at an Appropriate Time" under Section 3.3.6 for details).	*0-2*
(B) Plan or design process has utilized or will utilize multiple inclusive outreach methods that target broad representation of residents and stakeholders (see "Employ Inclusive Outreach Methods" under Section 3.3.2 for details). Applicants utilizing more than three methods may receive more points.	*0-2*
(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 (see "Remove Barriers to Access" under Section 3.3.4 for details). Applicants removing more barriers will receive more points.	*0-2*
(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 (see "Establish and Leverage Community Partnerships" under Section 3.3.6 for details).	*0-2*
(E) Plan or design process has provided or will provide language access services beyond minimum requirements (see Section 3.3.5 for minimum requirements).	*0-2*
(F) Community input received during the engagement process or design process is reflected or will be reflected in the plan and/or design of the project (see "Incorporate Community Input into Project Plans" under Section 3.3.3 for details).	*0-2*

## 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. Only one of the following subcriteria will apply to each project, for a maximum of 20 points.	20 MAX.
(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.	*12-20*
(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.	*0-10*

## 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. Projects may receive up to a maximum of 30 points by meeting one or more of the subcriteria below.	30 MAX.
(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.	*24-30*
(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.	*12-24*
(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.	*0-9*

[i] *Some Steering Committee members recommended that the minimum target for funding competitive grants for projects located in High or Very High Need Study Areas be higher than 30 percent because 50 percent of the County population currently lives in High and Very High Need Study Areas and the 30 percent target will not provide enough funds for those areas. Other Steering Committee members expressed concerns that the PNA did not adequately capture how some Moderate and/or Low Need Study Areas serve High and Very High Need Study Areas or how some moderate and/or Low Need Study Areas have open space needs and therefore underestimated their need. There were also opinions that Community-based Park Investment Program funds are sufficient in leveling the playing for High and Very Need Study Areas and additional targeting through competitive funds would put Moderate and Low Need Study Areas at an unfair disadvantage when competing for funds.*

[ii] *Some Steering Committee members advocated for more frequent grant cycles in order to provide more opportunities for applicants to compete for funds by reducing the risk of missing a funding opportunity due to capacity and/or timing issues. Some members stated that infrequent grant cycles create barriers to leveraging external funds.*

[iii] *Some Steering Committee members recommended awarding points to projects that are located in High and Very High Need Study Areas and awarding fewer points to projects that serve or benefit residents of High and Very High Need Study Areas. Some Steering Committee members were opposed to awarding points for projects purporting to serve or benefit High or Very High Need Study Areas based on the difficulty of documenting that the intended communities are benefitting from or are served by a project. Some Steering Committee members recommended putting a mechanism in place to ensure that projects intending to serve or benefit residents of High and Very High Need Study Areas meet this goal even if a project must be modified after completion to achieve this goal.*

[iv] *Some Steering Committee members were opposed to evaluating multi-benefit projects through three separate criteria: Social benefits, Community Health benefits, and Environmental benefits (or two separate criteria, in the case of Acquisition-only grants). These members believed that one general Multi-benefit evaluation criterion would allow applicants to earn points for providing any of the benefits currently included in the scoring rubric and would thus reduce barriers to earning points for providing multi-benefits.*

5

Recommendations for the Evaluation of Measure A

5. Recommendations for the Evaluation of Measure A

5.1   OVERVIEW

The Los Angeles County Regional Park and Open Space District (RPOSD) will purposefully and routinely report on the award and distribution of Measure A funds to measure progress toward the goals specified within the Measure. The recommended metrics to be used for evaluation can be summarized by seven metric groups: Project Tracking, Fund Tracking, Level of Need and Community-Based Expenditures, Leveraging of Funds, Competitive Grant Proposals, Community Outreach and Engagement, and Technical Assistance. These metric groups consist of individual metrics that can allow RPOSD to track, assess, and adjust Measure A spending in a timely manner.

The purpose of tracking Measure A funding is to ensure that the goals of Measure A are being met and that Measure A funding is providing benefits to County residents; to provide clear means for evaluating the success of implementation over time; and to inform learning, adaptation in implementation, and any course correction if needed. RPOSD is committed to sharing data collected, including evaluation reports, and partnering with other organizations to further analyze the impact of Measure A.

5.2   TRACKING OF METRICS

The metrics recommended for tracking by RPOSD were selected based on two principles: first, that an important function of metrics is to focus attention on information that can shape understanding, decision-making, and action; and secondly, that special attention should be paid to the language of the Measure approved by voters in determining if the will of the voters is being carried out.

