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Appendix

Steering Committee
Meeting Materials



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



Measure A Implementation: Steering Committee Meeting #1

**April 27, 2017
9:30 am – 11:30 am**

Board Hearing Room 381B

**Kenneth Hahn Hall of Administration
500 W Temple Street, Los Angeles, CA 90012**

9:30 – 10:00 am

Welcome and Introductions

- Jane Beesley, District Administrator, Regional Park and Open Space District

10:00 – 10:15 am

Measure A Overview

10:15-10:45

Measure A Implementation

10:45 - 11:00 am

Steering Committee Overview and Brown Act

11:00 - 11:15am

Implementing Measure A: Discussion of Key Points and Issues

11:15 - 11:30am

Public Comment

11:30am

Adjournment

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

Note: A person with a disability may request receipt of an agenda in an alternative format. Auxiliary aids or services, such as to assist members of the community who would like to request a disability-related accommodation in addressing the Steering Committee, are available if requested at least 72 hours before the scheduled meeting. Later requests will be accommodated to the extent feasible. Please telephone the Los Angeles County Regional Park and Open Space District at (213) 738-2981 TDD: (213) 427-6118 FAX: (213)385-0875

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

Next Steering Committee Meeting is Thursday, May 25, 2017 from 9:30am to 11:30am.

MEASURE A IMPLEMENTATION STEERING COMMITTEE MEETING #1



APRIL 27, 2017



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WELCOME

Jane Beesley

Administrator, Los Angeles County
Regional Park and Open Space District



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TODAY'S AGENDA

1. Introductions
2. Measure A Overview
3. Measure A Implementation
4. Steering Committee Overview
5. Next Steps



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INTRODUCTIONS

INTRODUCTIONS
PlaceWorks

- David Early, AICP, LEED ND, Senior Advisor
 - Lead Steering Committee Facilitator

- C.C. LaGrange, ASLA, Associate
 - Project Manager

- Jessica Wuyek, Project Planner
 - Assistant Project Manager



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INTRODUCTIONS
Regional Park and Open Space District

- Warren Ontiveros
 - Manager of the Administration Section
wontiveros@parks.lacounty.gov

- Agie Jordan III
 - Manager of the Grants Section
ajordan@parks.lacounty.gov

- Arnaldo De La Paz
 - Manager of the Fiscal Section
adelapaz@parks.lacounty.gov

Main office line: 213-738-2981



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INTRODUCTIONS
Steering Committee Composition

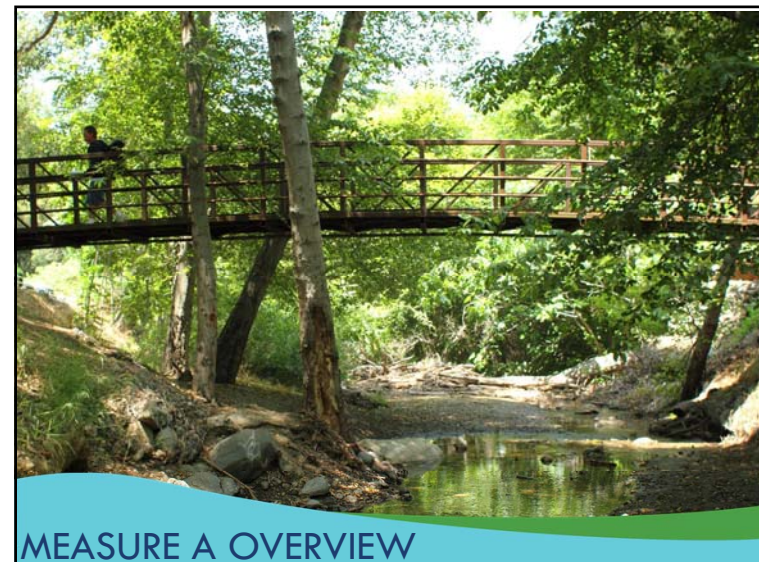
- Supervisorial Appointments
 - Community-Based Organizations
 - Community Members-at-Large
 - Supervisorial District Staff

- County Departments:
 - Beaches and Harbors
 - Business and Consumer Affairs
 - Chief Executive Office
 - Military and Veterans Affairs
 - Parks and Recreation
 - Public Health
 - Regional Park and Open Space District

- Councils of Government (COGs)
- Partnering Agencies:
 - First Five LA
 - Trust for Public Land
 - Prevention Institute
 - California Conservation Corps




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MEASURE A OVERVIEW

- What is the purpose of Measure A?
- How was Measure A developed?
- Has there been support for Measure A?
- How is Measure A funded?
- What is the timeline for Measure A?



MEASURE A OVERVIEW

Purpose

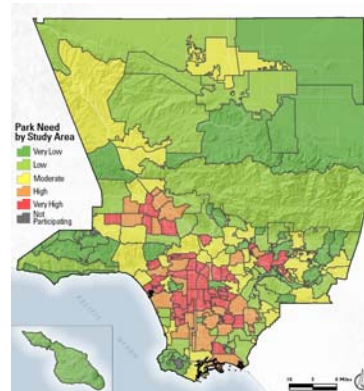
- Provides funds to improve the quality of life throughout Los Angeles County by preserving and protecting parks, safe places to play, community recreation facilities, beaches, rivers, open spaces and water conservation.
- Provides dedicated local funding for:
 - Parks
 - Recreation
 - Beaches
 - Open Space
 - Trails
 - Cultural Facilities
 - Veteran and Youth Programs
- Designed to address park equity issues in the County



MEASURE A OVERVIEW

Development

- Crafted to support the conclusions of the Park Needs Assessment
- Input from cities, non-profit organizations, other agencies, residents
- Approved by 75% of voters in November 2016

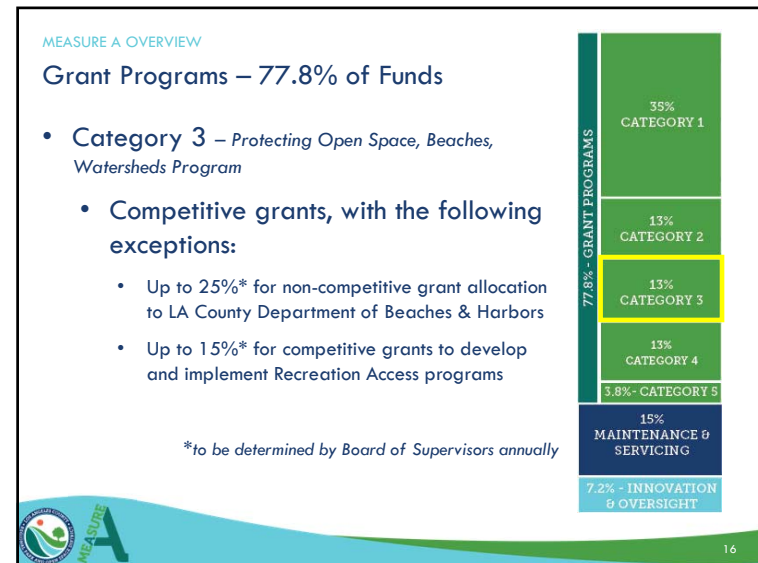
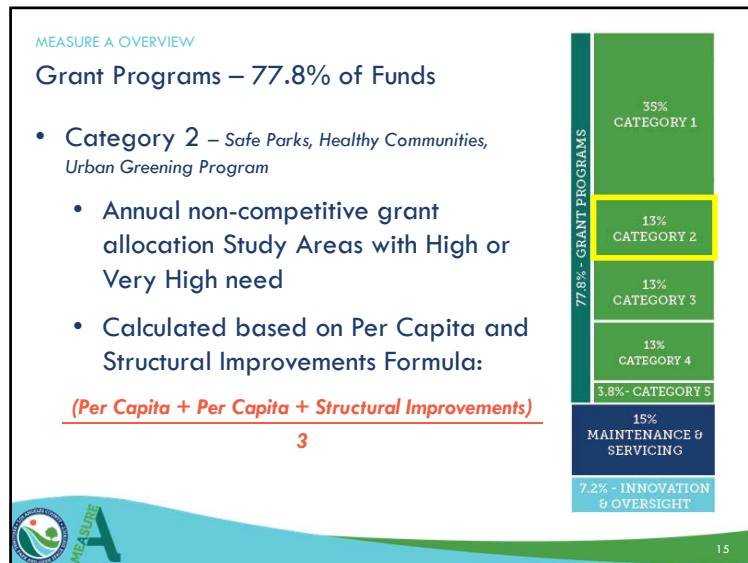
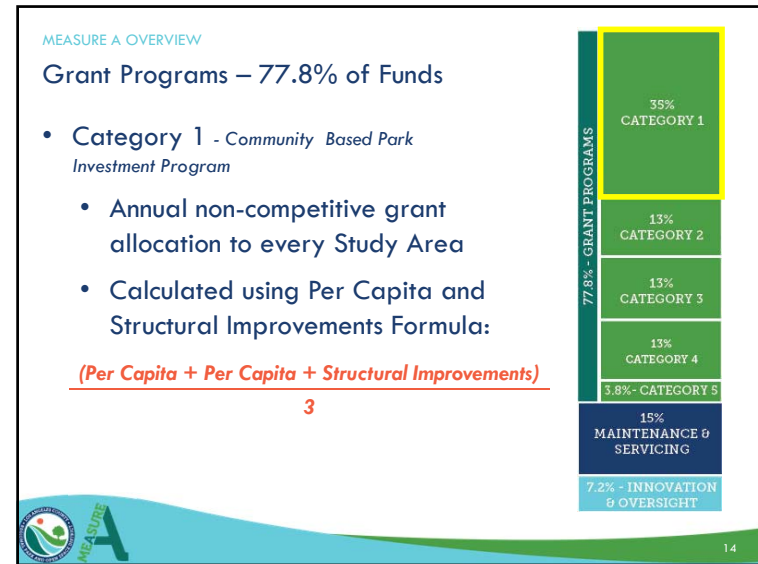
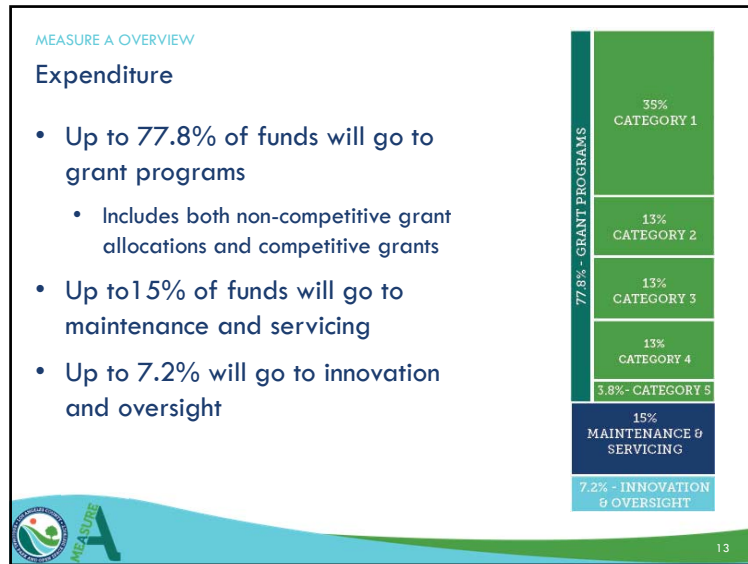


MEASURE A OVERVIEW

Revenue

- Annual parcel tax of 1.5 cents per square foot
- Estimated annual revenue is \$94.5 million
- No expiration





MEASURE A OVERVIEW

Grant Programs – 77.8% of Funds

- **Category 4 – Regional Recreational Facilities, Trail and Accessibility Program**
 - Competitive grants, with the following exceptions:
 - Up to 25% for non-competitive grant allocation to LA County Department of Parks and Recreation
 - Up to 15% for competitive grants to develop and implement Recreation Access programs
 - Up to 10% for non-competitive grant allocations to County cultural facilities

35%	CATEGORY 1
13%	CATEGORY 2
13%	CATEGORY 3
13%	CATEGORY 4
3.8%	CATEGORY 5
15%	MAINTENANCE & SERVICING
7.2%	INNOVATION & OVERSIGHT

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MEASURE A OVERVIEW

Grant Programs – 77.8% of Funds

- **Category 5 – Youth and Veterans Job Training & Placement Opportunities Program**
 - Competitive grants
 - No less than 80% of funds to organizations providing education, skills training, career pathway development to youth aged 18-25, or veterans, to implement park projects

35%	CATEGORY 1
13%	CATEGORY 2
13%	CATEGORY 3
13%	CATEGORY 4
3.8%	CATEGORY 5
15%	MAINTENANCE & SERVICING
7.2%	INNOVATION & OVERSIGHT

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MEASURE A OVERVIEW

Grant Programs – 77.8% of Funds

- **Category 5 – Youth and Veterans Job Training & Placement Opportunities Program**
 - Remaining funds to organizations providing certifications and placement services or apprenticeship opportunities to young adults aged 18-25, or veterans, for jobs and careers in the parks and recreation field
 - Organizations serving Study Areas with High or Very High park need will be prioritized

35%	CATEGORY 1
13%	CATEGORY 2
13%	CATEGORY 3
13%	CATEGORY 4
3.8%	CATEGORY 5
15%	MAINTENANCE & SERVICING
7.2%	INNOVATION & OVERSIGHT

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MEASURE A OVERVIEW

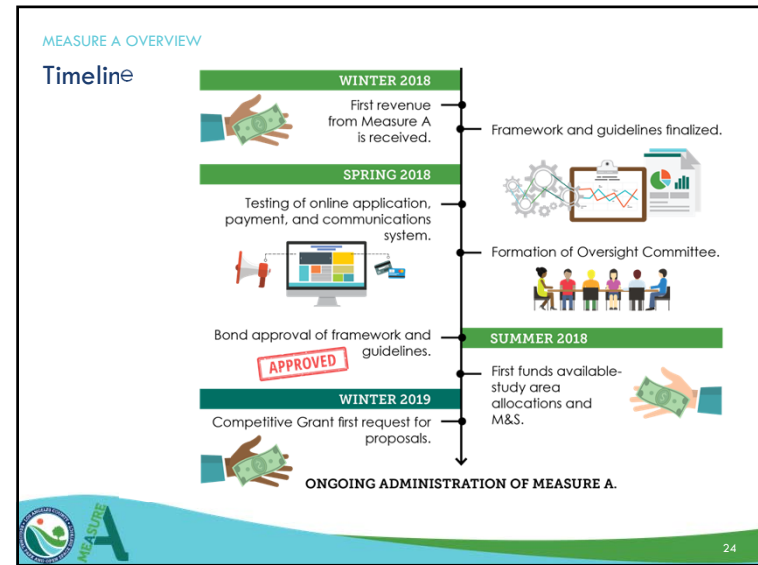
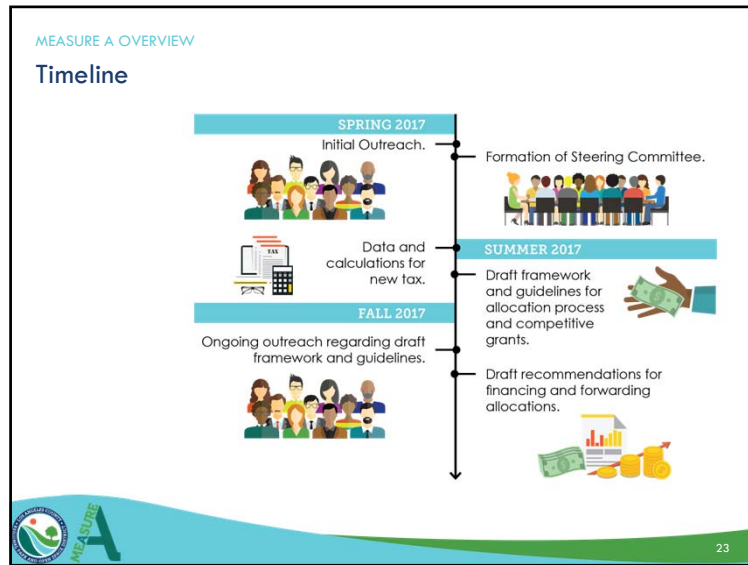
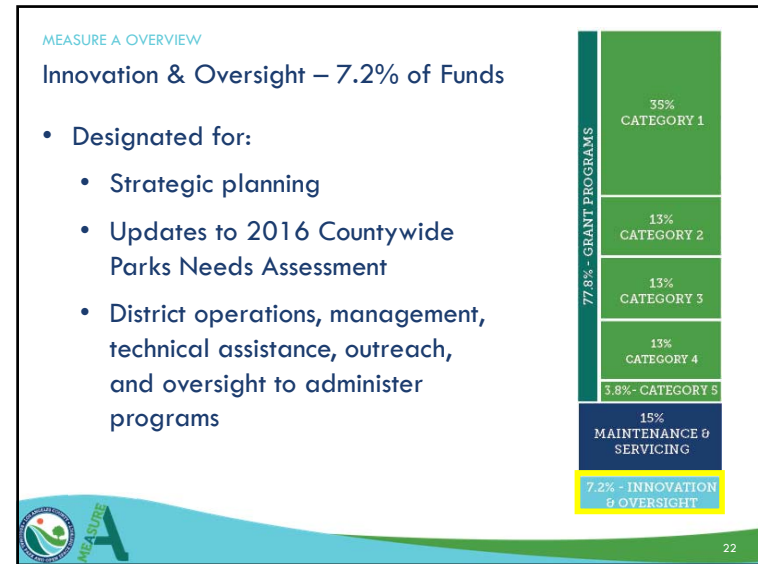
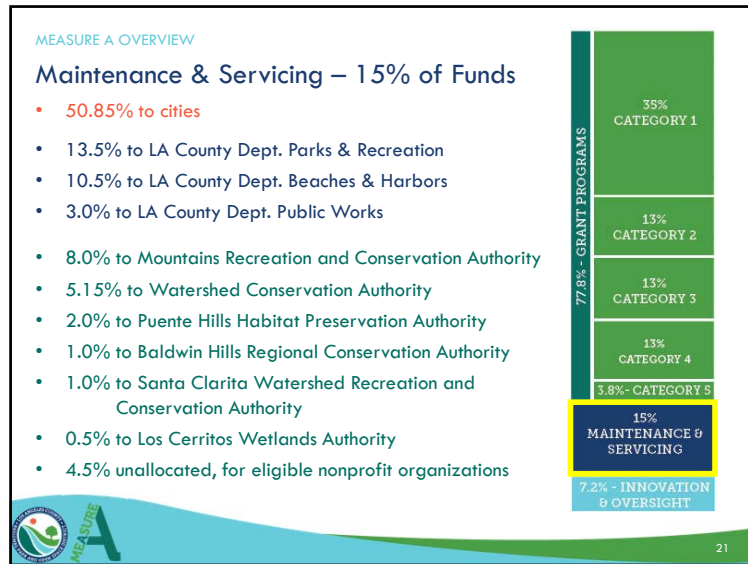
Maintenance & Servicing – 15% of Funds