Section 7(a) of Measure A prescribes that the Citizens Oversight Advisory Board (Advisory Board) shall publish a complete accounting of all allocations each year and post the information on RPOSD's website, to include the following information: location and footprint of each funded project, project objectives, status, and outcomes, any leveraging of funds used, and from which grant program the funds were allocated. Additionally, the Advisory Board shall submit periodic evaluations of the program to the County Board of Supervisors (BOS), acting as RPOSD's governing body, identifying any changes needed to meet the objectives of the measure (see Section 5.4 for more details). RPOSD's tracked metrics will include the data needed for the Advisory Board to produce and publish their required reports.

The metrics identified in this section should be monitored by RPOSD to determine if Measure A is being carried out as the voters intended, provide insight into whether the expenditure and administration of Measure A is aligning with its goals, and identify any arising areas of concern that warrant deeper investigation and corrective actions. The metrics for each grant program address the voter-approved priorities in each grant program of spending, and should be used to evaluate each grant program

separately. It is recommended that the metrics in each of Measure A's grant programs, as well as in Technical Assistance and Community Outreach and Engagement, be limited to less than a dozen. If new metrics need to be introduced, they should replace less useful metrics so that the number of metrics is not too large to be useful at each level of analysis. There are currently seven metric groups:

- Project Tracking
- Fund Tracking
- Level of Need and Community-Based Expenditures
- Leveraging of Funds
- Competitive Grant Proposals
- Community Outreach and Engagement
- Technical Assistance

Sections 5.2.1 to 5.2.7 identify applicable metrics for each of Measure A's grant funding categories. While all metrics have been identified as important to track in order to see the pattern of funding annually and over time, some metrics are further accompanied by desired goals or outcomes. Failure to meet these goals or outcomes will trigger corrective actions in the implementation of Measure A. A matrix summarizing the details of each metric group is available in Appendix B.

5.2.1 PROJECT TRACKING

The tracking of project information is required by Measure A in order to monitor where projects are located within the County, the progression of grant-awarded projects, and the outcomes of these projects. Key project tracking metrics include specific information about each project that is awarded Measure A funds across all grant programs, including:

- Grantee type (e.g., community-based organization, public agency)
- Project Location
- Project Footprint (e.g., grant boundary or size)
- Project Objectives
- Project Status
- Project Outcomes
- Project Cost
- Project Schedule/Timeframe

5.2.2 FUND TRACKING

Fund Tracking metrics include the total amount of money spent across each of Measure A's grant programs. The goal for tracking these metrics is to ensure that the expenditure of Measure A funds reflect the voter-approved breakdown of funds in the Measure's Expenditure Plan and that spending in each category of funds is following the Measure's funding guidelines and Expenditure Plan (see Chapters 3 and 4). A further breakdown of funds will also be tracked in the following areas, as applicable to each funding category or grant program:

- Total amount and percentage of total revenue spent by funding category
- Total amount and percentage of funds spent by City and unincorporated County

- Total amount and percentage of funds spent by Study Area
- Total amount and percentage of funds spent in the following areas, as a total, by Study Area, and aggregated by Level of Need:
  - Administration
  - Acquisition
  - Community Engagement
  - Planning and Design Activities
  - Development/Construction
  - Maintenance and Servicing
  - Technical Assistance (including Planning and Design funds)
  - Education, Skills Training, and Career Pathway Development (Youth and Veteran Job Training & Placement Program only)
  - Certification, Placement Services, and Apprenticeship Opportunities (Youth and Veteran Job Training & Placement Program only)

5.2.3   LEVEL OF NEED AND COMMUNITY-BASED EXPENDITURES

Metrics for Level of Need and Community-Based Expenditures include the following, as applicable to each funding category or grant program:

- Total amount and percentage of funds spent by Study Area Level of Need. (As discussed in Section 2.9, Countywide Parks Needs Assessment (PNA) Maintenance Policy, the Park Needs Assessment, including the metrics used in the 2016 PNA and the resulting Study Area Need Levels, shall be updated every 8 to 10 years.)
- Number of grants and percentage of grant funds awarded to organizations/program providers that provide services to or recruit the majority of their participants from High or Very High Need Study Areas (Youth and Veteran Job Training & Placement and Recreation Access grant programs only).

5.2.4   LEVERAGING OF FUNDS

Leveraging of Funds metrics track the amount of leveraged funds used for projects funded by Measure A dollars. Either Measure A funds are used to leverage other public and private funding, or other public and private funding are used to leverage Measure A funds. The purpose of tracking these metrics is to monitor and ensure whether other private and public funds are being used to leverage Measure A funds. If Measure A funds are being used to leverage other public and private funding, it is important to understand how much Measure A is helping to secure funds for and/or implement other projects or programs within the County. These metrics include the following:

- Total amount of other public and private funding leveraged by Measure A funds
- Resulting total leverage factor (Total expenditure/total funding leveraged by Measure A)

5.2.5   COMPETITIVE GRANT PROPOSALS

Competitive Grant Proposals metrics are tracked only for the competitive Measure A grant programs and focus on the Measure A grant application process. Metrics include:

- Number and percentages of competitive grant applications submitted under each grant program, further broken down by:
  - Number and percentages of competitive grant applications deemed complete.
  - Number and percentages of competitive grant applications successful in the award of a Measure A grant

These metrics are even further broken down by:

- Study Area
- Level of need
- Inclusion of community-based organizations (e.g., involvement of a CBO in the grant application process, including community engagement/outreach)

The purpose of aggregating the metrics by Study Area and level of need is to ensure that Study Areas of all need levels throughout the county, especially those that are of High or Very High Need, are successfully completing and submitting Measure A grant applications as well as being awarded Measure A competitive grants. It is also to ensure that a minimum of 30 percent of funds are being awarded to High and Very High Need Study Areas in the Natural Lands, Local Beaches, Water Conservation and Protection Program and Regional Recreation, Multi-use Trails and Accessibility Program, as recommended by the Steering Committee.

The purpose of tracking CBO participation is to assess whether the inclusion of CBO participation in the project or program grant application proposal increases the success rate of grant award.

5.2.6   COMMUNITY OUTREACH AND ENGAGEMENT

Community Outreach and Engagement metrics track the level of outreach and engagement conducted by agencies and organizations to complete the minimum requirements for community engagement along with any other community involvement beyond the minimum requirements across all grant programs (except for the Acquisition-Only Program). These metrics include:

- Total amount and percentage of funds spent on outreach and engagement to the community or community partners by Study Area, aggregated by level of need
- Total number of community engagement events and participants by Study Area, aggregated by level of need
- Number of CBOs engaged in community outreach and engagement efforts, and total dollars spent on CBO engagement work

The purpose of tracking these metrics is to keep a detailed record of community involvement activities and evaluate whether robust community involvement leads to other, higher-level community benefits such as resident satisfaction, improvement of Study Area need levels, etc.

5.2.7 TECHNICAL ASSISTANCE

Metrics for technical assistance will be used to help monitor and assess the effectiveness of Measure A's Technical Assistance Program (TAP). The purpose for tracking and evaluating these metrics is to ensure that each TAP element (training and education, professional services, etc.) is helping reduce barriers that prevent agencies and organizations from accessing Measure A funds at all stages of the grant project continuum as well as build up these agencies' and organizations' technical resources and organizational capacity. Therefore, these metrics focus on and compare the success of grant applicants who receive and do not receive technical assistance to assess whether the TAP is making an impact on the grant application and project completion processes. Metrics include the following:

- Status along grant continuum for every TAP recipient
- Number of new entities and partnerships established by agency/organization that receives technical assistance
- Rate of participation in Training and Education technical assistance by enrolled public agencies and CBOs, by workshop topic, aggregated by Study Area level of need
- Number and percentage of applications that received technical assistance that were new applicants for Measure A funding, were subsequently awarded Measure A funds, and that underwent project completion, by TAP element
- Total dollars and percentage of funds spent on technical assistance that resulted in projects that were subsequently awarded Measure A funds and underwent project completion, by TAP element

The TAP will be monitored on an annual basis and undergo a full evaluation at the start of Year 8 (completion of 5 years of the full program). For each annual evaluation of the TAP, RPOSD will identify any program shortcomings and develop a plan to improve the TAP and adjust its elements and/or resource distribution accordingly to improve outcomes. RPOSD's evaluation and improvement plan will be available through a public annual report, which will contain RPOSD's assessment methodology and metrics.

At the conclusion of Year 7/beginning of Year 8 of the TAP, RPOSD will complete an in-depth evaluation of the TAP, assessing the program's outcomes and progress toward its goals. This evaluation will include the technical assistance metrics, and may also include a qualitative assessment of the TAP's impact and feedback from TAP participants. The results of this evaluation will inform any needed modifications to funding, structure, content, and delivery method of technical assistance.

5.3 COLLABORATION WITH PARTNERS

RPOSD recognizes the importance of evaluating countywide environmental, social, demographic, and equity outcomes because they can help provide insight into the holistic impact or contribution Measure A is making and whether Measure A is ultimately achieving its broader goals. These include outcomes related to race, ethnicity, income, displacement, public health, safety, natural conservation, social programs and activities, and the capacity of agencies and organizations to successfully propose and implement projects.

RPOSD is committed to collaborating with partners such as individual researchers, universities, research institutions, or other agencies and sharing RPOSD's metrics data with them to aid them in their research and analysis on these topics.