- For all projects funding by RPOSD
- Allocated based on Per Capita and Structural Improvements Formula as follows:

50.85%	Cities
27%	County Departments
22.15%	Local Agencies & CBOs

35%	CATEGORY 1
13%	CATEGORY 2
13%	CATEGORY 3
13%	CATEGORY 4
3.8%	CATEGORY 5
15%	MAINTENANCE & SERVICING
7.2%	INNOVATION & OVERSIGHT

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MEASURE A IMPLEMENTATION

- Expenditure Plan
- Forwarding and Bonding
- Technology
- Implementation Policies
- Tracking and Updates
- Outreach

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MEASURE A IMPLEMENTATION

Expenditure Plan

- Grant Programs
- Maintenance & Servicing
- Innovation & Oversight

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MEASURE A IMPLEMENTATION

Expenditure Plan: *Grant Programs*



- Non-competitive grant allocations:
 - Categories 1 and 2 and parts of Categories 3 and 4
 - Eligibility
 - Application
 - Assignment of funds from low-population Study Areas to other agencies

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MEASURE A IMPLEMENTATION

Expenditure Plan: *Grant Programs*

- **Competitive grants:**
 - Most of Categories 3 & 4, all of Category 5
 - Program Formulation
 - Eligibility, number of grant programs, timing for grant cycles, selection criteria
 - Program Details
 - Application requirements, evaluation scoring system, guidelines
 - Grant Calendar and Outreach Materials





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MEASURE A IMPLEMENTATION

Expenditure Plan: *Maintenance & Servicing*

- Similar to current system
- Budget and payment requests
- Process for non-profit organizations to achieve eligibility



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MEASURE A IMPLEMENTATION

Expenditure Plan: *Innovation & Oversight*

- **Program Innovation and Oversight Fund Policy**
 - Formal policy outlining how the funds should be rolled out
 - Guidelines for when the funds should be rolled out





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MEASURE A IMPLEMENTATION

Forwarding and Bonding

- **Strategy and Policy Memo**
 - Recommendations
 - Timeframes
 - Cost implications
- **Bonding Consultation**
- **Strategic Expenditure Plan**
 - Projected spending over a 10-year period
 - Aligned with US Census updates





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MEASURE A IMPLEMENTATION

Technology

- Develop paperless processes to collect and manage:
 - **Revenue:** Calculations and reports regarding revenue collection
 - **Grant Programs:** Eligibility, applications, contracts, amendments, and payment requests
 - **Maintenance & Servicing:** Eligibility, allocations, and payment requests
 - **Projects:** Location and status of funded projects
 - Internal workflow tracking






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MEASURE A IMPLEMENTATION

Additional Policies

- Board Set-Aside Policy
 - Guidelines for the appropriation of a 2% set-aside for Board initiated projects
- Consumer Price Index (CPI) Update Policy
 - How and when these increases will occur
 - Emphasis on when the first increase should happen






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MEASURE A IMPLEMENTATION

Tracking and Updates

- Project Tracking
 - Technology and software
 - Self-reporting process
- Allocation Equity Methodology
 - Objectives and methodologies to track funding to High and Very High need Study Areas
- Needs Assessment Maintenance
 - Protocol for updating the existing database

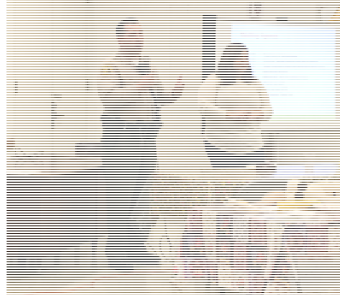




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MEASURE A IMPLEMENTATION

Outreach

- RPOSD website
 - Regular updates
- Agencies
 - Three rounds of meetings
 - Raise awareness of upcoming funding opportunities
 - Education about resources available to agencies
 - Input on development of grant guidelines

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MEASURE A IMPLEMENTATION

Outreach

- Community Meetings
 - 30 meetings to be held across county
 - Explain how Measure A is being implemented
 - Gather input about implementation
 - Community based organizations will assist with outreach



STEERING COMMITTEE OVERVIEW

STEERING COMMITTEE OVERVIEW

- Purpose and Role
- Conduct & Expectations
- Decision-Making
- Brown Act
- Meeting Schedule



STEERING COMMITTEE OVERVIEW

Purpose and Role: Three Main Functions

1. Provide feedback and direction, 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 at key project milestones
3. Communicate information about the implementation of Measure A to County residents and organizations to raise awareness of the funding opportunities available through RPOSD



STEERING COMMITTEE OVERVIEW

Purpose and Role: Major Tasks

- Provide guidance on Grant Program formulation and details
- Review Maintenance & Servicing application and requirements
- Provide guidance on Innovation & Oversight policy
- Review Bonding and Forwarding strategy and policy
- Review Project Tracking approach
- Provide guidance on Allocation Equity Methodology
- Provide guidance on Needs Assessment maintenance approach
- Support Community Engagement efforts

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STEERING COMMITTEE OVERVIEW

Conduct

- Constructive dialogue
- Mutual respect
- Commitment to collaboration

Expectations

- Participation
- Communication
- Information Sharing

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STEERING COMMITTEE OVERVIEW

Decision-Making

- Problem solving approach
- Consensus-oriented decision making
- Majority vote if needed
- Absence when decisions are made:
 - Alternates allowed to attend twice
 - Only those present may vote

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STEERING COMMITTEE OVERVIEW

Ralph M. Brown Act

- Steering Committee meetings are subject to the Brown Act
- Public comment will be limited to 15 minutes total at the end of each Steering Committee meeting
- The Brown Act prohibits discussion of committee business by a majority outside of committee meetings
- No serial meetings
- Email communication
- Conflicts of interest

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STEERING COMMITTEE OVERVIEW

Meeting Schedule

- Last Thursday of each month
 - Not always 4th Thursday
- Some months may be skipped
- Exact calendar to be published soon
- Next meeting Thursday, May 25



MEASURE A IMPLEMENTATION

Committee Discussion of Key Points and Issues

- Grant Program formulation and details
- Maintenance & Servicing
- Innovation & Oversight
- Bonding and Forwarding
- Additional Policies
- Tracking and Updates
- Community Engagement
- Other



CONTACTS



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

www.RPOSD.lacounty.gov

Jane I. Beesley

Jbeesley@parks.lacounty.gov

(213) 738-2981





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



Measure A Implementation

Los Angeles County Regional Park and Open Space District

**Summary Meeting Notes
Steering Committee Meeting #1
April 27, 2017 9:30 am – 11:30 am**

Steering Committee Members in Attendance:

Alina Bokde	Hugo Enciso	Maria Chong-Castillo
Amy Lethbridge	Jay Duke	Mark Glasscock
Naomi Iwasaki	Jane Beesley	Max Podemski
Belinda Faustinos	Jean Armbruster	Nicole Jones
Bonnie Nikolai	Jeff Rubin	Reyna Diaz
Brad Bolger	Joel Ayala	Ronda Perez
Bruce Saito	John Bwarie	Reuben De Leon
Bryan Stiger	John Jones	Scott Chan
Cara Meyer	Karen Ginsberg	Stefan Popescu
Cheryl Davis	Kim Lamorie	Stephanie Stone
Clement Lau	Lacey Johnson	Sussy Nemer
Delia Morales	Linda Lowry	Teresa Villegas
Dilia Ortega	Lylwyn Esangga	Tori Kjer
Esther Feldman	Lynda Johnson	Sylvia Arredondo
Francine Choi	Manal Aboelata	Robin Mark

RPOSD Staff in Attendance:

Agie Jordan, Ani Yeghiyan, Arcelia Navarrete, Arni De La Paz, Sara Keating, Tammy Lam, Warren Ontiveros

PlaceWorks Staff in Attendance:

David Early, C.C. LaGrange, Jessica Wuyek

Agenda Item: Measure A Overview

1. *Request:* Please share the PowerPoint presentation with the Steering Committee.
Response: PowerPoint will be emailed and posted to rposd.lacounty.gov

Agenda Item: Measure A Implementation

1. *Question:* What is the difference between a competitive and non-competitive grant?
Response: The non-competitive grants are allocated through an administrative process. The largest non-competitive grant categories are Category 1, which all Study Areas are eligible for, and Category 2, which only those Study Areas with High or Very High need are eligible for. Competitive grants are

open to all eligible entities, and grants will be awarded on a competitive basis; that is, not all applicants will receive these grants.

2. *Question:* What will technical assistance entail? Does that mean assistance throughout the application process?
Response: Yes, technical assistance can include assistance with grant application processes. The Steering Committee will help identify who needs technical assistance, when and how it should be offered, and what it will include.
3. *Question:* What will be the process for issuing bonds?
Response: We don't know yet. We know that it will be appropriate for some communities and not for others. It's unlikely that an individual city will be able to bond against their Measure A allocation. It is most likely that any bonding will be done through the County. We are developing a white paper on bonding to serve as a background memo on the process. Any Steering Committee members interested in contributing to this background memo should contact the PlaceWorks team.
4. *Comment:* We need to bring interest groups to the table early in the process to make sure the Steering Committee is vetting initiatives that represent community needs.
Response: Yes, interest groups may be engaged and could be helpful in providing technical assistance. We may explore developing small working groups to discuss specific interests and issues.

Agenda Item: Steering Committee Overview and Brown Act

1. *Question:* Please verify the correct meeting time.
Response: Steering Committee meetings will take place between 9:30-11:30 am.

Agenda Item: Implementing Measure A: Discussion of Key Points and Issues

Grant Programs

1. *Comment:* It would be helpful to circulate documents and guiding questions prior to each meeting so members be prepared for discussion
Response: Materials will be circulated before future meetings. This meeting is an introduction.
2. *Comment:* In consideration of veteran employment programs, we need to make sure programs support job training and placement to veterans can get and keep jobs.
3. *Comment:* It would be helpful to distribute the Needs Assessment data for members to review and become more familiar with the Needs Assessment data in order to think about how the data will inform this project.
Response: We will share links to Needs Assessment data.
4. *Comment:* Clarity in communications is very important when describing what defines an eligible program, what is included in technical assistance, and other specific details.
5. *Comment:* We need to be able to identify shovel-ready projects for feasibility to make sure projects actually get built.
6. *Comment:* We need to consider how we can integrate alternate services related to water use and irrigation. Projects that support water conservation could be identified in the grant application process.

Maintenance and Servicing

1. *Comment:* Members need time to process all the information prior to meetings so they will have more time to prepare thoughtful feedback. It will be important to consider public safety, interagency collaboration, and storage sites.

Response: Members will receive materials prior to future meetings. This meeting is an overview to introduce the Steering Committee to the scope of work that needs to be completed in the coming year and to hear initial thoughts on that work.

Innovation and Oversight

1. *Comment:* We should support multi-purpose, youth employment, and water quality/supply projects.

Bonding and Forwarding

1. *Comment:* We need a better understanding of the financial breakdown and have a realistic view of available money. We need to have bonding discussions sooner in the project timeline so we know constraints.

Response: We are in the process of developing detailed breakdowns for Study Areas and will share this information when it is available. Bonding and allocations will probably not be discussed next month as we will not have the final parcel data until late June.

Community Engagement

1. *Comment:* Most critical lesson learned during the Needs Assessment was that single-touch meetings weren't good enough.

2. *Comment:* We need to clearly define what is the intent of the community engagement and which organizations can be partners. Ensure that engagement is not scheduled around the holidays.

3. *Question:* Can we form subcommittees in next month's meeting?

Response: We may not have the time and budget for subcommittees.

Response: We can have small group break-out sessions at the end of meetings

Response: We can explore those options but subcommittees will not be formed in May.

4. *Comment:* We should utilize community based organizations and emphasize high need areas. It's important to pay CBO's for the work they do. Pacoima Beautiful can recommend some community organizations.

Response: To clarify, the community engagement written into this project is intended to be informational in nature.

Response: LANLT did the engagement for the Needs Assessment and can use that to build off of that. Emphasize high need areas.

5. *Comment:* We need to hold more than 1 meeting in an area, we can build on engagement from the Needs Assessment.

6. *Comment:* We need to wait until we have concrete information to present at the engagement meetings and should be careful not to hold premature meetings.

7. *Comment:* We need to consider overall livability, not just parks. Support for homelessness and transportation measures show that people are considering overall livability. We need to think creatively how these initiatives can work together.

8. *Comment:* Agencies in low-resource communities need plenty of lead time or they won't be prepared to apply.

9. *Comment:* The Asian Pacific Islander (API) community fell through the cracks during the Needs Assessment, we need to make sure we capture their voice. We also need to be prepared to explain to communities what happened to their 10 prioritized projects.

10. *Comment:* We need a way to determine community readiness by establishing performance metrics and preparing communities to get ready.

11. *Comment:* We need more money for outreach at the local community level.
12. *Comment:* Grant programs need to consider anti-displacement activities so that community members don't support park projects that will ultimately displace them from their community.

Public Comment

1. *There was no public comment.*

Meeting Adjourned.



LOS ANGELES COUNTY REGIONAL PARK AND OPEN SPACE DISTRICT



Measure A Implementation: Steering Committee Meeting #2

**May 25, 2017
9:30 AM – 12:00 PM**

**Los Angeles River Center & Gardens | California Building-Atrium
570 W. Ave. 26, Los Angeles, CA 90065**

9:30 – 9:45 AM

1. Background Information (Information Only)

9:45 – 10:00 AM

2. Future Steering Committee Meeting Topics and Schedule (Information and Comment)

10:00 – 10:30 AM

3. Overview of Granting Process (Information and Comment)

10:30 – 10:45 AM

4. Allocation Estimates (Information and Comment)
 - a. Category 1, Category 2
 - b. Maintenance and Servicing

10:45 – 11:15 AM

5. Allocation Process (Information and Action)
 - a. Unincorporated Islands within City Study Areas
 - b. Sharing Funds Among Study Areas

11:15 – 11:45 AM

6. Engagement Approach and Schedule (Information and Comment)

11:45 – 12:00 PM

7. Public Comments

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**Next Steering Committee meeting is on Thursday, June 29, 2017 from 9:30am to noon
Room 140A&B of the Kenneth Hahn Hall of Administration.**



1. BACKGROUND INFORMATION
Needs Assessment Recap



LOS ANGELES COUNTYWIDE COMPREHENSIVE PARKS & RECREATION NEEDS ASSESSMENT
MAY 3, 2016

MEASURE A
sdcinfo@parks.lacounty.gov | 213.738.2981 | RPOSD@lacounty.gov

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1. BACKGROUND INFORMATION
How Does Measure A Meet the Identified Need?

Annual Allocations for Categories 1 and 2


- Based on the Per Capita and Structural Improvements formula
 $(Per\ Capita + Per\ Capita + Structural\ Improvements) / 3$
- Emphasizes densely developed/ populated areas

Category 2: High and Very High Need Study Areas

- Funds specifically allocated for High & Very High Need Study Areas

Competitive Grant Categories

- Steering Committee will help shape how this category addresses need



MEASURE A
sdcinfo@parks.lacounty.gov | 213.738.2981 | RPOSD@lacounty.gov

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• What is the format of our meetings?
• What will we talk about?
• What is our schedule of topics?

2. FUTURE STEERING COMMITTEE MEETINGS


MEASURE A
sdcinfo@parks.lacounty.gov | 213.738.2981 | RPOSD@lacounty.gov

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2. FUTURE STEERING COMMITTEE MEETINGS
Meeting Format


Locations

- Kenneth Hahn Hall of Administration: Room 140
- Los Angeles River Center & Gardens: Atrium



Small Groups

- Will break into small groups if appropriate
- No subcommittees envisioned



MEASURE A
sdcinfo@parks.lacounty.gov | 213.738.2981 | RPOSD@lacounty.gov

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2. FUTURE STEERING COMMITTEE MEETINGS

Meeting Topics & Schedule

Meeting 3: June 29, 2017
 Location: HOA Room 140

- Overview of Competitive Awards
- Public Engagement: Round 2 Agency Meetings

NO July or August Meetings

- Park Equity Memo
- Draft Grant Program Guidelines and Calendar
- Bonding and Forwarding Background Information




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

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2. FUTURE STEERING COMMITTEE MEETINGS

Meeting Topics & Schedule

Meeting 4: September 28, 2017
 Location: LA River Center Atrium

- Bonding and Forwarding Overview
- Equity

Meeting 5: October 26, 2017
 Location: LA River Center Atrium

- Competitive Grants
- Variable Allocations




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2. FUTURE STEERING COMMITTEE MEETINGS

Meeting Topics & Schedule

Meeting 6: December 7, 2017 ↙ First Thursday
 Location: HOA Room 140

- Bonding and Forwarding Strategy Policy Memo
- Public Engagement-Round 3 Agency Meetings
- Public Engagement-Community Meetings

Meeting 7: January 25, 2018
 Location: HOA Room 140

- Innovation and Oversight
- Board Set-Aside Policy
- Consumer Price Index Update Policy
- 4.5% Agency Allocation from M&S
- Engagement-Community Meetings Roll Out




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2. FUTURE STEERING COMMITTEE MEETINGS


Meeting Topics & Schedule

Meeting 8: February 22, 2018
 Location: HOA Room 140

- Bonding and Forwarding – Strategic Expenditure Plan

Meeting 9: March 29, 2018
 Location: HOA Room 140

- Project Tracking
- Equity Methodology
- Finalize Grant Guidelines




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2. FUTURE STEERING COMMITTEE MEETINGS


Meeting Topics & Schedule

Meeting 10: April 26, 2018
 Location: LA River Center Atrium


- Park Needs Assessment Updates
- Oversight Committee Formulation

Meeting 11: May 31, 2018
 Location: LA River Center Atrium

- Procedures and Policies Guide for RPOSD
- Board Letter and Summation

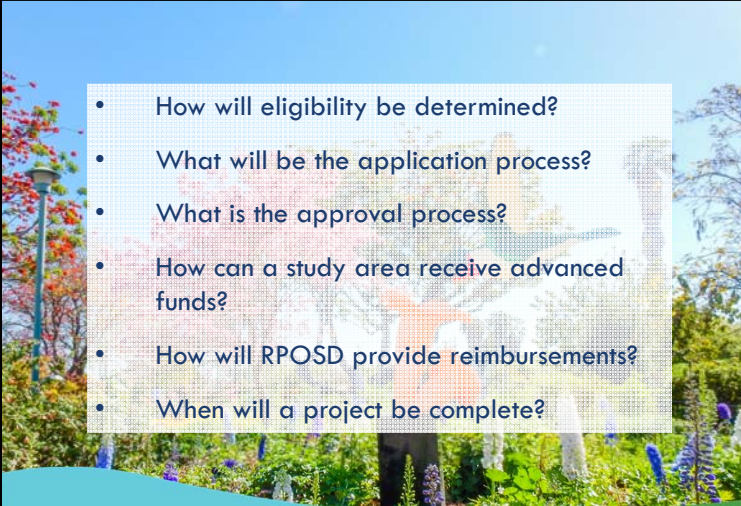


Meetings topics are subject to change, as required by the process.



ssdinfo@parks.lacounty.gov | 213.738.2981 | RPOSD@lacounty.gov

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- How will eligibility be determined?
- What will be the application process?
- What is the approval process?
- How can a study area receive advanced funds?
- How will RPOSD provide reimbursements?
- When will a project be complete?