5.4 DATA RELEASE AND EVALUATION REPORTS

RPOSD is committed to an evaluation process of Measure A that is holistic, transparent, and informative. The periodic evaluation of Measure A will serve as a learning process for RPOSD as well as its stakeholders and other interested parties in order to ensure that Measure A is fulfilling the will of the voters and improving the quality of life of county residents as it is intended. The evaluation of Measure A metrics should be purposeful and rigorous; RPOSD will strive towards continual learning and improvement in its implementation of Measure A. Recommended evaluation of Measure A includes the following reports:

- **Evaluation of Tracked Metrics from RPOSD.**[i] It is anticipated that the metrics to be tracked by RPOSD (as described in Section 5.2) regarding Measure A funding will be released every year and will be made available in a publicly accessible, downloadable spreadsheet on the RPOSD website. RPOSD will provide a summary of the metrics tracking to the Advisory Board, including an evaluation of these metrics and whether the desired outcomes have been met or are on track to be met. The report will include recommendations regarding course corrections and revisions to improve the implementation of Measure A.
- **Evaluation of TAP from RPOSD.** As discussed in Section 5.2.7, a separate evaluation for the TAP will be conducted annually with a full evaluation at the start of Year 8 of the program and subsequently every five years.
- **Evaluation of Other Metrics with Partners.** As discussed in Section 5.3, RPOSD will share and provide data to partners on an ongoing basis. As opportunities arise, RPOSD will work with partners in the evaluation of other types of metrics related to environmental, social, demographic, and equity topics.
- **Periodic Evaluation of Measure A.** RPOSD will collaborate with partners to conduct a holistic evaluation of Measure A every eight to ten years. This evaluation will occur concurrently with the Countywide Parks Needs Assessment updates and/or the Countywide Regional Recreation and Open Space Assessment.

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[i] Some Steering Committee members wanted to incorporate thresholds and a pre-determined plan for course correction to the evaluation of tracked metrics. Some Steering Committee members recommended outcome-based evaluation of all projects to ensure that projects are accomplishing the goals they set out to accomplish; those projects that do not could be used to develop a series of "lessons learned" reports that could help prevent similar issues on future projects.

6
Glossary

6. Glossary

Accrue - To accumulate or save.

Acquisition Project - Any project that gains ownership or control of real property. Acquisition projects can also include subsequent development of the acquired property.

Advancement - Cash payment made to grantees in advance of completing work. Grantees may request advancement when a project's initial investment exceeds a jurisdiction's ability to front costs prior to receiving funding.

Adverse Site Conditions - Unforeseeable conditions of a site. These conditions could include overhead or underground utilities, toxic contamination, etc.

Advisory Board - Refer to entry for Citizens Oversight Advisory Board.

Agency - Any non-profit organization or community based organization.

Amendment Request - Written request for RPOSD to accept changes to a project's budget, scope, name, or performance period.

Amenity -A desirable or useful feature or facility of a building or place.

Americans with Disabilities Act (ADA) - The federal law as codified in Chapter 126, Title 42, of the U.S. Codes. Prohibits discrimination against individuals with disabilities in all areas of public life, including jobs, schools, transportation, and all public and private places that are open to the general public.

Annual Allocation - Grant funds awarded annually using a formula. Annual allocations are non-competitive.

Appropriate Access -Access that is clearly visible and welcoming to the public.

Assessor -The County of Los Angeles Office of the Assessor.

Assignment and Consumption of Grant Agreement (AAGA) - A legal agreement that allows grantees to transfer all grant obligations from a private agency to a public agency or from one public agency to another.

Award Recipient -One that receives a grant award.

Award Type - Indicates the type of grant program the award is from: either annual allocation or competitive grant.

Beaches - A public beach or shoreline area bordering the Pacific Ocean owned, controlled, or managed by a public agency, within the County of Los Angeles.

Blackout Period - Period of time during which payment requests will not be processed. The Measure A blackout period is June 7-July 7.

Board Action - Any action taken by the County of Los Angeles Board of Supervisors.

Board of Supervisors (BOS) - The County of Los Angeles Board of Supervisors, also acting as the governing body of the Los Angeles County Regional Park and Open Space District.

Bond - 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. Issuing bonds is the most common way governmental agencies borrow money to finance expensive projects.

Bonding - The act of issuing bonds to pay for specific projects.

BOS – refer to the entry for Board of Supervisors.

California Environmental Quality Act (CEQA) - A statute that requires state and local agencies to identify the significant environmental impacts of their actions and to avoid or mitigate those impacts, if feasible.

Capacity Review - Review by RPOSD staff of information demonstrating organizational capacity, including a financial audit statement and operating structure showing number of staff, staff roles, labor hours, etc.

Capital Improvement - The addition of a permanent structural change to, or the restoration of some aspect of, a property that will help to increase the property's overall value and useful life.

Case Manager – refer to the entry on Technical Assistance Program Case Manager.

CBO – refer to the entry for Community-based organization.

CEQA – refer to the entry on California Environmental Quality Act.

Certification of Compliance - A form submitted by the grantee which certifies 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.