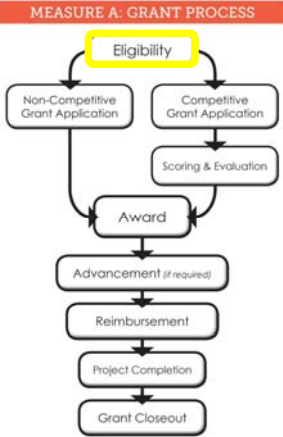

3. OVERVIEW OF GRANTING PROCESS

3. OVERVIEW OF GRANTING PROCESS

Eligibility

Potential Components:

- Eligibility Orientation
- Technical Assistance
- Public Outreach
- RPOSD Contract Terms
- Proof of Jurisdiction Support
- Park Facilities Inventory Update

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3. OVERVIEW OF GRANTING PROCESS

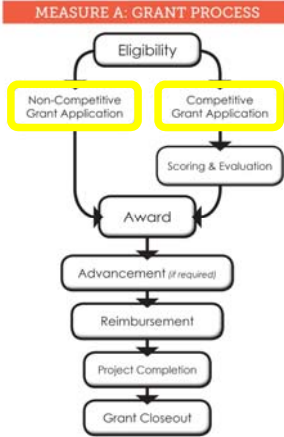

Application Process

Competitive Grants

- Grant Cycles
- Grant Application Training
- Electronic Application

Non-competitive Grants

- Awarded annually based on the Per Capita and Structural Improvements Formula
- Electronic Application

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3. OVERVIEW OF GRANTING PROCESS

Approval Process

Competitive Grants

- Grant Review Panel will evaluate applications
- Applicants with highest scores will receive funding
- Total number of grants awarded will be dependent upon the funding pool for respective grant cycle

Non-competitive Grants

- RPOSD will review applications
- Grant manager will be assigned to each applicant to provide technical assistance throughout the process

MEASURE A: GRANT PROCESS

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3. OVERVIEW OF GRANTING PROCESS

Advanced Funds

- Eligibility requirements to be determined
- Eligible agencies can only receive up to 50% of total grant award as an advance

MEASURE A: GRANT PROCESS

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3. OVERVIEW OF GRANTING PROCESS

Reimbursements

Eligible project costs incurred within grant contract period:

- Development
- Acquisition
- Administration
- Outreach/Community Engagement

Ineligible project costs:

- Office furniture
- Construction equipment
- Publicity expenses
- Costs incurred during the grant application phase

MEASURE A: GRANT PROCESS

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3. OVERVIEW OF GRANTING PROCESS

Project Completion

Closeout Process

- Final Site Visit
- Final Documentation
 - Change order summary
 - Notice of Completion recorded with LA County Registrar-Recorder/County Clerk
 - Project Certification Form
 - Property Conveyance Document
 - Closing Escrow Statement
 - Policy of Title Insurance/Title Abstract
 - Final Relocation Documents (if applicable)
- Final Payment
- Opening Community Event

MEASURE A: GRANT PROCESS

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- Overview
- Table 1 Review
- Table 2 Review
- Next Steps

4. ALLOCATION ESTIMATES

ALLOCATION ESTIMATES

Overview

Square Footage	Tax Rate	Estimated 2018 Tax	Estimated BOS 2%	Estimated \$ Available	Category	Allocation %	Estimated Allocation \$
6,453,696,929	0.015	\$96,805,454	\$1,936,109	\$94,869,345	CAT 1	35%	\$33,204,271
					CAT 2	13%	\$12,333,015
					M&S	15%	\$14,230,402

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4. ALLOCATION ESTIMATES

Table 1: Estimated Category 1 and 2 Allocation by Study Area (Agenda Item 4)

*Square Footage Estimate: Of the 6,453,696,929 of used to calculate the estimated 2018 tax, approximately 2.4% do not have a spatial reference and thus cannot be associated with any given study area. For this round of allocation estimates, the Per Capita Improvements formula (using known population and square footage) was used to calculate an allocation ratio for each SA. This ratio was applied to the total available amount to estimate the allocation for each SA. It is anticipated that the spatial references will be received with the release of the 2017 Assessor Tax Roll and allocation estimates will be updated then.

Data Sources: Los Angeles County Assessor Tax Roll 2015 (for spatial location), 2016 Taxmap Tax database (linked by David Tasing & Associates based on Measure A language, May, 2017), Study Area population from Los Angeles County Impugnation Estimates (LAI4 Census ACS).

*Allocation Ratio: Percent of total funds being distributed based on Measure A allocation parameters.

Total available in Category 1 (35%) \$33,204,270.70 (funds distributed using Per Capita Improvements Formula)

Total available in Category 2 (13%) \$12,333,014.83 (funds distributed using the Per Capita Improvements Formula in High or Very High road study areas)

ID	Study Area Name	Population (2014)	*Square Footage (Estimate)	Category 1 *Allocation Ratio (Estimate)	Category 1 *Allocation (Estimate)	Category 2 *Allocation Ratio (Estimate)	Category 2 *Allocation (Estimate)	Categories 1 & 2 *Allocation (Estimate)
81	Agoura Hills	20,627	20,503,247	0.24%	\$81,292.83	0.00%	\$0.00	\$81,292.83
82	Altadena	84,903	45,795,666	0.80%	\$267,037.68	1.03%	\$301,237.99	\$568,275.66
126	Arden	3,748	49,806,410	0.01%	\$218,228.98	0.00%	\$0.00	\$218,228.98
40	Artesia	16,775	8,822,826	0.18%	\$12,013.23	0.32%	\$39,512.93	\$51,526.17
53	Astoria / US Channel Islands North	4,488	3,042,138	0.04%	\$14,249.24	0.00%	\$0.00	\$14,249.24
174	Avondale	45,134	27,811,036	0.43%	\$148,172.06	0.00%	\$0.00	\$148,172.06
54	Barstow Park	76,853	28,868,767	0.66%	\$219,626.54	1.37%	\$163,079.14	\$382,705.69
72	Bea	26,125	13,903,643	0.32%	\$103,648.13	0.31%	\$77,177.38	\$180,825.52
114	Bea Gardens	42,726	12,196,938	0.31%	\$113,336.31	0.69%	\$84,826.22	\$200,164.54
100	Beaumont	77,501	31,171,748	0.68%	\$225,097.13	1.36%	\$167,977.40	\$393,074.54
142	Beverly Hills	34,784	14,377,172	0.31%	\$126,419.61	0.00%	\$0.00	\$126,419.61
7	Bradbury / US Bradbury	3,244	1,723,149	0.02%	\$3,716.04	0.00%	\$0.00	\$3,716.04
118	Brandenburg	105,648	89,973,095	1.37%	\$488,837.06	0.00%	\$0.00	\$488,837.06
103	Carlsbad	23,748	25,175,118	0.29%	\$96,403.13	0.00%	\$0.00	\$96,403.13
182	Carson	52,871	85,629,370	1.07%	\$354,040.96	2.27%	\$273,847.07	\$627,888.03
144	Cerritos / US Cerritos	50,482	48,308,892	0.59%	\$195,464.14	0.00%	\$0.00	\$195,464.14
143	Chico Park	13,229	10,484,414	0.16%	\$58,204.49	0.00%	\$0.00	\$58,204.49

Per Capita and Structural Improvements formula:

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

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4. ALLOCATION ESTIMATES

Category 1

Funding Allocation - Measure A (2018)

Total Tax Revenue Allocated from Measure A, Category 1

- \$0 - \$45,940
- \$45,941 - \$94,606
- \$94,607 - \$162,427
- \$162,428 - \$230,138
- \$230,139 - \$307,957
- \$307,958 - \$385,776

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4. ALLOCATION ESTIMATES
Category 2

Total Tax Revenue Allocated from Measure A, Category 2

- \$0
- \$1 - \$75,124
- \$75,125 - \$141,683
- \$141,684 - \$201,228
- \$201,229 - \$250,609

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4. ALLOCATION ESTIMATES
Category 1 & 2

Park Need by Study Area

- Very Low
- Low
- Moderate
- High
- Very High
- Not Participating

Park Need

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4. ALLOCATION ESTIMATES

Total Tax Revenue Allocated from Measure A, Category 1 & 2

- \$0 - \$92,275
- \$92,276 - \$111,263
- \$111,264 - \$176,684
- \$176,685 - \$267,351
- \$267,352 - \$442,090

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4. ALLOCATION ESTIMATES

Table 2: Estimated M & S Distribution (Agenda Item 4)

For Section 64022 of Measure A

"Square Footage Estimate: Of the 6,453,096,929 of used to calculate the estimated 2018 tax, approximately 2.4% do not have a spatial reference and thus cannot be associated with any given city. For this round of M&S distribution estimates, the Per Capita Improvements formula using known population and square footage was used to calculate an allocation ratio for each city. This ratio was applied to the total available amount to estimate the M&S distribution for each city. It is anticipated that the spatial references will be reached with the release of the 2017 Assessor Tax Roll and M&S distribution estimates will be updated then."

Data Sources: Los Angeles County Assessor Tax Roll 2013 (for spatial locations), 2016 Trauma Tax database (revised by David Trauma & Associates based on Measure A language, Mar. 2017), Study Area allocation from Los Angeles County Population Estimates (2014 Census ACS)

*Allocation Ratio: Percent of total funds being distributed based on Measure A allocation parameters.

Total Available for M&S (18%): 186.68% \$14,236,681.78
To Cities: 50.83% \$7,236,339.28
To Agencies: 49.53% \$6,996,242.43

Recipient (City & Agency)	Type of Recipient	Total Population (2014)	*Total Sq Ft (Square)	Allocation Ratio (City)	Allocation \$ Amount (Estimate)
Agoura Hills	City	20,401	25,018,247	0.14%	12,541,133
Alhambra	City	84,903	45,795,668	0.43%	64,436,623
Arcadia	City	17,298	28,544,436	0.20%	17,124,765
Artesia	City	18,779	8,423,238	0.09%	12,514,914
Azusa	City	48,111	11,141,848	0.07%	1,361,388
Baldwin Park	City	45,119	27,611,249	0.20%	35,251,979
Brea	City	76,850	28,868,057	0.21%	33,200,388
Brentwood	City	36,315	15,707,400	0.11%	25,313,821
Brentwood-Sylmar	City	69,276	12,196,914	0.09%	27,801,799
Burbank	City	117,002	31,171,748	0.20%	34,402,021
Beverly Hills	City	34,209	53,377,378	0.29%	40,841,491
Canoga Park	City	1,000	1,643,868	0.01%	1,581,158
Carlsbad	City	102,644	88,979,090	0.69%	93,478,431
Carson	City	37,226	25,124,118	0.20%	31,244,491
Claremont	City	62,679	85,626,379	0.67%	65,249,901
Claremont-San Bernardino	City	69,603	48,293,420	0.37%	46,441,641
Compton	City	65,313	27,910,704	0.21%	31,279,761
Commerce	City	13,117	50,362,474	0.29%	27,841,811
Covina	City	67,802	46,749,113	0.37%	27,412,111
Covina-San Bernardino	City	48,478	31,099,987	0.21%	39,202,771
Costa Mesa	City	34,114	6,632,400	0.11%	14,474,111
Costa Mesa-Santa Ana	City	28,418	49,000,000	0.40%	34,444,111

Per Capita and Structural Improvements formula:
$$\frac{\text{Per Capita} + \text{Per Capita} + \text{Structural Improvements}}{3}$$

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4. ALLOCATION ESTIMATES

Next Steps

June

- Update square footage and tax data following the release of the 2017 assessor tax roll

July

- Confirm 1 to 1 relationship between final tax roll data and GIS parcel base

August

- Confirm square footages tied to State Board of Equalization parcels and Cross Reference Roll parcels
- Update Study Area and City building square footage totals and finalize Allocation Model

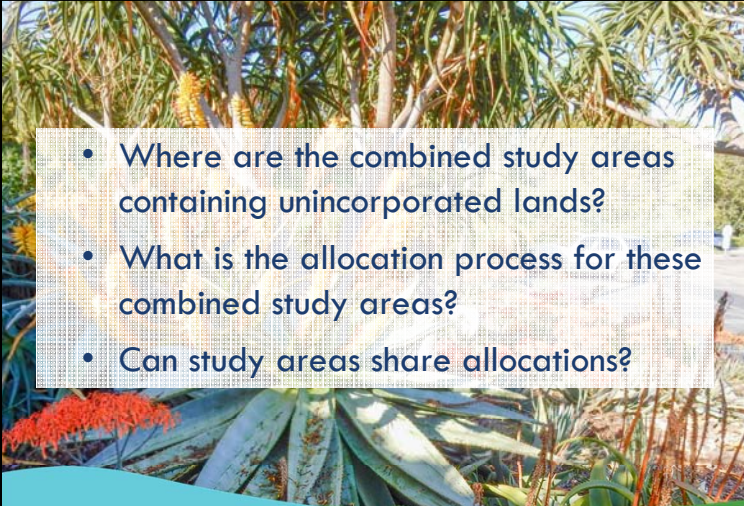


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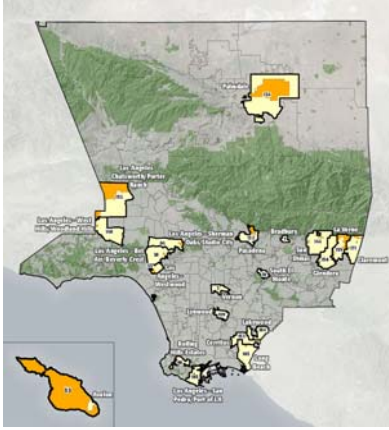

- Where are the combined study areas containing unincorporated lands?
- What is the allocation process for these combined study areas?
- Can study areas share allocations?

5. ALLOCATION PROCESS

5. ALLOCATION PROCESS

Combined Study Areas

Out of 188 study areas, 21 contain portions of unincorporated land.

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5. ALLOCATION PROCESS

Table 3: Estimated Category 1 and 2 Allocation for Combined Study Areas (Agenda Item 5a)

Square Footage: Of the 6,453,696,929 sf used to calculate the estimated 2018 tax, approximately 2.4% do not have a spatial reference and thus cannot be associated with any given study area. For this round of allocation estimates, the Per Capita Improvements formula (using known population and square footage) was used to calculate an allocation ratio for each SA. This ratio was applied to the total available amount to estimate the allocation for each SA. It is anticipated that the spatial references will be resolved with the release of the 2017 Assessor Tax Roll and allocation estimates will be updated then.

Data Source: Los Angeles County Assessor Tax Roll 2015 (for spatial location), 2016 Trauma Tax database (revised by David Tausig & Associates based on Measure A language, May, 2017). Study Area population from Los Angeles County Population Estimates (2014 Census ACS)

SA name	ID	Funds for Category 1 and 2 (Estimate)	Incorporated Population	Unincorporated Population	*Incorporated Sq Footage (Estimate)	*Unincorporated Sq Footage (Estimate)	% Funding Unincorporated Areas (Estimate)	Unincorporated \$ Amount (Estimate)	City \$ Amount (Estimate)
Avallon / Unincorporated	53	\$14,549.34	8,821	368	2,740,346	301,871	9.199%	\$1,338.33	\$13,210.91
Channel Islands North									
Bradbury / Unincorporated	7	\$5,756.04	1,093	152	1,443,885	277,264	14.241%	\$819.70	\$4,936.33
Cerritos / Unincorporated	184	\$195,664.34	49,853	577	48,093,426	215,464	0.842%	\$1,646.69	\$194,017.65
Claremont / Unincorporated	171	\$135,089.65	35,931	1,170	29,870,594	624,222	2.714%	\$3,666.80	\$131,422.85
Glendora / Unincorporated	144	\$175,926.25	51,524	642	34,269,353	620,967	1.422%	\$2,501.27	\$173,424.98
LA Bell Air - Beverly Crest / Unincorporated Hollywood Hills	26	\$102,404.39	20,661	17	32,442,465	0	0.096%	\$36.71	\$102,367.68
LA Chatsworth - Porter Ranch / UI Chatsworth / UI Northridge / UI Canoga Park / UI Porter Ranch-Gat Mountain	152	\$389,340.16	95,788	4,020	94,476,685	2,325,782	3.318%	\$12,920.11	\$376,420.06
LA San Pedro / LA Port of Los Angeles	185	\$259,769.79	81,090	1,933	42,759,265	1,250,404	2.481%	\$6,444.20	\$253,325.59



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5. ALLOCATION PROCESS

Allocation Process for Combined Study Areas

Funds to be distributed to incorporated jurisdiction.

- Measure A states that funds are to be allocated by study area
- DPR strategically established that Study Areas should be treated as being served by the City in question
- Residents in unincorporated areas likely access parks in adjacent Cities
- Population and amount of money in question is small and possibly difficult for the County to make impactful investments

Unincorporated Area: \$12,920 in Funding

152 Los Angeles - Chatsworth/Parker Park

146 Los Angeles - West Hills/Woodland Hills

Incorporated Area: \$376,420 in Funding

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5. ALLOCATION PROCESS

Sharing Allocations: Category 1 and 2 Funds

An agency may share funds with another study area, provided that:

- The “receiving” study area is adjacent to the “sending” study area
- The RPOSD finds, through the grant making process, that the intended use of the funds will benefit the residents of the “sending” study area

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5. ALLOCATION PROCESS

Sharing Allocations: M&S Funds

An agency may transfer its funds to another agency, provided that:

- The “receiving” entity operates completed RPOSD-funded projects whose grant(s) are closed
- The RPOSD finds, through an administrative review process, that the intended use of the funds will benefit the residents of the “sending” entity

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- What are the goals for engagement?
- What tools for engagement will we utilize?
- What is the role of RPOSD?

6. ENGAGEMENT APPROACH

6. ENGAGEMENT APPROACH

What are the Goals for Engagement?

1. Ensure that grant-seeking organizations:
 - Are aware of Measure A funding opportunities
 - Can provide feedback on the administrative processes and systems related to Measure A
2. Inform the general public about the implementation of Measure A:
 - How it might affect their communities
 - How they can get involved with their local park agencies





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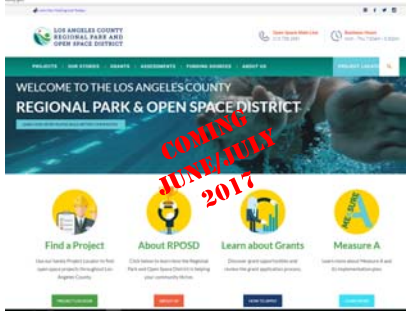

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6. ENGAGEMENT APPROACH

Tools for Engagement: Interactive Website

www.rposd.lacounty.gov

- Updated regularly
- Stores Records and Resources:
 - Official documents
 - Agendas
 - Presentations
 - Events calendar
 - Photos
 - Links to external resources

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6. ENGAGEMENT APPROACH

Tools for Engagement: Social Media

- Raise general awareness of Measure A and RPOSD
- Drive traffic to RPOSD website so people can learn more
- Serve as a catalyst for local-level community engagement




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6. ENGAGEMENT APPROACH

Tools for Engagement: Agency Meetings

Objectives:

- Solicit feedback on the systems and processes being developed
- Ensure that all eligible agencies and organizations are aware of funding processes and timeline




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6. ENGAGEMENT APPROACH

Tools for Engagement: Community Meetings

- Provide the following information to the general public:
 - What Measure A is and how it may affect their communities
 - How to get involved with their local park agencies as they prepare to apply for and spend Measure A funds
- 30 meetings countywide, exact locations TBD
- CBOs will help with outreach and meeting facilitation
 - \$5,000 stipend per meeting





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6. ENGAGEMENT APPROACH

What is the Role of RPOSD?

1. Maintain and regularly update the RPOSD website
2. Establish and manage a robust social media campaign
3. Host and facilitate City/Agency update meetings
4. Work with community based organization to host one round of informational outreach meetings for the general public
5. Provide resources and training to City agencies and community organizations seeking to facilitate local-level engagement





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Public Comment



QUESTIONS?



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Next Meeting

Meeting #3

June 29, 2017 | 9:30am-Noon

Hall of Administration

Room 140




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MEMORANDUM

DATE May 18, 2017
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District
SUBJECT Mtg. 2, Agenda Item 2: Proposed Steering Committee Calendar/Topics

This agenda item proposes the following topics and schedule for the Measure A Implementation Steering Committee meetings. Changes to meeting topics may occur as required by the process, including the addition of a meeting in June 2018 if deemed necessary.

Meeting 2 – May 25, 2017

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

1. Background Information
2. Overview of Granting Process
3. Allocation Estimates
4. Allocation Process
5. Engagement Approach and Schedule

Meeting 3 – June 29, 2017

Location: Kenneth Hahn Hall of Administration, Room 140. 500 W. Temple Street, Los Angeles, CA 90012

1. Overview of competitive awards
 - a. Grant Cycles
 - b. Types of grants
 - c. Eligibility
2. Engagement – Round 2 Agency Meetings
 - a. Schedule
 - b. Content

No meeting in July or August.

Three separate memoranda will be send to the Steering Committee in July/August, on the following topics: Park Equity Background Information; Draft Grant Program Guidelines and Calendar; Bonding and Forwarding Background Information. These memoranda will inform the subsequent three meetings of the Steering Committee.

Meeting 4 – September 28, 2017

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

1. Bonding and Forwarding Overview
2. Equity
 - a. Past Spending Patterns
 - b. Outside Case Studies

- c. Potential Policies
- d. Technical Assistance
- e. Future Monitoring and Course Correction

Meeting 5 – October 26, 2017

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

- 1. Competitive Grants
 - a. Cycles and Calendar
 - b. Application Details
 - c. Grant Guidelines
- 2. Variable Allocations

No meeting in November.

Meeting 6 –December 7, 2017

Location: Kenneth Hahn Hall of Administration, Room 140. 500 W. Temple Street, Los Angeles, CA 90012

Please note: this meeting date is not the last Thursday of the month

- 1. Bonding and Forwarding Strategy Policy Memo
 - a. Recommendations
 - b. Timeframes
 - c. Cost implications
- 2. Engagement – Round 3 Agency Meetings
 - a. Schedule
 - b. Content
- 3. Engagement – Community Meetings
 - a. Purpose
 - b. Strategy
 - c. Schedule

Meeting 7 – January 25, 2018

Location: Kenneth Hahn Hall of Administration, Room 140. 500 W. Temple Street, Los Angeles, CA 90012

- 1. Innovation & Oversight
 - a. Draft Policy
 - b. Allocation of funds to innovation vs. oversight
 - c. Technical Assistance Program (second review?)
 - d. Outreach Program
- 2. Board Set-Aside Policy
- 3. Consumer Price Index Update Policy
- 4. 4.5% Agency Allocation from M&S
- 5. Engagement – Grassroots Community Meetings Roll Out

Meeting 8 – February 22, 2018

Location: Kenneth Hahn Hall of Administration, Room 140. 500 W. Temple Street, Los Angeles, CA 90012

- 1. Bonding and Forwarding – Strategic Expenditure Plan

Meeting 9 – March 29, 2018

Location: Kenneth Hahn Hall of Administration, Room 140. 500 W. Temple Street, Los Angeles, CA 90012

1. Project Tracking
 - a. Updates through self-reporting
 - i. Items to be updated and frequency of updates
 - b. Verification system for self-reported data
 - i. Items to be verified and frequency of verification
2. Equity Methodology
 - a. Annual Allocations
 - i. Objectives
 - ii. Methodologies
 - iii. Reporting
 - b. Competitive Grants
 - i. Objectives
 - ii. Methodologies
 - iii. Reporting
3. Finalize Grant Guidelines

Meeting 10 – April 26, 2018

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

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

Meeting 11 – May 31, 2018

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

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



MEMORANDUM

DATE May 18, 2017
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District
SUBJECT Mtg. 2, Agenda Item 3: Overview of Measure A Grant Eligibility, Application, and Reimbursement Processes

This memorandum summarizes the Measure A grant eligibility, application, and reimbursement processes. Figure 1 illustrates the processes as described below. This memo and input received from the Regional Park and Open Space District (RPOSD) and Steering Committee will serve to inform the development of the Grant Procedural Guide, inclusive of the Eligibility, Application and Reimbursement processes, to be provided to all potential applicants for Measure A funds.

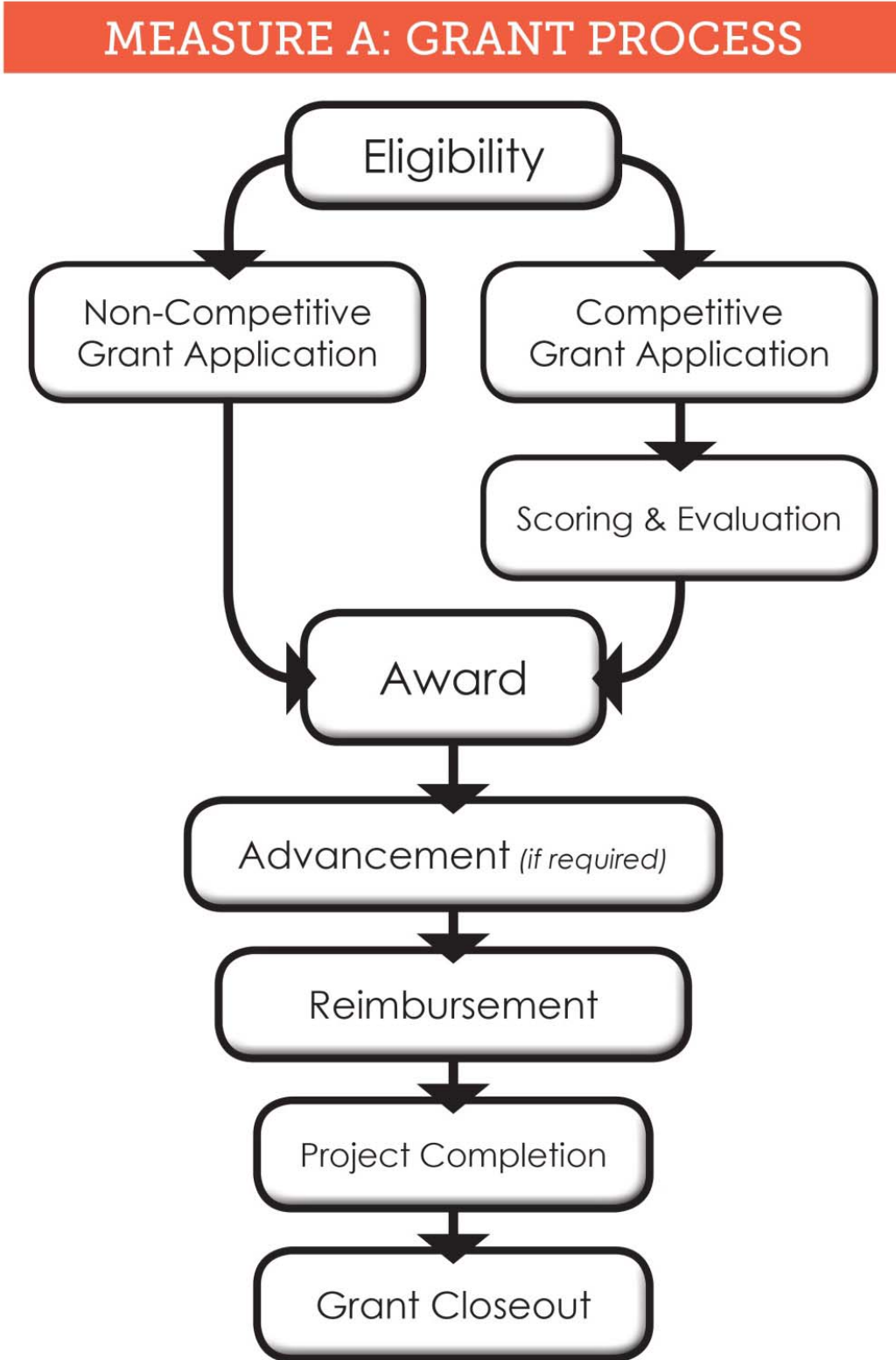
Eligibility Process

Prior to applying for Measure A funds, applicants must establish eligibility with RPOSD. The goals of the eligibility process include: 1) to create a profile and identify a point of contact for every agency or organization that will apply for Measure A funds, 2) to reduce barriers in the application process, and 3) to help identify those jurisdictions that may need technical assistance in the application process. All Measure A applicants shall complete the eligibility process regardless of whether the grant category is competitive, allocated by the Per Capita and Structural Improvements Formula, or is a Measure A carve-out. Once eligibility is established, the applicant would need to refresh or update its profile every three (3) years to maintain eligibility.

The Measure A eligibility process is as follows:

- **Attend an Eligibility Meeting.** The first step in the eligibility process will be to attend a grant eligibility meeting. RPOSD will facilitate both an in-person meeting and a webinar to accommodate the schedules of all applicants. Eligibility meetings will be held at a centrally located venue in each of the five Supervisorial Districts. At the eligibility meeting, RPOSD staff will walk participants through the eligibility process and be available to answer questions.
- **Technical Assistance.** Applicants will be asked whether they desire technical assistance to complete the grant application once eligibility is completed. RPOSD staff will work closely with those applicants that request technical assistance. Further details about technical assistance will be discussed at the June 29 Steering Committee meeting.
- **Undertake a Public Outreach Process.** All applicants shall hold a community outreach event or confirm the community's park and recreation priorities, and brainstorm ideas for future park and recreation improvements. If an applicant is a non-profit applying for funding on an agency's behalf or to be used for projects in that agency's jurisdiction, the event must be held with the agency's support or approval. Applicants must demonstrate proof of outreach such as advertisements, copies of flyers, social media

FIGURE 1 – MEASURE A GRANT PROCESS



posts, etc. In addition, applicants shall document the number of attendees and submit a summary of the meeting’s outcomes.

- **Review RPOSD Contract Terms.** Applicants shall review the RPOSD contract language and be ready to accept the contract terms and conditions. Should the jurisdiction object to any of the contract terms and conditions, applicants shall document the portion(s) of the contract that are unacceptable, identify why they are unacceptable, and suggest revised contract language. If the District 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.
- **Secure Proof of Jurisdiction Support (as applicable).** If the applicant is a City, County, or other public jurisdiction, they must demonstrate proof of support to apply for, accept, and administer Measure A grant funds from an authorized representative of the organization. Each organization may define an authorized representative differently. This could entail a letter from the City Manager or the Director of the County Department of Parks and Recreation. Alternatively, applicants may provide an authorizing resolution from their governing body (City Council, Board of Directors, etc.).
- **Review and Update Park Needs Assessment Data.** The applicant shall document the project’s consistency with the Park Needs Assessment. In addition, if applicable, the applicant shall review the Park Needs Assessment, note any changes that have occurred (i.e., new parks and/or facilities, closures, etc.), and submit the updates to RPOSD.

Application Process

This section provides an overview of the application process for competitive and non-competitive grants. Table 1 identifies the non-competitive and competitive grants by grant type.

TABLE 1 OVERVIEW OF MEASURE A COMPETITIVE AND NON-COMPETITIVE GRANTS

NON-COMPETITIVE GRANT ALLOCATIONS		COMPETITIVE GRANT ALLOCATIONS	
Category 1	All grants	Category 3	Recreation Access grants
Category 2	All grants	Category 3	General Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection grants
Category 3	Grants to LA County Department of Beaches and Harbors	Category 4	Recreation Access grants
Category 4	Grants to LA County Department of Parks and Recreation	Category 4	Los Angeles County Cultural Facilities grants
		Category 4	General Regional Recreational Facilities and Multi-use Trails grants
		Category 5	All grants

Competitive Grants

RPOSD will award grants in Categories 3, 4, and 5 on a competitive basis. Once eligibility has been established, applicants may apply for funding. RPOSD will publish a grant funding calendar by grant category (i.e., Categories 3, 4, or 5) so applicants have sufficient time to prepare prior to the grant application period.

Applicants must complete the following steps:

- **Attend a Grant Application Meeting.** All applicants will be required to attend a grant application meeting. A grant application meeting will be held for each grant program. Applicants can choose to attend the meeting in-person or via a webinar. The grant application meetings will be held at a centrally located venue in each of the five Supervisorial Districts. At the grant application meeting, RPOSD staff will walk applicants through the goals of the grant program, application requirements, and respond to questions.
- **Submit Electronic Application.** RPOSD will administer the application process electronically through a grant web portal. The application will require such things as the project description, budget, schedule, project location map, site plans, acquisition schedule (if applicable), permit status (if applicable), CEQA status (if applicable), maintenance and operation feasibility, and consistency with the Park Needs Assessment.

Non-competitive Grants (Annual Allocation)

RPOSD will award Category 1 and 2 grants based on the Per Capita and Structural Improvements Formula on an annual basis. Only incorporated Cities and the County of Los Angeles will receive the funds for these two categories. The non-competitive application process is the same as the competitive application process as described above with the caveat that applicants will not be required to attend the grant application meeting.

Approval Process

This section provides an overview of the approval process for competitive and non-competitive grants.

Competitive Grants

RPOSD will form and convene a grant review panel to evaluate competitive grant applications for Categories 3, 4, and 5. The grant review panel will be composed of internal and external representatives. Panelists will be experienced with the grant subject matter and could include academics, jurisdictions, and/or districts that are not eligible for the round of funding being evaluated. The grant review panel will be consistent within each grant cycle. However, the panel will likely change for different funding cycles to ensure the panel's expertise matches the subject of the grant cycle.

The grant review panel will evaluate the grant applications against the established scoring criteria. The applicants with the highest scores will receive funding. The number of grants awarded will be dependent upon the funding pool for the grant cycle and maximum grant amount.

Non-competitive Grants

RPOSD will review non-competitive grant applications to ensure proposed projects are eligible for funding, consistent with the programs' goals, and have complete applications. RPOSD will assign a grant manager to help each applicant through the application and approval process.

Advancement

Some jurisdictions may require an advancement of funds to begin their project. Grantees may require 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 the one or both of the following criteria:

- The project applicant would require advanced payment to implement the project.

- The grant award is less than \$500,000.
- Recipients must return any unused portion of advanced grant funds to RPOSD within 60 days after project completion.

Grantees must provide proof of jurisdictional support, either by a City Council or Board resolution, for the advancement request. RPOSD will provide additional draft guidance on what types of grantees and grant projects will be eligible for advancement and the fiscal controls that will be enacted to ensure advanced funds are spent in an appropriate manner, to be discussed in detail at the January 25, 2018 Steering Committee meeting.

Reimbursement

RPOSD will reimburse awardees for eligible project costs that are incurred within the grant contract period.

In general, eligible project costs fall into four categories:

1. **Development.** Development costs include those necessary to complete the construction of a project.
2. **Acquisition.** Acquisition costs are those costs related to the purchase of property.
3. **Administration.** Administration costs range from staff time, consultant fees, and costs incurred by youth and veteran job training programs, these costs would be no greater than 25%.
4. **Outreach/Community Engagement.** Community Engagement costs include those necessary to provide ongoing updates of the project to community members within a 10-minute walk or to whom it serves if it is a regional project. Reimbursable community engagement costs will be capped at a set percentage of the total grant award. This cap will be discussed at the January 25, 2018 Steering Committee meeting.

RPOSD will reimburse eligible costs only if they are incurred within the grant contract period. Grantees must submit a Payment Request Form and supporting back-up material to be reimbursed.

Not all costs associated with project implementation will be eligible for reimbursement. Expenses such as office furniture and construction equipment purchases, costs incurred during the grant application phase, publicity expenses, and interest expense are ineligible.

Completion of Project and Close-out of Grant

RPOSD will work with the grantee to close out the grant once the project is completed.

In general, close-out includes the following:

1. Final Site Visit.
2. Final documents such as:
 - Change order summary.
 - Notice of Completion recorded with the Los Angeles County Registrar-Record/County Clerk, for applicable construction contracts.
 - Project Certification Form to verify amounts and sources of RPOSD and other funding spent on the project.
 - Property Conveyance Document, Closing Escrow Statement, Policy of Title Insurance or Title Abstract, and Final Relocation Documents (if applicable) for a project that includes land acquisition.

Please note that the final document list above is not exhaustive and will be expanded during the development of the Grant Procedural Guide.

1. Final Payment: Final payment of retained funds.
2. Opening Community Event.

**Table 2: Estimated M & S Distribution
(Agenda Item 4)**

Per Section 6(e)(2) of Measure A

^Square Footage Estimate: Of the 6,453,696,929 sf used to calculate the estimated 2018 tax, approximately 2.4% do not have a spatial reference and thus cannot be associated with any given city. For this round of M&S distribution estimates, the Per Capita Improvements formula (using known population and square footage) was used to calculate an allocation ratio for each city. This ratio was applied to the total available amount to estimate the M&S distribution for each city. It is anticipated that the spatial references will be resolved with the release of the 2017 Assessor Tax Roll and M&S distribution estimates will be updated then.”