Citizens Oversight Advisory Board - Established in Section 7 of Measure A. Also referred to as "Advisory Board." Composed of five members appointed by the Board of Supervisors and charged with reviewing all expenditures of the special tax; ensuring that this program is integrated in the annual independent audit of RPOSD; publishing a complete accounting of all allocations each year; and submitting to the County periodic evaluations of the program.

Closing Documentation -Documentation required to be submitted by a grantee to officially close the grant of a project.

Community Engagement Plan-All Measure A grant programs require community outreach and engagement. The Community Engagement Plan must be submitted with all grant applications and must provide the following information: dates, frequency, and outreach methods used or planned to be used dates of all engagement (planned or completed), scope of planned and/or conducted engagement activities, language access verification, and supporting documentation.

Community-based Organization (CBO) - A nonprofit organization that represents a community and/or provides educational or related services to members of that community.

Competitive Bid Contract - A contract awarded through a competitive process. These contracts are typically awarded through public agencies to ensure that a fair competitive process takes place between the applicants.

Competitive Grant - Grant funds that are available on a competitive basis, with grants awarded only to those applicants that best conform to the grant program's guidelines.

Competitive Grant Evaluation Panel - A multidisciplinary team with diverse backgrounds and expertise in various aspects of park, recreation, and open space issues that is charged with assisting RPOSD in evaluating competitive grant applications.

Comprehensive Annual Financial Report - A set of financial governmental statements containing financial reports of a state, municipal, or other governmental body that complies with the accounting requirements set by the Governmental Accounting Standards Board (GASB).

Concurrent Participatory Engagement (CPE) - Community engagement that is conducted concurrently with other public meetings or events. CPE 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 that pertains to spending priorities within a Study Area.

Conservation Corps - A nonprofit organization that seeks to preserve and protect the environment and provide job skills training and educational opportunities to youth. Conservation Corps may be certified by the California Conservation Corps.

Contingency Costs - An amount that is included in a project budget to represent uncertainty.

Contract - A formal and legal written agreement between two or more people and/or organizations.

Conversion Request - A request by a Grantee for change in use, sale, or disposal of Grant-funded property.

County - Los Angeles County.

County Cultural Facility - A building owned &/or operated by the County of Los Angeles which shall be used for the programming, production, presentation, and/or exhibition of natural history and any of the arts and/or cultural disciplines. These disciplines include music, dance, theatre, creative writing, literature, architecture, painting, sculpture, folk arts, photography, crafts, media arts, and visual arts.

CPE – refer to the entry for Concurrent Participatory Engagement.

Dedicated Participatory Engagement (DPE) - Community engagement dedicated to discussing project(s) with Measure A funding needs. These meetings 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. 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.

Deed Restriction - Rules and regulations pertaining to the use of land in a neighborhood that is recorded by the grantee/property owner within the Los Angeles County Registrar-Recorder/County Clerk.

Design Charrette - A short, collaborative meeting during which members of a team quickly collaborate and sketch designs to explore and share a broad diversity of design ideas.

Development Project - A project that includes construction, enhancement, or maintenance of park or open space elements. Development projects are capital improvements.

Director - The Director of the Los Angeles County Regional Park and Open Space District.

Disclosure Form - A legal form that expresses what information will be collected and with whom it will be shared.

District – refer to entry on Los Angeles County Regional Park and Open Space District.

Door-to-door Canvassing - Knocking on doors to engage in personalized contact with individuals.

DPE – refer to the entry for Dedicated Participatory Engagement.

Eligibility Determination - Determination made by RPOSD that specifies the grant programs for which each enrollee is eligible to apply.

Eligible Project - A project that meets the requirements of a specific grant program. Eligible project requirements vary by grant program.

Enrollee - A qualified agency or organization that has initiated the enrollment process.

Enrollment - The process of submitting administrative information about an agency or organization required by RPOSD in order to receive an Eligibility Determination. Information provided during enrollment must be verified annually.

Enrollment Meeting - In-person meeting held annually by RPOSD to orient potential and returning enrollees to the enrollment process. Attendance at this meeting, in person or remotely, is required to complete the enrollment process.

Escrow - A contractual arrangement in which a third party receives and disburses money or documents for the primary transacting parties, with the disbursement dependent on conditions agreed to by the transacting parties.

Expenditure Plan - A plan that attributes dollar amounts towards various funding categories. The amounts attributed to each funding category may change from year to year due to changes in tax revenue and policy changes.

Financial Audit - An evaluation of an agency's or organizations financial reports.

Fiscal Year (FY) - A twelve month period used for financial and accounting purposes. The County of Los Angeles' fiscal year begins on July 1 and ends on June 31.

Forwarding - A method of financing a project by which an agency loans itself the funds needed to complete a project. Forwarded funds must be repaid with annual allocations and agencies may not forward more than five years' worth of anticipated annual allocations.