Data Sources: Los Angeles County Assessor Tax Roll 2015 (for spatial location), 2016 Trauma Tax database (revised by David Taussig & Associates based on Measure A language, May, 2017), Study Area population from Los Angeles County Population Estimates (2014 Census ACS)

***Allocation Ratio:** Percent of total funds being distributed based on Measure A allocation parameters.

Total Available for M&S (15%):	100.00%	\$14,230,401.73
To Cities:	50.85%	\$7,236,159.28
To Agencies	49.15%	\$6,994,242.45

Recipients (City & Agencies)	Type of Recipient	Total Population (2014)	^Total Sq Ft (Estimate)	*Allocation Ratio (Estimate)	Allocation \$ Amount (Estimate)
Agoura Hills	City	20,607	20,503,247	0.14%	\$ 19,542.13
Alhambra	City	84,903	45,795,666	0.45%	\$ 64,436.62
Arcadia	City	57,639	49,856,419	0.36%	\$ 51,545.96
Artesia	City	16,775	8,622,326	0.09%	\$ 12,554.24
Avalon	City	3,821	2,740,346	0.02%	\$ 3,182.46
Azusa	City	45,114	27,911,038	0.25%	\$ 35,725.97
Baldwin Park	City	76,853	28,868,067	0.37%	\$ 53,095.38
Bell	City	36,135	13,903,465	0.18%	\$ 25,101.82
Bell Gardens	City	42,726	12,196,934	0.20%	\$ 27,916.78
Bellflower	City	77,502	31,171,748	0.38%	\$ 54,400.05
Beverly Hills	City	34,736	53,577,172	0.29%	\$ 40,845.89
Bradbury	City	1,093	1,443,885	0.01%	\$ 1,184.58
Burbank	City	105,644	88,979,090	0.66%	\$ 93,478.43
Calabasas	City	23,750	25,175,118	0.16%	\$ 23,164.84
Carson	City	92,675	85,626,375	0.60%	\$ 85,149.90
Cerritos	City	49,853	48,093,426	0.33%	\$ 46,649.64
Claremont	City	35,931	29,870,594	0.22%	\$ 31,629.99
Commerce	City	13,127	50,362,678	0.20%	\$ 27,954.81
Compton	City	97,801	48,924,721	0.51%	\$ 72,634.21
Covina	City	48,408	31,695,987	0.27%	\$ 39,060.73
Cudahy	City	24,164	6,632,465	0.11%	\$ 15,678.13
Culver City	City	39,853	38,030,850	0.26%	\$ 37,119.54
Diamond Bar	City	55,904	40,370,167	0.33%	\$ 46,674.83
Downey	City	113,741	60,906,004	0.61%	\$ 86,138.25
Duarte	City	21,641	12,816,439	0.12%	\$ 16,899.67
El Monte	City	114,813	46,357,967	0.57%	\$ 80,663.93
El Segundo	City	16,981	36,714,789	0.17%	\$ 24,342.28
Gardena	City	60,257	39,429,678	0.34%	\$ 48,611.52
Glendale	City	196,559	125,739,218	1.11%	\$ 157,373.78
Glendora	City	51,524	34,269,353	0.29%	\$ 41,796.45
Hawaiian Gardens	City	14,291	4,866,639	0.07%	\$ 9,664.76
Hawthorne	City	87,005	44,482,731	0.46%	\$ 65,014.82
Hermosa Beach	City	19,747	15,301,538	0.12%	\$ 16,919.95

**Table 2: Estimated M & S Distribution
(Agenda Item 4)**

Recipients (City & Agencies)	Type of Recipient	Total Population (2014)	^Total Sq Ft (Estimate)	*Allocation Ratio (Estimate)	Allocation \$ Amount (Estimate)
Hidden Hills	City	1,923	3,274,849	0.02%	\$ 2,389.61
Huntington Park	City	58,941	22,434,954	0.29%	\$ 40,843.21
Industry	City	788	71,838,803	0.21%	\$ 30,284.37
Inglewood	City	112,172	54,598,211	0.58%	\$ 82,677.15
Irwindale	City	1,478	13,958,808	0.05%	\$ 6,592.92
La Canada Flintridge	City	20,571	20,554,471	0.14%	\$ 19,544.17
La Habra Heights	City	5,461	5,579,521	0.04%	\$ 5,239.50
La Mirada	City	49,180	38,596,393	0.30%	\$ 42,342.00
La Puente	City	40,333	13,759,266	0.19%	\$ 27,286.64
La Verne	City	32,105	22,567,892	0.19%	\$ 26,548.39
Lakewood	City	81,302	41,847,538	0.43%	\$ 60,870.09
Lancaster	City	160,240	99,569,131	0.89%	\$ 127,074.40
Lawndale	City	33,235	12,272,787	0.16%	\$ 22,873.26
Lomita	City	20,666	10,874,727	0.11%	\$ 15,571.16
Long Beach	City	471,202	238,057,436	2.47%	\$ 350,921.69
Los Angeles	City	3,917,902	2,378,666,017	21.67%	\$ 3,083,791.76
Lynwood	City	71,145	23,112,409	0.33%	\$ 47,650.81
Malibu	City	12,848	16,899,336	0.10%	\$ 13,895.09
Manhattan Beach	City	35,476	35,328,961	0.24%	\$ 33,655.90
Maywood	City	27,711	6,941,612	0.12%	\$ 17,703.30
Monrovia	City	37,285	25,578,443	0.21%	\$ 30,569.98
Montebello	City	63,648	38,292,997	0.35%	\$ 49,952.26
Monterey Park	City	61,844	36,265,348	0.34%	\$ 48,144.73
Norwalk	City	106,629	41,362,111	0.52%	\$ 74,211.01
Palmdale	City	154,051	94,728,285	0.86%	\$ 121,752.50
Palos Verdes Estates	City	13,704	15,842,621	0.10%	\$ 13,913.54
Paramount	City	55,081	25,596,867	0.28%	\$ 40,093.57
Pasadena	City	141,289	115,189,895	0.87%	\$ 123,434.08
Pico Rivera	City	63,865	32,353,633	0.33%	\$ 47,599.33
Pomona	City	151,726	79,476,864	0.80%	\$ 114,169.52
Rancho Palos Verdes	City	42,372	38,336,309	0.27%	\$ 38,593.49
Redondo Beach	City	67,722	52,804,788	0.41%	\$ 58,163.19
Rolling Hills	City	1,902	2,829,544	0.02%	\$ 2,193.27
Rolling Hills Estates	City	8,247	9,465,807	0.06%	\$ 8,344.82
Rosemead	City	54,742	23,404,584	0.27%	\$ 39,000.98
San Dimas	City	34,299	26,198,910	0.21%	\$ 29,231.32
San Fernando	City	24,286	11,751,382	0.13%	\$ 17,871.27
San Gabriel	City	40,179	21,909,815	0.21%	\$ 30,592.44
San Marino	City	13,391	14,142,282	0.09%	\$ 13,039.35
Santa Clarita	City	221,018	150,187,475	1.27%	\$ 180,615.58
Santa Fe Springs	City	17,630	60,506,795	0.24%	\$ 34,579.52
Santa Monica	City	92,529	84,747,241	0.60%	\$ 84,706.38
Sierra Madre	City	11,119	8,606,343	0.07%	\$ 9,523.20
Signal Hill	City	11,481	11,638,521	0.08%	\$ 10,977.23
South El Monte	City	20,517	18,220,246	0.13%	\$ 18,545.23
South Gate	City	96,297	36,743,844	0.47%	\$ 66,766.46
South Pasadena	City	25,854	17,724,506	0.15%	\$ 21,192.72
Temple City	City	36,352	19,692,861	0.19%	\$ 27,624.47
Torrance	City	147,865	118,463,985	0.90%	\$ 128,311.69
Vernon	City	223	48,199,069	0.14%	\$ 20,155.27

**Table 2: Estimated M & S Distribution
(Agenda Item 4)**

Recipients (City & Agencies)	Type of Recipient	Total Population (2014)	^Total Sq Ft (Estimate)	*Allocation Ratio (Estimate)	Allocation \$ Amount (Estimate)
Walnut	City	30,093	22,272,465	0.18%	\$ 25,349.97
West Covina	City	107,812	58,708,771	0.58%	\$ 82,054.50
West Hollywood	City	35,375	33,325,403	0.23%	\$ 32,769.03
Westlake Village	City	8,407	13,662,334	0.07%	\$ 10,174.78
Whittier	City	86,604	52,263,571	0.48%	\$ 68,034.85
Department of Beaches and Harbors	County Dept	-	-	10.50%	\$ 1,494,192.18
Department of Parks and Recreation	County Dept	-	-	13.50%	\$ 1,921,104.23
Department of Public Works	County Dept	-	-	3.00%	\$ 426,912.05
Baldwin Hills Regional Conservation Authority	Local Agency	-	-	1.00%	\$ 142,304.02
Los Cerritos Wetlands Authority	Local Agency	-	-	0.50%	\$ 71,152.01
Mountains Recreation & Conservation Authority	Local Agency	-	-	8.00%	\$ 1,138,432.14
Puente Hills Native Habitat Authority	Local Agency	-	-	2.00%	\$ 284,608.03
Santa Clarita Watershed Recreation & Conservation Authority	Local Agency	-	-	1.00%	\$ 142,304.02
Watershed Conservation Authority	Local Agency	-	-	5.15%	\$ 732,865.69
Unallocated (Non-Profits/Community Based Organizations)	Local Agency	-	-	4.50%	\$ 640,368.08
TOTAL				100.00%	\$ 14,230,401.73



MEMORANDUM

DATE May 18, 2017
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District
SUBJECT Mtg. 2, Agenda Item 5a: Measure A Funds Associated with Unincorporated Islands Within City Study Areas

There are a total of 188 study areas identified in the Los Angeles Countywide Comprehensive Parks and Recreation Needs Assessment of 2016 (Needs Assessment). Study Areas were created to account for existing jurisdictional boundaries such as supervisorial districts, city borders, County planning areas, and total population. Sections 5(b)(1) and 5(b)(2) of Measure A explicitly direct that Category 1 and 2 funds are to be directed to the 188 study areas.

There are a total of 21 study areas that are made up primarily of lands within the city but which also contain slivers or islands of unincorporated land that are under the jurisdiction of Los Angeles County. These unincorporated areas were included in city study areas as part of the Needs Assessment process that defined the individual study areas. Each of these study areas have relatively small populations, and the people who live in them generally utilize park and recreation services in the adjacent city. The attached lists and maps show the locations of these “combined” study areas and the amount of Category 1 and 2 Measure A funds associated with each of them.

The existence of these “unincorporated islands” raises the question of how Category 1 and 2 Measure A funds associated with these islands would be allocated. There are several factors that were considered when addressing this question.

First, it might appear that the funds generated in these areas would logically go to Los Angeles County, since these lands and their residents are under County jurisdiction.

However, the County generally has few parks or other facilities in these areas, and most residents in these areas probably find park services in adjacent city areas. Moreover, the amount of money in question in each area is relatively small, which suggests that it might be difficult for the County to effectively spend it within the study area, and might be another reason for the funds to remain with the corresponding city. These factors all suggest that the funds in question would more appropriately be distributed to the adjacent city.

Additionally, the Los Angeles Department of Parks and Recreation (DPR) was a key contributor to the definition of each study area and specifically looked at each of the 21 combined areas to evaluate the park and recreation services that DPR provided in each one. DPR helped to make the finding that the 21 combined study areas should be treated as being served by the city in question.

Most importantly, as noted above, Measure A is clear in stating that Category 1 and 2 funds are to be allocated by study area, and Measure A does not foresee splitting Category 1 and 2 funds from a single study among various agencies.

Given all these considerations, Measure A annual allocations associated with the unincorporated areas in the 21 “combined” study areas will remain with the corresponding city as defined in the Parks Needs Assessment.

Table 3: Estimated Category 1 and 2 Allocation for Combined Study Areas

Note: Values were generated using study area populations (2014 ACS) summarized through the Los Angeles County Park Needs Assessment and updated parcel square footages from the Trauma Tax (Measure B) database. Square footages relate only to the Assessor Parcels 2015 Roll. Of the 2,151,734 parcels, 2,995 do not have a spatial match and have been exclude from the square footages summary at this time. Square footages were also not factored into the allocation equation for State Board of Equalization Parcels (9,558,842 square feet) or records from the County Cross Reference Roll (103,969,696 square feet) since neither have a spatial reference at this time.

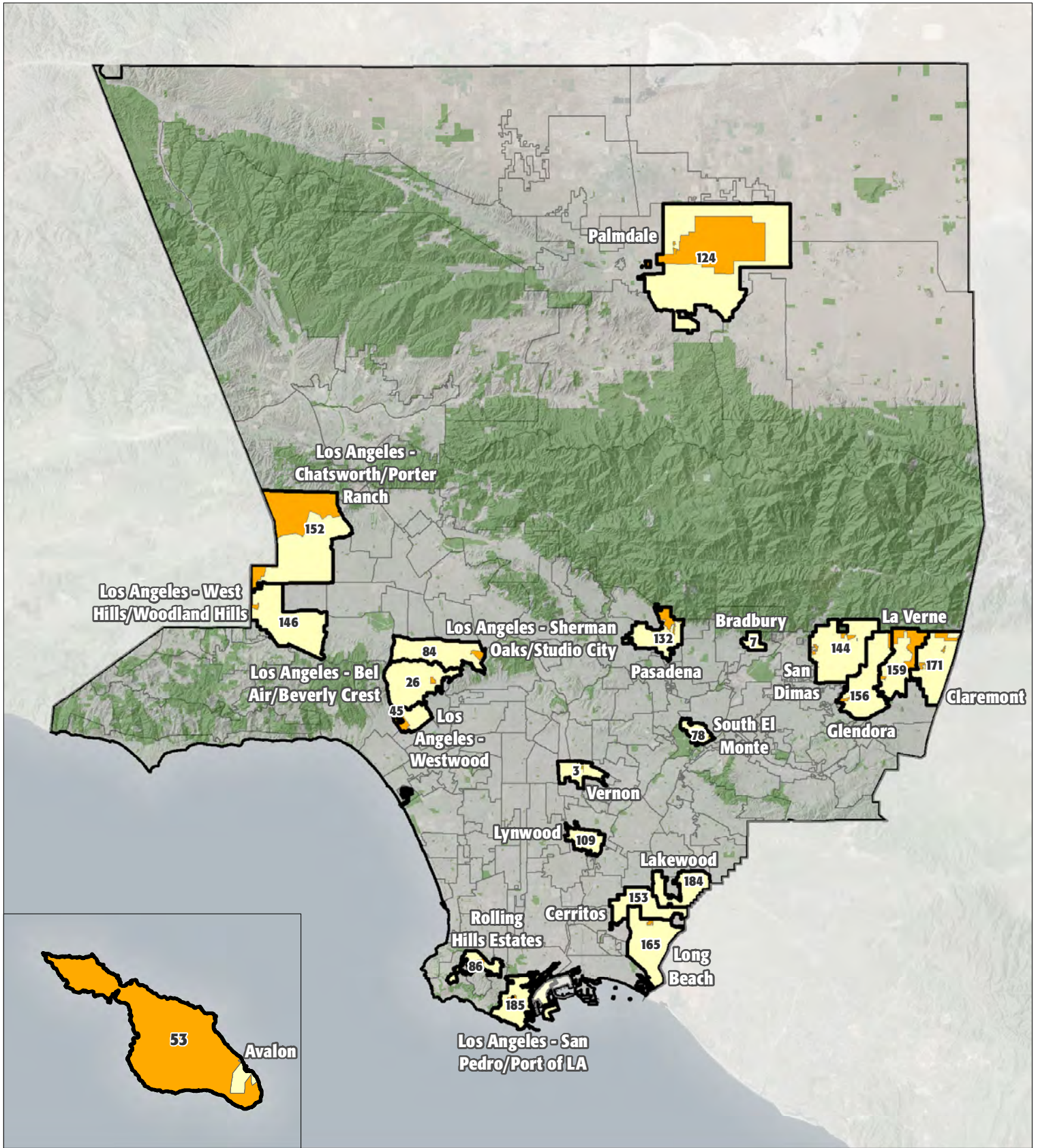
Data Sources: Los Angeles County Assessor Tax Roll 2015 (for spatial location), 2016 Trauma Tax database (revised by David Taussig & Associates based on Measure A language, May, 2017)




SA name	ID	Funds for Category 1 and 2 (Estimate)	Incorporated Population	Unincorporated Population	Incorporated Sq Footage (Estimate)	Unincorporated Sq Footage (Estimate)	% Funding Unincorporated Areas (Estimate)	Unincorporated \$ Amount (Estimate)	City \$ Amount (Estimate)
Avalon / Unincorporated Channel Islands North	53	\$14,549.24	3,821	368	2,740,346	301,871	9.199%	\$1,338.33	\$13,210.91
Bradbury / Unincorporated Bradbury	7	\$5,756.04	1,093	152	1,443,885	277,264	14.241%	\$819.70	\$4,936.33
Cerritos / Unincorporated Cerritos	184	\$195,664.34	49,853	577	48,093,426	215,464	0.842%	\$1,646.69	\$194,017.65
Claremont / Unincorporated Claremont	171	\$135,089.65	35,931	1,170	29,870,594	624,222	2.714%	\$3,666.80	\$131,422.85
Glendora / Unincorporated Glendora	144	\$175,926.25	51,524	642	34,269,353	620,967	1.422%	\$2,501.27	\$173,424.98
LA Bel Air - Beverly Crest / Unincorporated Hollywood Hills	26	\$102,404.39	20,661	17	32,442,465	0	0.036%	\$36.71	\$102,367.68
LA Chatsworth - Porter Ranch / UI Chatsworth / UI Northridge / UI Conoga Park / UI Porter Ranch-Oat Mountain	152	\$389,340.16	95,788	4,020	94,476,685	2,325,782	3.318%	\$12,920.11	\$376,420.06
LA San Pedro / LA Port of Los Angeles / UI La Rambla	185	\$259,769.79	81,090	1,933	42,759,265	1,250,494	2.481%	\$6,444.20	\$253,325.59
LA Sherman Oaks - Studio City - Toluca Lake - Cahuenga Pass / UI Universal City	84	\$318,468.01	80,764	0	79,336,359	941,854	0.519%	\$1,653.30	\$316,814.71
LA West Hills - Woodland Hills / UI Conoga Park - West Hills	146	\$355,340.43	89,508	793	88,681,113	658,701	0.816%	\$2,900.31	\$352,440.12

Table 3: Estimated Category 1 and 2 Allocation for Combined Study Areas

SA name	ID	Funds for Category 1 and 2 (Estimate)	Incorporated Population	Unincorporated Population	Incorporated Sq Footage (Estimate)	Unincorporated Sq Footage (Estimate)	% Funding Unincorporated Areas (Estimate)	Unincorporated \$ Amount (Estimate)	City \$ Amount (Estimate)
LA Westwood / Unincorporated Sawtelle VA Center	45	\$327,193.92	52,621	876	38,634,023	48,078	1.084%	\$3,546.69	\$323,647.23
La Verne / Unincorporated La Verne / Unincorporated Claremont	159	\$118,116.67	32,105	2,343	22,567,892	1,580,285	6.708%	\$7,923.83	\$110,192.83
Lakewood / Unincorporated Lakewood	153	\$252,696.63	81,302	183	41,847,538	57,679	0.199%	\$503.83	\$252,192.81
Long Beach East / Unincorporated Long Beach	165	\$262,941.24	77,706	1,431	49,829,913	853,317	1.766%	\$4,643.76	\$258,297.48
Lynwood / Unincorporated Lynwood	109	\$342,469.60	71,145	0	23,112,409	0	0.000%	\$0.00	\$342,469.60
Palmdale - Eastside / Unincorporated South Antelope Valley	124	\$300,766.46	96,113	2,308	47,620,980	459,679	1.955%	\$5,880.84	\$294,885.62
Pasadena - Eastside / Unincorporated Kinneloa Mesa	132	\$207,091.68	58,215	1,291	41,960,674	1,492,811	2.636%	\$5,458.30	\$201,633.39
Rolling Hills Estates / Unincorporated Westfield	86	\$42,147.77	8,247	1,944	9,465,807	1,782,008	17.559%	\$7,400.91	\$34,746.86
San Dimas / Unincorporated San Dimas	156	\$124,011.72	34,299	774	26,198,910	523,583	2.112%	\$2,619.68	\$121,392.04
South El Monte/ Unincorporated El Monte/ Unincorporated Whittier Narrows	78	\$81,851.99	20,517	1,823	18,220,246	431,171	5.821%	\$4,764.45	\$77,087.54
Vernon / Unincorporated Vernon	3	\$85,100.49	223	0	48,199,069	1,882	0.004%	\$3.30	\$85,097.19
TOTAL		\$4,096,696.46	1,042,525	22,643	821,770,952	14,447,111	1.972%	\$80,801.40	\$4,015,895.06

Category 1&2 Estimated Funding Allocation (2018)



-  Combined City/Unincorporated Study Areas
-  Unincorporated Portion of Study Area
-  Incorporated Portion of Study Area

Combined Study Areas



MEMORANDUM

DATE May 18, 2017
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District
SUBJECT Mtg. 2, Agenda Item 5b: Sharing Funds Among Study Areas

This agenda item considers the potential sharing of Category 1 and 2 funds between study areas or jurisdictions, and of Maintenance and Servicing Funds among cities.