FY – refer to entry for Fiscal Year.

GC – refer to entry for Grant Contract.

Gentrification - Changes of neighborhood population from lower to higher income.

Geographic Information System (GIS) - A framework for gathering, managing, and analyzing data to create visual maps.

GIS – refer to the entry for Geographic Information System.

Good Standing - The status of being in compliance with all requirements of the Measure A Grant Guidelines. Good Standing is required of all agencies and organizations to receive any funding from Measure A.

Grant Award Size - The total available funds given to eligible grant applicants.

Grant Calendar - Indicates the year and quarter in which each competitive grant program releases applications.

Grant Closeout - The process submitting all required documentation and receiving confirmation that all work required under a grant contract has been completed by the grantee and that all applicable administrative requirements are met.

Grant Contract (GC) - The legally binding contract agreement between RPOSD and grantee, signed and authorized by both parties, that details the scope of work, budget, and schedule agreed upon by the two parties.

Grant Inactivity - Grants that are not administered in accordance with the Measure A grant guidelines may be declared inactive. Grantees with inactive grants will lose good standing.

Grant Program - A funding program with distinct goals and requirements. Measure A includes twelve distinct grant programs, six of which are annual allocations, and six of which are competitive.

Grantee - An award recipient with a fully executed Grant Contract.

Grantee Labor Costs - Grantee costs that pertain to accounting, design, project management, or services directly related to the work included in the grant contract.

Greenway - A project that incorporates elements of water conservation and reclamation, urban greening, or public safety in a linear park, urban trail and/or active transportation corridor.

Heat-Island Reduction - Reduction of increased ambient temperatures that occur in highly developed areas and are attributed to increased hardscape surface area.

High and Very High Need Study Area - Areas designated as such in the Parks Needs Framework as identified the 2016 Countywide Park Needs Assessment.

Inclusive Outreach - Outreach that seeks 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.

Information Sharing (IS) - Community engagement that educates and informs community members of potential and ongoing projects, facility needs and challenges, funding opportunities, and available programs and services.

Interpretation & Education - A visitor serving amenity that enhances the ability to understand and appreciate the significance and value of natural, historical, cultural and recreational resources that may utilize educational materials in multiple languages, digital information, and the expertise of a naturalist or other skilled specialist.

IRS Form 990 (Return of Organization Exempt from Income Tax) - A legal form that provides financial information about a nonprofit organization.

IS – refer to the entry for Information Sharing.

Joint/Shared-Use - Shared management of facilities, land, utilities, programs, or other common elements between two or more parties.

Joint/Shared-Use Agreement - Legal contract between two or more parties that sets forth the terms and conditions for joint/shared use of facilities, land, utilities, programs, or other common elements

Joint Powers Authority (JPA) - A legally created entity that allows two or more agencies to jointly exercise common powers.

JPA – refer to the entry for Joint Powers Authority.

Judgement in Condemnation - A 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.

Jurisdiction Support - Written support to apply for, accept, and administer Measure A grant funds from an authorized representative from the head of the applying department, City Manager's Office, Parks and Recreation department head, City Council, Board of Directors, or other leadership deemed appropriate by applicant.

Land Acquisition - The act of procuring the ownership of a piece of land via purchase or lease.

Land Tenure - The legal rules and engagements of owning land.

Language Access Requirement - A set of requirements for providing language access services for community outreach and engagement. These requirements are divided into three tiers that are determined by the percent of a population that is linguistically isolated.

Lease - A contract by which one party shifts land ownership to another party for a specified period of time in return for a payment.

Letter of Intent - A written document that details the intentions of two parties to enter into a legal agreement once certain milestones or thresholds are met.

Letter of Interest - A written document outlining an entity's interest in applying for a competitive grant. The letter of interest should include a description of the project and the desired grant award size.

Leveraging of Funds - The action of using secured funds to secure commitment of additional funds.

Local Jurisdiction - A city, county, special district or local agency.

Long-Range Park Planning Documents - Planning documents that provide information on future direction and plans for park, recreation, and open spaces within a given jurisdiction. These may in include and are not limited to parks master plans, community plans, general plans or other adopted planning documents.

Los Angeles County - May refer to the geographic unit bounded by the Pacific Ocean, Ventura County, Kern County, San Bernardino County, and Orange County; or to the Government of this area.

Los Angeles County Regional Park and Open Space District (RPOSD) - An assessment district created in 1992 when voters approved Proposition A, the Safe Neighborhood Parks Act. RPOSD is responsible for the collection of Measure A's special tax and expenditure of those funds in accordance with the Measure.

Los Angeles Countywide Comprehensive Parks & Recreation Needs Assessment (PNA) - The 2016 Los Angeles Countywide Comprehensive Park and Recreation Needs Assessment Final Report and any supplementary material adopted. Quantified the need for parks and recreation resources in Los Angeles County (Cities and Unincorporated Areas) and estimated the potential cost of meeting that need and was completed in May 2016. It is anticipated that this assessment will be updated periodically.

Loss of Good Standing - The status of not being in compliance with all requirements of the Measure A Grant Guidelines. Agencies and organizations that have lost good standing are not eligible to receive any additional Measure A funds until good standing is restored.

Maintenance - The furnishing of services and materials for the ordinary and usual maintenance, operation, and servicing of any improvement.

Measure A Implementation Steering Committee - A committee of 43 representatives selected by the Board of Supervisors to guide the implementation of Measure A. The Steering Committee's work began in April 2017 and concluded in June 2018.

Mentor Directory - An online listing of trained volunteer mentors who have been trained to provide guidance to applicants and grantees. The Mentor Directory is an element of the Technical Assistance Program.

Metrics - Standards of measurement used for quantitative assessment of the progress or performance of a plan, process, or program.

Minimum Bond Issuance - Minimum amount of bonds recommended for issuance by the Los Angeles County Treasurer and Tax Collector based on current market conditions at time of bond issuance.

Multi-benefit Project - A project that maximizes or enhances recreation opportunities and one or more of the following: protection or enhancement of the natural environment, stormwater capture, water and air quality improvements, greenhouse gas (GHG) reductions, carbon sequestration, heat-island reductions; habitat protection and biodiversity, community health improvements, or any combination thereof.

Multi-use Trail - A path or trail which accommodates at least two modes of two-way non-motorized travel (including pedestrians, bicyclists, or equestrians).

National Forest - Protected area managed by the US Forest Service.

Natural Lands - An area of relatively undeveloped land which has substantially retained its characteristics as provided by nature or has been substantially restored, or which can be feasibly restored to a near-natural condition and which derives outstanding value from its wildlife, scenic, open space, parkland or recreational characteristics, or any combination thereof.

Non-competitive Grants - Annual allocations distributed using a formula, rather than a competitive evaluation process.

Nonprofit Organization - Any charitable organization described in Section 501(c)(3) of the Internal Revenue Code of 1986, as amended.

Non-recreational Use - Open space that is not intended for use of recreational activities such as biking, walking, etc.

Notice of Completion - A document recorded by the land owner that states a project has been completed. Notice of Completion 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.

Notice of Impending Loss of Good Standing - A document notifying an enrollee or grantee that they are in danger of losing good status. The notice that lists actions that the enrollee/grantee must take to preserve good standing.

Online Portal - A specifically designed website that brings in information from various source including emails, online forums, search engines, etc.

Open space, foothill, mountain, trail, river, wetlands and stream projects - Include any of the following: preservation of natural lands, scenic vistas and wildlife habitat, wildlife corridors, development and restoration of mountain and other open space hiking, biking, walking and equestrian trails, especially those maintained by the County Public Works and Parks and Recreation Departments, restoration of natural vegetation and habitat, habitat and recreation facilities in and adjacent to riparian and flood control channels, and the provision of recreational opportunities and public access in mountain, foothill, river, stream and wetland areas.

Organization – A nonprofit or community-based organization.

Outreach Methods - Refers to the specific way that information is shared to the community in order to educate them or invite them to engage in further discussions. May include, and is 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, or phone banking.

Park - A tract of land with scenic, natural, open-space or recreational values, set apart to conserve natural, scenic, wildlife, cultural, historical or ecological resources for present and future generations, and to be used by the public as a place for respite, rest, recreation, education, exercise, inspiration or enjoyment.

Parks Needs Assessment - Refer to entry for Los Angeles Countywide Comprehensive Parks & Recreation Needs Assessment.

Payment Request Form - A form used by grantees to record itemized expenses in order to receive reimbursements.

Per Capita and Structural Improvements Formula - The formula established by the District to determine how allocations of certain funding programs under this proposition shall be distributed. Each Study Area's allocation percentage of the applicable funding programs shall be the arithmetic mean of Per Capita and Structural Improvements, where Per Capita is weighted two-thirds and Structural Improvements are weighted one-third, and shall be calculated as follows: Allocation Percentage = [(Per Capita + Per Capita + Structural Improvements)/3].

Permanent Capital Project - A project that purchases, improves, or sustains a fixed asset such as land or buildings with benefits that last for more than one year.

Planning and Design Project - A project receiving funds from RPOSD's Planning and Design Funds Program.

PNA – refer to entry for Los Angeles Countywide Comprehensive Parks & Recreation Needs Assessment.

Pre-Project Assistance - The planning, design, feasibility and studies necessary to define and articulate 1) a park project on land that was developed for uses other than parkland, or 2) a project to acquire and/or restore parks and natural lands.