Category 1 and 2 Funds

Under Measure A, Categories 1 and 2 represent relatively fixed funding allocations that are to flow to and be expended within specific study areas.

Staff and consultants believe that there may be cases in which cities or the County will want to share funds among their study areas, or even with study areas in adjacent jurisdictions. An example would be if several cities wanted to build a single swim center to serve their combined residents, or if a city (such as Los Angeles) wanted to build a large facility that would serve residents from several of its study areas.

Staff and consultants believe that there are solid reasons to allow for sharing of Category 1 and 2 funds among study areas and cities, provided that a clear benefit can be shown to accrue to the residents of the study area or jurisdiction that is transferring its funds. With that in mind, staff and consultants recommend the following policy:

RECOMMENDATION: A city or the County may elect to use Category 1 or Category 2 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. The Regional Park and Open Space District (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

Maintenance and Servicing (M&S) funds represent relatively fixed allocations for expenditure by specific recipients for the purposes of offsetting the increased costs of maintaining projects in perpetuity.

As with Category 1 and 2 funds, staff and consultants believe that there may be cases in which designated recipients will want to share M&S funds with adjacent jurisdictions. For example, there are some cities that do not have completed RPOSD grant-funded projects that will qualify for M&S funds, and/or that may elect to share their M&S funds with other eligible recipients who have current and/or future projects funded by RPOSD grants.

Therefore, staff and consultants believe that there are solid reasons to allow for sharing of M&S funds among eligible recipients, provided that a clear benefit can be shown to accrue to the residents of the jurisdiction that is transferring its funds. With that in mind, staff and consultants recommend the following policy:

RECOMMENDATION: A designated recipient may elect to transfer 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. The Regional Park and Open Space District finds, through the administrative review process, that the intended use of the funds will benefit the residents of the “sending” entity.



RPOSD's Measure A Implementation Engagement Approach

RPOSD is committed to engagement with public agencies, non-profit organizations, and the general public, both during the implementation of Measure A and on an on-going basis. RPOSD has three goals for engagement efforts during the implementation of Measure A.

Goal 1

Ensure that all potentially eligible public agencies and non-profit organizations are aware of Measure A and the funding opportunities it provides.

Goal 2

Provide agencies and organizations an opportunity to give feedback on the processes and systems being developed to administer Measure A in the future.

Goal 3

Inform the general public about Measure A, how it might affect their communities, and how they can get involved with their local park agencies.

RPOSD will use three tools to help achieve these goals.

RPOSD Website

www.rposd.lacounty.gov

The site will be updated regularly to keep visitors informed about the progress of the implementation process. The site will document the implementation process, providing transparency and information in the form of documents, presentations, and an events calendar.

Timeline

- Website is currently up to date, redesign to be launched June/July

Social Media Initiative

RPOSD will utilize various social media platforms to raise general awareness of Measure A and RPOSD, drive traffic to the RPOSD website so people can access the resources there, and serve as a catalyst for local-level community engagement.

Timeline

- RPOSD already has an active presence on Facebook, Twitter and Instagram. New initiative to be launched June/July

Meetings

RPOSD will hold a series of meetings for potentially eligible agencies and organizations, and a series of meetings for the general public.

AGENCY MEETINGS are designed to ensure that all potentially eligible agencies and organizations are aware of funding processes and timeline, and to solicit feedback on the systems and processes being developed for the future Administration of Measure A.

Timeline:

- Spring 2017 - Park Funding 101: General overview of Measure A (Completed)
- Fall 2017 - Park Funding 102: Draft grant guidelines (projected September / October)
- Spring 2018 - Park Funding 103: Application process and calendar (projected February / March)

COMMUNITY MEETINGS will be designed to inform the public about Measure A, how it may affect their communities, and how to get involved with their local park agencies as they prepare to apply for and spend Measure A funds. Thirty (30) meetings will be held countywide, with exact locations to be determined. RPOSD will work with local park agencies and community based organizations for help with outreach and meeting facilitation. CBOs will receive a \$5,000 stipend per meeting.

Timeline:

- Spring 2018 (projected March / April)



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



Measure A Implementation

Los Angeles County Regional Park and Open Space District

**Summary Meeting Notes
Steering Committee Meeting #2
May 25, 2017 9:30 am – 12:00 pm**

Steering Committee Members in Attendance:

Manal Aboelata	Hugo Garcia	Delia Morales
Greg Alaniz	Karen Ginsberg	Sussy Nemer
Jean Armbruster	Mark Glasscock	Bonnie Nikolai
Jean Beesley	Michael Hughes	Dilia Ortega
John Bwarie	John Johns	Ronda Perez
Scott Chan	Tori Kjer	Stefan Popescu
Maria Chong-Castillo	Kim Lamorie	Barbara Romero
Cheryl Davis	Clement Lau	Jeff Rubin
Reuben De Leon	Amy Lethbridge	Bruce Saito
Reyna Diaz	Linda Lowry	Keri Smith
Jay Duke	Norma Martinez	Brian Stiger
Hugo Enciso	Michael McCaa	Stephanie Stone
Belinda Faustinos	Sandra McNeill	Katy Young
Esther Feldman	Cara Meyer	

RPOSD Staff in Attendance: Rocio Diaz, Agie Jordan, Sara Keating, Arcy Navarette, Warren Ontiveros, Sok Tay, Ani Yeghiyan

PlaceWorks Staff in Attendance:

David Early, C.C. LaGrange, Jessica Wuyek

Agenda Item: Background Information

1. *Question:* When the inventory was done, did it include joint-use agreements with schools?
Response: It did not evaluate the details of any joint-use agreement because they tend to have complicated arrangements. Facilities available to the public through a joint-use agreement were included in the total park acreage and amenities matrix, when identified by the reporting agency.
2. *Question:* Can you talk more about the 2/3 weighting formula?
Response: The idea behind the 2/3 weighting formula is that areas that are more densely populated use their parks and amenities at a higher rate than less populous area and thus have higher maintenance and replacement rates.

Agenda Item: Future Steering Committee Meeting Topics and Schedule

1. *Question:* What specifically will be covered in the March 2018 meeting regarding equity?
Response: We will present a methodology memo that describes a researched approach to equity and how this project will ensure equitable distribution of funds with a way to track and report.
Comment: Because this item is crucial, I propose an earlier discussion, perhaps September.
Response: Yes, equity is the main item on the September agenda, and will be supported by the release of a park equity background memo this summer. The March meeting will formalize the discussions that take place over the course of multiple steering committee meetings into a methodology that details RPOSD's approach to equity in the administration of Measure A.
2. *Comment:* Let's also consider moving some of these steering committee meetings to other venues throughout the area, particularly in areas of high need.
Response: Many people come from Central Los Angeles so we would like to keep the location central. Holding the meetings in one consistent location also makes it easier for SC members to remember where they need to be and reduces confusion. If a number of people share this sentiment, email Jane Beesley or Warren Ontiveros and we will consider that option.
3. *Comment:* Maybe we could do weekend field visits to various sites.
4. *Question:* Are subcommittee meetings subject to Brown Act? If not, maybe we could hold those meetings around the County?
Response: We are not doing subcommittee meetings but if we were, they would be subject to the Brown Act.

Agenda Item: Overview of Granting Process

1. *Question:* Is technical assistance available to help teach agencies about durable materials and other solutions that meet their needs?
Response: Yes, that's exactly the type of thing that could be covered under technical support. We want people to be informed, so technical assistance would include providing education as well as administration assistance.
2. *Question:* Is the eligibility process recurring or one-time?
Response: We envision it as a recurring process, as several of the items suggested as required for eligibility will need to be updated over time. We have not determined how often eligibility would need to be updated.
Comment: There is always a year or two delay between eligibility and project implementation, I'd like to push for a more frequent process.
Comment: It sounds like a very extensive administrative process. We want to be careful what we require so that it doesn't prevent people from getting work done in the field. We should have a checklist of 5 things that they can easily check off to meet eligibility. If they have to renew every 2 years, it becomes an arduous task.
Response: Two things are being confused here. We don't want anyone to wait 2 years before they can begin projects – eligibility can be established at any time. We don't want a delay between eligibility and implementation. We want them to move through immediately. We want the eligibility to stay on record for a pre-determined amount of time.
Comment: It reads as though it's a one-time eligibility.
Response: There are things we will want updated regularly, like engagement. If study areas go more than 2 or 3 years without updating engagement to maintain eligible status, it may not serve the community well if the community voice isn't updated. A time cycle will be identified to determine how often we will require updated engagement and updated paperwork.

Comment: Each new project should automatically trigger a new community engagement process. There should be engagement for each specific project, regardless of timeline.

Comment: Agree with the previous comment. We don't want to give false expectations to the community. If we're going back out the community with new ideas, the community might get false hope. If they're doing engagement every X years but there is still a project in progress or stalled, it may hurt their confidence.

3. *Question:* To clarify, will there be outreach related to awareness of grant program eligibility and a separate process for specific projects?

Response: That is one possibility. There may not be a separate process for Categories 1 & 2, especially for those agencies receiving very small allocations.

4. *Comment:* We should sketch out RPOSD's expectations of the outreach process. We need to encourage support for future park funding. We need to have a strong outreach process associated with each project. I encourage you to consider that.

Comment: The whole process should be driven by public input. Period. Annual is too often. If you have the funding for the project, THEN you do engagement. Don't require engagement if we don't have money. You want the constituents to drive the projects.

Comment: It is critical for RPOSD to develop guidance about how outreach is done. Not just when but also, how it's done.

5. *Question:* For competitive grants, will there be any way to prioritize the high need areas in the grant process?

Response: We assume yes, and we'd love to hear your input. As we create the processes, some, if not all, categories will contain a scoring component that gives a bonus to higher need areas. We don't want to make it impossible for lower need areas to get funding but we do want higher need areas to get the funding they need.

6. *Comment:* Taking into consideration the bonding feature of the measure and the agencies that are getting less, bonding can be a way to get them more. However, they'll probably never get to the millions required of some of these projects.

Response: We haven't gotten those numbers yet. Bonding should produce something like 10-15 times the annual allocation.

7. *Comment:* I am proud of gold standard that is in place regarding equity. The reason it's important for outreach to be baked in is because a portion of that goes to high need areas and we won't move the equity needle if we don't build it in.

8. *Question:* Is it true that it's still hard for smaller cities to apply for eligibility and get in the queue? Is there a possibility for establishing a bench of non-profits to help and support cities early in the process?

Response: Yes, it's about ongoing engagement. Technical assistance needs to be defined and provided to agencies. Support from CBOs could encourage engagement. You are all here to provide input for what specifically we need to offer to agencies.

9. *Question:* The outreach for the Needs Assessment utilized contractors as CBOs for a small stipend. That model could work and support the need for CBOs to support cities. Will we talk more about engagement and technical assistance?

Comment: One place we're nudging up against is reconciling the Needs Assessment engagement piece back into the community organizations. It was a great process and helped pass the measure. We need to connect back into the communities, commissions, council members. Maybe there is a component built into the process where that type of engagement (commission and council) becomes a part of the structure and process. It could be a component of eligibility. When agencies and departments have staff changes, projects and efforts could be lost. Engaging the political leaders could foster stronger long-term involvement from local leadership and ensure that projects don't die due to administrative reasons.

Comment: It's not that cities don't want to do outreach, it's that they can't afford it. We need to spend time on the percentages. I prefer one discussion instead of brushing on 5 memos. If we don't do it collectively, we're not going to get to consensus. We need to spend time really digging into the allocations to make sure we can build. I would rather have less topics to review, I don't care about some of these topics. Send us emails on those things and dedicate more time to discussing allocations and engagement. What is eligible and what isn't.

10. *Comment:* Technical assistance is a key piece to this whole discussion. We need to talk a lot. We should break into small groups to talk just about technical assistance. There should be a flexible model of assistance. It's almost like mentoring. Cities may need help with administrative process down to materials. Cities and non-profits going after funding is very important. Maybe at next meeting we can spend a lot of time talking about it.

Response: One of the reasons for the summer memos is to bring everyone up to speed on where we are. We are considering all these components of equity.

11. *Question:* How will we consider collaboration across sectors?

Response: We see collaboration as a piece that we can support through technical assistance by funneling money to CBOs who implement outreach and other park projects.

12. *Comment:* Maybe we could bring together small groups during summer break months? Meetings could be optional, not mandatory. Interest?

Response: Everyone is interested, so we can do that.

13. *Comment:* Along with engagement process, I encourage you to explore looking at other items like M&S, public safety, and land tenure. These are vitally needed to make sure the project is a success.

14. *Question:* What happens to money that is collected in study areas that don't apply for or receive funding?

Response: Any interest accrued goes back into overall expenditure funds and is then distributed. We should treat it like a red flag if a city isn't using funds and then we can ask them why not and see if they can share it with another jurisdiction.

Agenda Item: Allocation Estimates

1. *Question:* Do you have a timeline for when cities will start receiving money?

Response: Funds will be available July 2018.

2. *Question:* Can you clarify Table 1—monies must be spent within each respective study area?

Response: In general yes, the money must be spent in the study area.

Question: But that is not the case for Table 2, correct?

Response: Correct

Agenda Item: Allocation Process

1. *Question:* I am concerned about sharing allocations between study areas of varying level of need. We can't allow high need areas to give away funds to low need areas.

Response: RPOSD will have to determine if the need is there and if it's appropriate. Any study area sharing funds with another must prove that sharing the funds will benefit their study area as well as the receiving study area.

Comment: We need to outline specific criteria for tracking requirements.

Comment: There are significant adjacency issues regarding level of need.

Comment: This loops back to eligibility. The process of sharing needs to be very transparent so that not only RPOSD can track it, but also communities can monitor.

2. *Comment:* Cities that have multiple study areas should be able to share funds within the city rather than keeping funds in each respective study area.
3. *Comment:* I'd like to take a look at how sharing can impact differences in race and ethnicity. This conversation is place-based. Let's review the Jennifer Wolch study to address racial inequities. We can't focus completely on geography, we need to consider race in addition to socio-economics.
4. *Comment:* We need think about sharing over time so we can build in flexibility that makes it easy to share funds over time so opportunities are maximized.
5. *Comment:* Should sharing of funds be allowed?
Response: All members are in agreement.

Agenda Item: Engagement Approach

1. *Question:* What languages will the website be available in? Will printed materials be available in different languages for those who don't have social media and internet?
Response: We will probably use the 5 languages identified in the Needs Assessment: Spanish, Chinese, Korean, Armenian, and English. If other languages are requested, we can explore that option.
2. *Question:* Will there be direct outreach to establish a list of eligible community-based organizations? Social media is good for general public but it doesn't work if it's not targeted. Who are these organizations that could receive training and funding?
Response: We will develop a list.
3. *Question:* Can you tell us about the Park Funding 101 meetings?
Response: There have been nine total meetings and one more pending in Antelope Valley. They were well attended. Agencies had great questions about the processes. People indicated interest in giving input on grant process. They also want to help beta test technology. Many of the questions that have come up here, the agencies asked.

Public Comment

1. *Question:* When will the grant amounts be set and discussed? What about project performance periods...will they be set in stone or extendable? If they are set, how long will that be? What about allocation grants? Regarding a list of non-profits, that came up in a grant meeting yesterday and LA County Department of Parks and Recreation thinks that's a great idea and would love a list of agencies.
Response: Allocations will flow to cities and study areas based on projects they come up with. There won't be minimum and maximum numbers. Competitive grants will be done in cycles specific to project types (swimming pools, landscaping, recreation centers, etc.). Those cycles might have numbers attached but it's not developed yet. Timeframes will be similar but will be developed based on the grant cycles/calendar.
2. *Question:* Regarding the eventual discussion of equity methodology. This is intended to further guidance on the distribution of funding?
Response: It is intended to document what we're doing regarding what we hope is an equitable approach to allocations and tracking measures to make sure we meet our goals. How we can get money into areas of high need.
3. *Question:* May we have access to a contact sheet of other steering committee members so we can network or does that violate the Brown Act?
Response: You can communicate but do not email more than half the group, do not send chain emails as these are considered serial meetings and violate the Brown Act.