Program Manager – A RPOSD employee tasked with assisting enrollees and grantees throughout the enrollment, application, and grant administration processes. Program Managers are assigned to enrollees and are the primary point of contact between enrollees/grantees and RPOSD.

Programmatic Project - A project receiving funds from RPOSD's Recreation Access Program or Youth and Veteran Job Training and Placement Program.

Project Performance Period - The period of time that the Grant Contract is in effective. Project Performance Period begins when Grant Contract is signed. Length of Project Performance is determined by Project Schedule included in Grant Contract.

Project Status Update Report - Documentation of the grantee that reports the status of an ongoing project two times a year for the purpose of receiving a reimbursement.

Proof-of-Support-Refer to entry for Jurisdiction Support.

Public Access - Access that is open and accessible to the public without discrimination as to race, color, sex, sexual orientation, age, religion belief, nation origin, marital status, physical or mental handicap, medical condition or place of residence.

Public Agency - Any governmental agency, special district, or joint power authority, established pursuant to the laws of the State that is authorized to acquire, develop, improve and restore real property for beach, wildlife, park, recreation, community, cultural, open space, water quality, flood control, or gang prevention and intervention purposes.

Purchase Agreement - A legal document that records the final understanding of a purchaser who agrees to buy and a seller who agrees to sell under certain terms and conditions.

Qualified Agency/Organization - Those agencies and organizations that meet the qualifications required to initiate the enrollment process with RPOSD.

Qualified Professionals Directory - An online database that contains information, including offered services, location, and contact information, of a range of professionals in planning, design, outreach, community engagement, cost estimating, construction, grant writing, translation/interpretation services, and graphic design. An element of the Technical Assistance Program.

RPOSD – refer to entry for Los Angeles County Regional Park and Open Space District.

Reasonable Operating Hours - Operating hours that maximize public access to the greatest extent feasible.

Regional Recreation Parks - Facilities with unique, countywide significance that are publicly owned, consist of at least 100 contiguous acres and have three or more active recreational amenities.

Reimbursement - Payment for an expense incurred. Measure A grants require the grantee to incur expenses and then receive reimbursement for those expenses.

Request for Conversion - Any change in use, sale, or disposal of Grant-funded property must be approved in advance by the Board of Supervisors. The Request for Conversion records proposed changes to the use or ownership of Grant-funded property.

Resource Toolkits - A collection of instructions, examples, templates, and other supporting resources made available through the Technical Assistance Program. Types of resource toolkits may include but are not limited to the following: community engagement, creating materials for outreach, writing grant applications, preparing documents such as project budgets, and navigating Measure A's grant application and enrollment process.

Site Visit - An in person visit to a project site.

Special Tax - The Measure A Tax. Levied on all improved parcels at a rate of 1.5 cents per square foot of structural improvements.

Steering Committee - A committee of 43 representatives selected by the board of supervisors in Los Angeles to guide the direction of Measure A.

Structural Improvements - The square footage of building floor area on a parcel.

Study Areas - 188 regions defined in the 2016 Countywide Parks Needs Assessment.

Technical Assistance - Assistance, advice, guidance, and resources provided in the service of applying for and administering Measure A grant funds.

Technical Assistance Program Case Manager - An individual responsible for assessing the technical assistance needs of agencies with High and Very High Need Study Areas and delivering the required technical assistance.

Timely Completion of Projects - Bond-funded projects must be completed within three years from the time that the bond proceeds are made available to the local jurisdiction by the County.

Title Insurance Policy - A document that shows that a piece of land or other purchased property has been insured.

Unanticipated/Extraordinary Expenses - Expenses that constantly change or can't be anticipated in advance of the projects initial budget.

Uniform Standards of Professional Appraisal Practice (USPAP) - A set of recognized and ethical standards for all types of appraisal services in the United States; adopted by Congress in 1869.

Unincorporated County - A region of land that is not within any incorporated municipality.

Unutilized Funds - Grant funds awarded in excess of final total project costs.

Urban Area - Means an urban place, as that term is defined by the United States Department of Commerce, of 2,500 or more persons.

Urban Forest - Means those native or introduced trees and related vegetation in an urban area, including, but not limited to, urban watersheds, soils and related habitats, street trees, park trees, natural riparian habitats, and trees on other private and public properties. Where feasible, introduced trees and plants shall be native species selected and planted in accordance with best management practices. No plants or trees identified on the California Invasive Species list maintained by the California Invasive Plant Council, or other appropriate sources, shall be planted.

Urban Forestry - Means the cultivation and management of trees in an urban area for their present and potential contribution to the economic, physiological, sociological, and ecological well-being of urban society.

Veterans - Means any person who served in the United States armed forces as defined by Title 38 of the Code of Federal Regulations.

Webinar - Live or recorded online meeting or training course.

Youth - Young adults aged 18-25.