Meeting Adjourned.



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



Measure A Implementation: Steering Committee Meeting #3

June 29, 2017

9:30 AM – 12:00 PM

**Kenneth Hahn Hall of Administration | Room 140 A&B
500 W. Temple Street, Los Angeles, CA 90012**

9:30 – 9:45 AM

1. Summer Workshop Meetings (Information)

9:45 – 11:00 AM

2. Category 3 & 4 Competitive Grants Overview (Information)
3. Category 3 & 4 Grant Policies (Information and Comment)

11:00-11:30 AM

4. Category 5 Competitive Grants Overview (Information)
5. Category 5 Grant Policies (Information and Comment)

11:30 – 11:45 AM

6. Park Funding 102 Meetings (Information)

11:45 – 12:00 PM

7. Public Comment

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

Note: A person with a disability may request receipt of an agenda in an alternative format. Auxiliary aids or services, such as to assist members of the community who would like to request a disability-related accommodation in addressing the Steering Committee, are available if requested at least 72 hours before the scheduled meeting. Later requests will be accommodated to the extent feasible. Please telephone the Los Angeles County Regional Park and Open Space District at (213) 738-2981 TDD: (213) 427-6118 FAX: (213) 385-0875.

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

**Next Steering Committee meeting is on Thursday, September 28, 2017 from 9:30am to noon
Los Angeles River Center**



1. MEETING LOGISTICS
New and Changed Meeting Dates

Summer Workshop A: Funding in High Need Areas
 August 17th 1:00-5:00 pm
 LA River Center

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

Steering Committee Meeting #5: Competitive Grants and Variable Allocations
 NEW DATE: October 19th
 LA River Center




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1. MEETING LOGISTICS
Upcoming Discussions

Summer Workshop A: Funding in High Need Areas
 August 17th 1:00-5:00 pm
 Memo Release: August 3rd

Steering Committee Meeting #4: Bonding & Forwarding, and Funding in High Need Areas
 September 28th 9:30 am-12 noon
 Memo Release: September 14th



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- Funding Categories
- Eligible Projects
- Available Funds

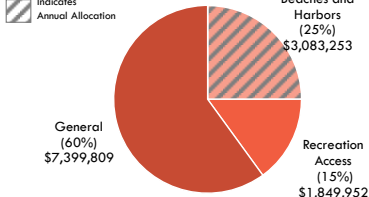
2. COMPETITIVE GRANTS OVERVIEW




2. COMPETITIVE GRANTS OVERVIEW
Category 3: Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program

Category 3: \$12,333,015

Indicates Annual Allocation



Category	Percentage	Amount
General	60%	\$7,399,809
Recreation Access	15%	\$1,849,952
Beaches and Harbors	25%	\$3,083,253
Total		\$12,333,015



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2. COMPETITIVE GRANTS OVERVIEW

Category 3: Recreation Access

Eligible Projects

- Trails and walking paths that connect neighborhoods to parks and open space
- Interactive wayfinding, shuttles, and transit
- Interpretive educational elements
- Pedestrian and bicycle connectivity

Category 3: \$12,333,015

Category	Percentage	Amount
Recreation Access	1.5%	\$1,849,952
General	60%	\$7,399,809

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2. COMPETITIVE GRANTS OVERVIEW

Category 3: General Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Grants

Eligible Projects

- Riparian corridor improvements
- River and stream clean-up
- Beach and coastal watershed clean-up
- Recreational facilities
- Natural and cultural resource interpretive programs

Category 3: \$12,333,015

Category	Percentage	Amount
Recreation Access	1.5%	\$1,849,952
General	60%	\$7,399,809

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2. COMPETITIVE GRANTS OVERVIEW

Category 4: Regional Recreational Facilities, Multi-use Trails and Accessibility Program

Category 4: \$12,333,015

Indicates Annual Allocation

Category	Percentage	Amount
General	50%	\$6,166,508
Dept. of Parks and Recreation	25%	\$3,083,254
Cultural Facilities	10%	\$1,233,302
Recreation Access	1.5%	\$1,849,952

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2. COMPETITIVE GRANTS OVERVIEW

Category 4: Recreation Access

Eligible Projects

- Connectivity from areas of high and very high-need to beaches, regional, parks, and cultural facilities
- Temporary pop-up recreation programs
- Interpretive educational elements
- Pedestrian and bicycle connectivity

Category 4: \$12,333,015

Category	Percentage	Amount
Recreation Access	1.5%	\$1,849,952
General	50%	\$6,166,508

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2. COMPETITIVE GRANTS OVERVIEW

Category 4: County Cultural Facilities

Eligible Projects

- Cultural exhibits or facilities that complement existing museums and/or education centers
- Interpretive features and environmental education
- Museums and/or cultural facilities of archeological, anthropological, or paleontological significance
- Facilities that support music, dance, theatre, creative writing, architecture, and other visual or creative arts

Category 4: \$12,333,015

Cultural Facilities (10%)
\$1,233,302

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2. COMPETITIVE GRANTS OVERVIEW

Category 4: General Regional Recreation Facilities, Multi-use Trails and Accessibility

Eligible Projects

- Regional parks, facilities, museums, and cultural facilities
- Multi-use sports facilities
- Multi-use trail connectivity for existing and future park facilities
- Multi-use trail and path projects that provide hiking, equestrian, bicycle, and ADA access
- Regional ecological, zoological, geological, and archeological projects

Category 4: \$12,333,015

General (50%)
\$6,166,508

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2. COMPETITIVE GRANTS OVERVIEW

Category 3 & 4 Combined

Category 3 and 4 Combined: \$24,666,030

- Applicants will apply for General, Recreation Access, or Cultural Facilities funds
- Grant Awards Selection committees will determine if funds are awarded from Category 3, 4, or both

Indicates Annual Allocation

General [VALUE]

[CATEGORY NAME] [VALUE]

[CATEGORY NAME] [VALUE]

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2. COMPETITIVE GRANTS OVERVIEW

Category 5: Certification and Job Placement

Organizations that provide certifications and placement services, or apprenticeship opportunities for jobs and careers in parks and recreation fields.

Eligible services and/or programs:

- Arborist training and certification
- Landscape architecture certification
- Sustainability/LEED accreditation
- Apprenticeship programs
- Internship/entry level job placement

Category 5: \$3,605,035

Certification and Job Placement (20%)
\$721,007

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2. COMPETITIVE GRANTS OVERVIEW

Category 5: Education and Skills Training

Organizations that provide education, skills training, and career pathway development to implement projects in the field of parks and recreation.

Eligible services and/or programs:

- Trade schools
- Job skills classes
- Internship/entry level job placement

Category 5: \$3,605,035

Category	Percentage	Amount
Education and Skills Training	80%	\$2,884,028
Other	20%	\$721,007
Total	100%	\$3,605,035

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2. COMPETITIVE GRANTS OVERVIEW

Questions?

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3. PROPOSED GRANT POLICIES

- Funds for Planning and Design
- Award Size
- Eligible Agencies
- Qualifying Expenses
- Grant Application Process
- Grant Cycles

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3. COMPETITIVE GRANT POLICIES

Funds for Planning and Design

Planning and design projects are essential to development of capital projects. Designating a portion of Category 3 and 4 funds for planning and design projects would provide resources for these types of projects.


<p>Planning</p> <ul style="list-style-type: none"> • Park or trail master plans • Open space and restoration plans • Capital improvement plans • Community outreach • Feasibility studies • Technical studies 	<p>Design</p> <ul style="list-style-type: none"> • Park and trail design • Stormwater management design • Landscape design • Wayfinding and signage design • Open space and restoration design • Capital improvement design
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3. COMPETITIVE GRANT POLICIES

Funds for Planning and Design

- Do you agree that funds should be designated for planning and design grants?
- If so, how much should be designated?
- Do you agree that there should be maximum and minimum award sizes?
- Should there be any specific parameters to qualify projects for planning and design grants?



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3. COMPETITIVE GRANT POLICIES

Award Size

Minimum award size helps avoid small projects that are challenging to administer and that could be funded through annual allocations.

Setting Minimums:

- \$50,000 set as minimum for all categories



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3. COMPETITIVE GRANT POLICIES

Award Size

Maximum award size ensures that there are sufficient funds to distribute to multiple grantees.

Setting Maximums:

- No project applying for funds in the General category should receive more than 5% of total revenue
- Adjusted maximum to include cluster of Park Needs Assessment projects at \$7 million
- Maximum of \$7 million is about half of total funds available in the General Category
- Maximum then set at half of total funds available in all other categories
- Cultural facilities have higher maximum due to the high expected costs of these projects compared to the total funds available.



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3. COMPETITIVE GRANT POLICIES

Award Size

Category	Total Available	Minimum Award	Maximum Award
General	\$13.5 million	\$50,000	\$7 million
Recreation Access	\$3.7 million	\$50,000	\$1.85 million
Cultural	\$1.2 million	\$50,000	\$1.2 million
Education & Skills	\$2.9 million	\$50,000	\$1.4 million
Cert. & Placement	\$721,000	\$50,000	\$350,000

**Numbers are approximate and may vary by year*




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3. COMPETITIVE GRANT POLICIES

Award Size

- Do you agree that there should be maximum and minimum award sizes?
- If so, do you agree with the recommended maximums and minimums?



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3. COMPETITIVE GRANT POLICIES

Eligible Agencies

Public Agencies

Any governmental agency, special district, or joint power authority that is authorized to:

1. 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, OR;
2. Provide education and skills training or certification and placement services leading to careers in parks and recreation, OR;
3. Provide programs that increase access to public lands, park facilities, and park amenities



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3. COMPETITIVE GRANT POLICIES

Eligible Agencies

Schools with Joint-use Agreements

Must be a school with an existing Park and Recreation Joint-Use Agreement

Additional Requirements:

- Agreement allows for public use and access of the site
- Agreement must be in place for a minimum number of years from the date of application
- Agreement must include the use of both indoor and outdoor facilities
- Must allow third parties to operate programs
- Applicable fees may not have differential rates




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3. COMPETITIVE GRANT POLICIES


Eligible Agencies

Nonprofit Organizations

Must have a mission related to environmental protection and preservation; park, recreation or community services or facilities; gang prevention and intervention; environmental education and interpretation; tree-planting; conservation and preservation of lands; restoration of lands; job skills training and educational opportunities to young adults; or programs that increase access to public lands, park facilities, and park amenities

Additional Requirements:

- Proof of land tenure or written agreement with land owner or governing agency
- Proof of good tax standing (IRS Form 990)
- Verification of organization's purpose, programs and results, financials and operations
- Conservation corps must be certified by CCC



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3. COMPETITIVE GRANT POLICIES

Eligible Agencies

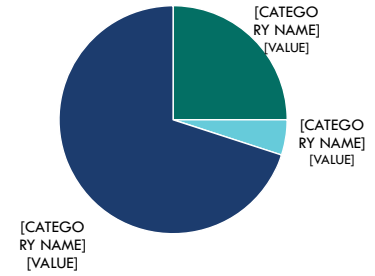
- Does the memorandum capture the appropriate range of eligible applicants?
- Are the requirements placed upon eligible agencies reasonable?
- What barriers do you foresee?
- What additional requirements should be added?

3. COMPETITIVE GRANT POLICIES

Qualifying Expenses – General and Cultural Facilities Grants

Qualifying Expenses Include:

- Development and Acquisition
- Administrative Costs
- Community Engagement

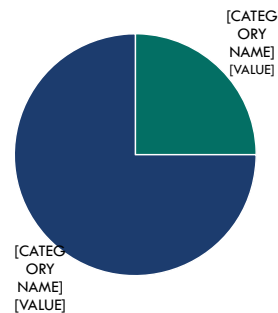


3. COMPETITIVE GRANT POLICIES

Qualifying Expenses – Recreation Access, Education & Skills, Certification & Placement Grants

Qualifying Expenses Include:

- Program Implementation
- Administrative Costs



3. COMPETITIVE GRANT POLICIES



Qualifying Expenses

- Is the distribution of qualifying expenses appropriate?
- If not, how should it change?
- Do the qualifying expenses present barriers to applicants from high-need areas?

3. COMPETITIVE GRANT POLICIES
Pre-Application Process

Approach 1. Letter of Interest and Formal Invitation

- Letter of interest
- Opportunity for project-specific guidance
- Invitation to apply
- Applications only open to those who have received an invitation





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3. COMPETITIVE GRANT POLICIES
Pre-Application Process

Approach 2. Informal Letter of Interest

- Letter of interest
- Opportunity for project-specific guidance
- No invitation to apply required
- Applications open to all



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3. COMPETITIVE GRANT POLICIES
Pre-Application Process

Approach 3. Staff Guidance

- Written questions and public responses
- Opportunity for project-specific guidance
- No invitation to apply required
- Applications open to all



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3. COMPETITIVE GRANT POLICIES
Pre-Application Process

Approach 4. Open Application Process

- No letter of interest or questions
- No invitation
- Applications open to all




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3. COMPETITIVE GRANT POLICIES

Pre-Application Process

- Which of the four proposed pre-application processes do you prefer?
- Is there a missing component to any of these approaches?

Approach 1. Letter of Interest and Formal Invitation
 Approach 2. Informal Letter of Interest
 Approach 3. Staff Guidance
 Approach 4. Open Application Process



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3. COMPETITIVE GRANT POLICIES

Grant Award Selection Committees

Potential Committee members:


- RPOSD staff
- Representatives from non-profit organizations
- Academic, technical, and practicing subject matter experts
- Public agencies: Public Health, Park & Rec, Public Works, etc.

Guidelines:

- May not serve if they or their respective organization is seeking funding during the respective cycle
- May rotate terms

Member Selection Options:
 Appointment and/or confirmation by:

- RPOSD staff
- Oversight Board
- Board of Supervisors




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3. COMPETITIVE GRANT POLICIES

Grant Award Selection Committees

- Does the proposed composition of the grant selection committees represent an appropriate range of interests and specialties?
- If not, who should be added or removed?
- Does the composition of the Selection Committees present any barriers to applicants from areas of high-need or in need of technical assistance?
- How should the Award Selection Committee members be chosen?
- Are there additional guidelines that should be stated?



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3. COMPETITIVE GRANT POLICIES

Grant Evaluation Criteria

- Criterion 1: Level of Need
- Criterion 2: Public Safety
- Criterion 3: Water Conservation Measures
- Criterion 4: Community Involvement
- Criterion 5: Accessibility
- Criterion 6: Organizational Capacity
- Criterion 7: Young Adults and Veterans
- Criterion 8: Matching Funds
- Criterion 9: Sustainability
- Criterion 10: Project Feasibility
- Criterion 11: Creative Spacemaking
- Criterion 12: Health and Wellness





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3. COMPETITIVE GRANT POLICIES

Grant Evaluation Criteria

- Do the proposed evaluation criteria match the goals of Measure A?
- What other criteria should be considered?
- Should any of these criteria be eliminated?
- Do these criteria place unbalanced burden on applicants in areas of high-need?
- Should the criteria be weighted?



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3. COMPETITIVE GRANT POLICIES

Grant Cycles: Approach 1

Approach 1. No Grant Cycles

- Applicants need only meet the goals outlined for General, Recreation Access, Cultural Facilities, Education & Skills, or Certification & Placement, as described in Measure A
- No categorization into any further subsets

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3. COMPETITIVE GRANT POLICIES

Grant Cycles: Approach 2

Approach 2. Thematic Grant Cycles

- Encourages the submittal of applications for projects with a given focus
- Evaluates similar projects against one another
- Five options to consider for thematic cycles

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3. COMPETITIVE GRANT POLICIES

Grant Cycles: Approach 2

Theme Option 1. Resource/ Infrastructure Type

Contains three categories (3-year cycle):

- Year One: *Natural Resources*
- Year Two: *Health and Safety*
- Year Three: *Infrastructure*

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3. COMPETITIVE GRANT POLICIES

Grant Cycles: *Approach 2*

Theme Option 2. Facility Type
 Contains six categories (6-year cycle):

- Year One: *Sports Facilities*
- Year Two: *Play Facilities*
- Year Three: *Swimming & Water Facilities*
- Year Four: *Trails and Open Space Facilities*
- Year Five: *Infrastructure*
- Year Six: *Buildings and Cultural Facilities*




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3. COMPETITIVE GRANT POLICIES

Grant Cycles: *Approach 2*

Theme Option 3. Project Stage
 Contains five categories (5-year cycle):

- Year One: *Planning Stage*
- Year Two: *Design Stage*
- Year Three: *Land Acquisition*
- Year Four: *Construction*
- Year Five: *Programs*




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3. COMPETITIVE GRANT POLICIES

Grant Cycles: *Approach 2*

Theme Option 4. Project Type
 Contains three categories (3-year cycle):

- Year One: *Repair or replace existing amenities*
- Year Two: *Add new amenities to existing facilities*
- Year Three: *Build new parks or specialty facilities*

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3. COMPETITIVE GRANT POLICIES

Grant Cycles: *Approach 2*

Theme Option 5. Cost Brackets
 Contains three categories (Annual cycle):

- Bracket One: *Grants between \$50,000 and \$400,000*
- Bracket Two: *Grants between \$400,000 and \$1 million*
- Bracket Three: *Grants between \$1 million and \$7 million*

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3. COMPETITIVE GRANT POLICIES



Grant Cycles *Approach 2*

Theme Option 6. Youth and Veterans

For Education & Skills and Certification & Placement grants only

Contains three categories (3-year cycle):

- Year One: Education
- Year Two: Training
- Year Three: Career Pathways

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3. COMPETITIVE GRANT POLICIES

Grant Cycles: Approach 3

Approach 3. Paired Thematic Grant Cycles

- Provides cycles best suited for multi-benefit projects
- Any two themes could be selected for pairing
- Example: Theme 1 (Resource/Infrastructure) paired with Theme 2 (Facility Type)

Year One: Water Resources + Facility Type


- Group 1: Water Resources with Sports focus
- Group 2: Water Resources with Play focus
- Group 3: Water Resources with Swimming and Water focus
- Group 4: Water Resources with Trails and Open Space focus
- Group 5: Water Resources with Infrastructure focus
- Group 6: Water Resources with Buildings/Cultural Facilities focus

Year Two: Health and Safety + Facility Type

- Group 1: Health and Safety with Sports focus
- Group 2: Health and Safety with Play focus
- Group 3: Health and Safety with Swimming and Water focus
- Group 4: Health and Safety with Trails and Open Space focus
- Group 5: Health and Safety with Infrastructure focus
- Group 6: Health and Safety with Buildings/Cultural Facilities focus

Year Three: Infrastructure + Facility Type

- Group 1: Infrastructure with Sports focus
- Group 2: Infrastructure with Play focus
- Group 3: Infrastructure with Swimming and Water focus
- Group 4: Infrastructure with Trails and Open Space focus
- Group 5: Infrastructure with General Infrastructure focus
- Group 6: Infrastructure with Buildings and Cultural Facilities focus



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3. COMPETITIVE GRANT POLICIES

Grant Cycles *Approach 4*

For Programs Only: Recreation Access, Education & Skills, and Certification & Placement Grants only

Approach 4. Multi-year Grant Cycles:


- Applications submitted every 3 years
- Funding distributed through phased approach
- Required monitoring and reporting of progress
- Second and third year funding contingent on program's effectiveness

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3. COMPETITIVE GRANT POLICIES

	Pros	Cons
Approach 1. No Grant Cycles	<ul style="list-style-type: none"> • Includes a wide variety of projects • No waiting for suitable grant theme to open – any project can apply in any year 	<ul style="list-style-type: none"> • Projects submitted in any given year may differ substantially from each other, creating challenges during the evaluation stage • Flexibility may create confusion and increase need for technical assistance
Approach 2. Single Theme Grant Cycles	<ul style="list-style-type: none"> • Supports an apples-to-apples comparison of applications by ensuring all projects support a broad theme • Themes may naturally group projects with similar costs 	<ul style="list-style-type: none"> • The number of years in a grant cycle could create long gaps before agencies can apply • Flexible theme may have too much overlap from year to year
Approach 3. Paired Theme Grant Cycles	<ul style="list-style-type: none"> • Specific grant groupings allow for comparison of most similar projects 	<ul style="list-style-type: none"> • Unique projects may not fit into narrowly defined grant groups • The number of years in a grant cycle could create long gaps before agencies can apply
Approach 4. Multi-year Grant Cycle	<ul style="list-style-type: none"> • Allows organizations to plan program budgets with long-term certainty • Reduces administrative burden of applying for grants annually 	<ul style="list-style-type: none"> • New applicants would experience longer delays between application periods • Required monitoring and evaluation may burden staff with limited capacity




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3. COMPETITIVE GRANT POLICIES

Grant Cycles

- Which approach to grant cycles do you prefer for:
 - General Grants
 - Recreation Access Grants
 - Cultural Facilities Grants
 - Education & Skills Grants
 - Certification & Placement Grants
- Which approach to grant cycles presents the most barriers to applicants?
- Within the chosen approach, which theme or paired themes (if applicable) do you prefer?



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- Location and Dates
- Proposed Agenda

5. PARK FUNDING 102

6. PARK FUNDING 102 MEETINGS

Locations and Dates

District	Tentative Venue	Tentative Date
1	South Gate Park	September 11 th
2	Expo Center: Comrie Hall	September 12 th
3	Santa Monica: Virginia Avenue Park	September 18 th
4	Torrance: Toyota Meeting Hall	September 19 th
5	Lancaster: Sgt. Steve Owen Memorial Park	October 2 nd
1	El Monte: Grace T. Black Community Center	October 3 rd
2	Kenneth Hahn State Recreation Area	October 4 th
3	Balboa Sports Complex	October 9 th
4	Hacienda Heights Community Center	October 10 th
5	LA County Arboretum & Botanic Garden	October 11 th



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6. PARK FUNDING 102 MEETINGS

Proposed Agenda

1. Overall Grant Process
2. Policies for Category 1 & 2 Allocations
3. Policies for Category 3 & 4 Competitive Grants
4. Policies for Category 5 Competitive Grants
5. Policies for M&S Funds



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Upcoming Meetings

Summer Workshop A: Funding in High Need Areas
August 17th 1:00-5:00 pm
LA River Center

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

Steering Committee Meeting #4: Bonding & Forwarding, and Funding High Need Areas
September 28th 9:30 am-12 noon
LA River Center

Steering Committee Meeting #5: Competitive Grants and Variable Allocations
October 19th 9:30 am-12 noon
LA River Center

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MEMORANDUM

DATE June 19, 2017
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District (RPOSD)
SUBJECT Overview of Measure A Competitive Grant Programs

This memorandum provides information that will be used to discuss the structure and general policies of Measure A's Competitive Grants programs. It contains the following sections:

Section 1- Park Projects Background (page 3)

Section 2- Category 3 & 4 Competitive Grant Categories and Available Funds (page 6)

Section 3- Category 3 & 4 Competitive Grant Policies (page 12)

Section 4- Category 5 Competitive Grant Categories and Available Funds (page 24)

Section 5- Category 5 Competitive Grant Policies (page 27)

The overarching competitive grant policies that are the focus of this memo include grant award size, eligible agencies, qualifying expenses, funds for planning and design, grant application and selection process, and grant cycles. This memo provides a high-level discussion of these topics and any recommendations that result from the discussion of this memo will be used to develop a second memorandum that presents a finer level of detail on application requirements, application evaluation and award of funds.

While this memo identifies goals and evaluation criteria for the different competitive grant categories, RPOSD recognizes that addressing park need in the distribution of Measure A funds, consistent with the Park Needs Assessment, is an important goal across all grant programs. The subject of need-based distribution of park funding, including proposed approaches for addressing High and Very High Need study areas through allocations and competitive grant funding processes, will be addressed in greater detail in subsequent memoranda and meetings.

Steering Committee Review Guidance

The Steering Committee should use this memorandum to inform its thoughts and opinions about the Competitive Grants program, which will be discussed at the June 29 meeting. This memorandum lays out potential larger picture guiding principles and policy options that, once refined, will steer the development of the Competitive Grants program. RPOSD has not made any final decisions about the Competitive Grants program and is seeking Steering Committee guidance to move forward.

While reviewing this memorandum, the Steering Committee should consider the following questions:

- Do you agree that funds should be designated for planning and design grants?
- Do you agree with the recommended approach for grant award size limits? If not, what approach do you suggest? If so, are the grant award size limits appropriate?
- Does the memorandum capture the appropriate range of eligible applicants? If not, what applicant types should be added or removed?
- Are the caps placed on the qualifying expenses appropriate? If not, what is a more appropriate cap?
- Which of the three proposed pre-application processes do you prefer?
- Do you think the proposed evaluation criteria categories match the goals of Measure A? If not, what other criteria categories should be considered? Which should be eliminated?
- Does the proposed composition of the grant selection committee represent an appropriate range of interests and specialties?
- How should grant funding cycles be administered?

Section One: Park Projects Background



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1.0 Park Projects Background

In order to develop competitive grant programs that will effectively serve the ongoing and future needs of the County as a whole, it is important to understand the existing needs and priorities. By reviewing priority projects submitted by local agencies during the 2016 Countywide Parks Needs Assessment (PNA), it is possible to anticipate what types of projects are in highest demand and their associated costs. This information will help inform the discussion of grant award maximums and grant program structure.

The most frequently prioritized project type documented in the PNA was park infrastructure, followed by land acquisition and community recreation centers. The chart below summarizes the most frequently prioritized project types and reports the average cost of a project of this type.

Project Type	Number of Projects	Average Project Cost	Total Cost
Park Infrastructure	409	\$5,900,000	\$1,894,553,000
Land Acquisition	182	\$8,400,000	\$1,528,000,000
Community Recreation Center	126	\$6,300,000	\$632,400,000
Restrooms	91	\$820,000	\$33,572,000
Trails	84	\$775,000	\$65,019,000
Picnic Shelters	78	\$265,000	\$20,634,000
Multipurpose Fields	72	\$2,500,000	\$182,296,000
Dog Parks	71	\$740,000	\$52,265,000
Fitness Zones	69	\$72,000	\$4,928,000
Pools/Aquatic Centers	47	\$7,700,000	\$361,050,000
Splash Pads	43	\$770,000	\$33,000,000
Skate Parks	36	\$800,000	\$28,675,000
Soccer Fields	34	\$2,500,000	\$85,900,000
Gymnasium	28	\$11,100,000	\$311,600,000
Senior Center	23	\$13,200,000	\$303,600,000

1.1 PROJECT TYPE DEFINITIONS

The following list is intended to provide a snapshot of examples for each project type and does not include all projects that may have been classified within each category.

- **Park Infrastructure:** May include walkways, parking lots, park furniture, drainage and irrigation, lighting systems, and vegetation.
- **Land Acquisition:** May include cost of land and associated fees such as appraisal fees, attorney fees, and brokerage fees.
- **Community Recreation Center:** A facility providing indoor recreational amenities, programs, and services.
- **Restrooms:** Permanent structures with running water and open access to park users.
- **Trails:** Multi-use trails and pathways within a park or providing regional connectivity.
- **Picnic Shelters:** Areas that provide tables, seating, and roof coverage.

- **Multipurpose Fields:** Fields that can be adapted to accommodate a variety of sports or general play activities.
- **Dog Parks:** Facilities that provide designated, fenced areas for dogs to play and interact.
- **Fitness Zones:** Equipment designed to provide technology similar to gyms and fitness centers, with the goal of increasing physical activity and fitness.
- **Pools/Aquatic Centers:** Indoor or outdoor swimming pools and associated buildings, such as restrooms and locker rooms
- **Splash Pads:** Provides water play for young children and has little or no standing water.
- **Skate Parks:** Provides elements to be intentionally used for skateboarding.
- **Soccer Fields:** Sports fields used primarily for the sport of soccer.
- **Gymnasium:** Multi-use recreational facility often used for basketball, fitness classes, and other indoor sports and recreational activities.
- **Senior Center:** Indoor recreational facility that provides amenities and programs to be used specifically by seniors.

Section Two: Category 3 & 4 Competitive Grant Categories and Available Funds



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2.0 Category 3 and 4 Competitive Grant Categories and Available Funds

Competitive grants are available in Category 3 and Category 4. For the purposes of this memorandum, estimates for the annual amount available in each of the categories are based on an estimated total available revenue of \$96 million per year, as presented during the May Steering Committee meeting.

Grant Category	Percent of Available Funds	Estimated Dollar Amount
Category 3	13%	\$12,333,015
Category 4	13%	\$12,333,015

2.1 CATEGORY 3: NATURAL LANDS, OPEN SPACES AND LOCAL BEACHES, WATER CONSERVATION, AND WATERSHED PROTECTION PROGRAM

In general, Category 3 grant projects should improve and protect open space, watersheds, and water resources. Thirteen percent of Measure A funds, estimated at \$12,333,015 annually, is allocated for Category 3 projects as shown in Figure 1. Measure A provides that the County Department of Beaches and Harbors (DBH) shall receive up to 25 percent of the total Category 3 funds, estimated at \$3,083,253 annually. The funds to DBH will be treated as an annual allocation. The remaining funds will be distributed on a competitive basis as described below. Pursuant to Category 3 of Measure A, priority will be given to projects offering the greatest regional benefit, or serving the greatest regional need.

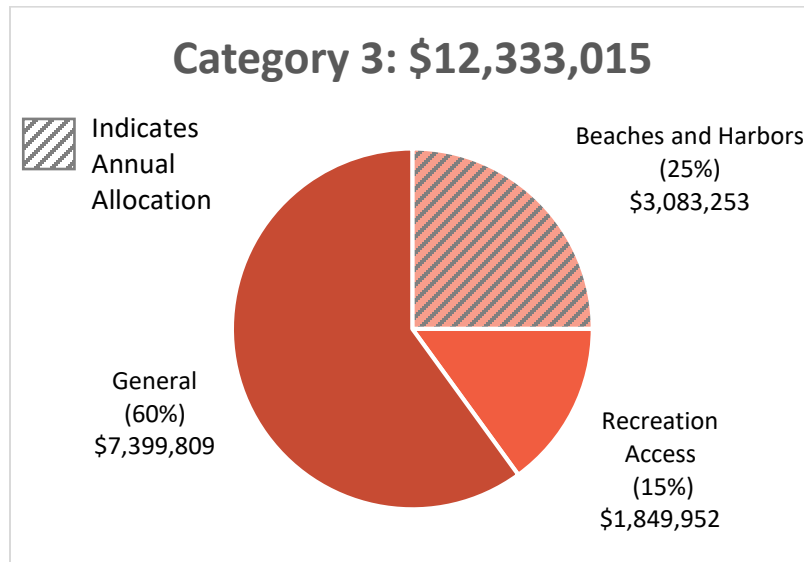


Figure 1. Category 3 Funds

2.1.1 RECREATION ACCESS – ESTIMATED ANNUAL AMOUNT: \$1,849,952

Measure A allows for up to 15 percent of Category 3 funds to be awarded to recreation access programs, using a competitive grant process. These programs shall increase the ability of residents to access public lands, park facilities, and park amenities. Projects/programs include education, interpretive services, safety information, transportation and other activities that increase the accessibility for County residents, especially those in high-need and very high-need areas.

Eligible recreation access projects could include:

- Programs that offer transportation from areas of high and very high-need to beaches, regional parks, cultural facilities or natural parks.
- Projects that offer educational or interpretive programs in areas of high and very high-need and encourage use of beaches, regional parks, cultural facilities or natural parks.
- Projects that provide temporary pop-up recreational or interpretive programs, especially in areas of high and very high-need.
- Trails or walking paths connecting neighborhoods to parks and open space.
- Interactive wayfinding.
- Projects or programs that increase pedestrian and bicycle travel in park facilities and surrounding public land.

2.1.2 GENERAL NATURAL LANDS, OPEN SPACES AND LOCAL BEACHES, WATER CONSERVATION, AND WATERSHED PROTECTION GRANTS

The remaining 60 percent of Category 3 funds, estimated at \$7,399,809 annually, shall be granted competitively to projects that plan, acquire, develop, improve, and/or restore multi-benefit park projects. Multi-benefit parks and open spaces are characterized by having more than one function and contribute to multiple program goals. The ultimate goal of these projects shall be to promote, improve, or protect the following, with priority given to projects providing the greatest regional benefits or serving the greatest regional need:

- Clean, local water supplies
- Natural habitat
- Watersheds
- Park space
- Open space
- Beaches

Eligible projects could include:

- Riparian corridor improvements
- River and stream parkway development
- River and stream clean up, access and community development
- Lake clean up, access and community development
- Beach and coastal watersheds clean-up, access and community development
- Natural lands, wildlife corridors, and watershed protection
- Recreational facilities, public property and rights of way, flood control infrastructure, and other easements
- Natural and cultural resource interpretive programs and nature education activities
- In addition, other projects not specifically referenced in Measure A could include:
- Water district or flood control agency lands where trails are located adjacent to flood protection channels and trailhead parks
- Flood protection basins that can serve as areas for active or passive recreation

2.2 CATEGORY 4: REGIONAL RECREATIONAL FACILITIES, MULTI-USE TRAILS AND ACCESSIBILITY PROGRAM

In general, Category 4 grant projects should improve and protect regional recreational facilities, trails and accessibility projects. Thirteen percent of the Measure A funds is allocated for Category 4 projects. Measure A provides that the County Department of Parks and Recreation (DPR) shall receive up to 25 percent of the total Category 4 funds, estimated at \$3,083,254 annually as shown in Figure 2. A specific process to distribute funds to DPR will be developed and discussed at a later date. The remaining funds will be distributed on a competitive basis as described below. Greater priority will be given to trail and accessibility projects that provide connections as described in 5(b)(4)(B).

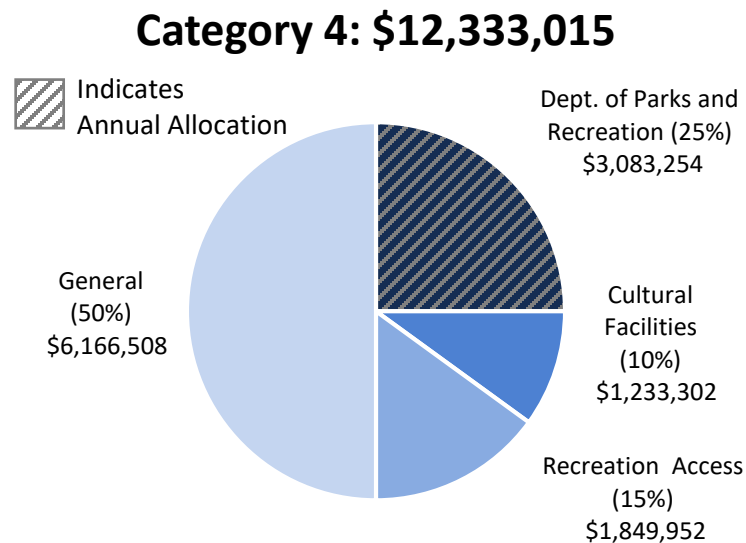


Figure 2. Category 4 Funds

2.2.1 RECREATION ACCESS

Measure A allows for up to 15 percent of Category 4 funds to be awarded to recreation access programs, using a competitive grant process. These programs shall increase the ability of residents to access public lands, park facilities, and park amenities. Projects/programs include education, interpretive services, safety information, transportation and other activities that increase the accessibility for County residents, especially those in high-need and very high-need areas.

Similar to eligible recreation access projects for Category 3 funds, Category 4 projects could include:

- Programs that offer transportation from areas of high and very high-need to beaches, regional parks, cultural facilities or natural parks.
- Projects that offer educational or interpretive programs in areas of high and very high-need and encourage use of beaches, regional parks, cultural facilities or natural parks.
- Projects that provide temporary pop-up recreational or interpretive programs, especially in areas of high and very high-need.
- Trails or walking paths connecting neighborhoods to parks and open space.
- Interactive wayfinding.
- Projects or programs that increase pedestrian and bicycle travel in park facilities and surrounding public land.

2.2.2 COUNTY CULTURAL FACILITIES

Measure A allows for up to 10 percent of Category 4 funds, estimated at \$1,233,302 annually, for County Cultural Facilities, defined as a building owned and/or operated by the County of Los Angeles which is be used for the programming, production, presentation, and/or exhibition of natural history and any of the arts and/or cultural disciplines. These facilities display regional, ecological, zoological, geological, archaeological, anthropological, paleontological and cultural sites of Countywide significance.

Eligible cultural projects could include:

- Cultural exhibits or facilities that complement existing museums and/or education centers.
- Historically accurate and culturally sensitive interpretive features and environmental education.
- Museums and/or cultural Facilities that highlight archeological, anthropological and paleontological features of countywide significance.
- Facilities that support music, dance, theatre, creative writing, literature, architecture, painting, and other visual arts.

2.2.3 GENERAL REGIONAL RECREATIONAL FACILITIES, MULTI-USE TRAILS AND ACCESSIBILITY GRANTS

The remaining 50 percent of Category 4 funds, estimated at \$6,166,508 annually, shall be granted to projects that acquire, develop, improve and/or restore regional recreational facilities and multi-use trails, with priority given to trail and accessibility projects as described in 5(b)(4)(B). A multi-use trail accommodates two-way non-motorized travelers including pedestrians, bicyclists, joggers and skaters and is usually physically separated from motor vehicle traffic by an open space, buffer area or barrier.

Eligible projects could include:

- Regional parks, facilities, museums, environmental education and other cultural facilities.
- Multi-use sports facilities, including golf facilities and other community recreational facilities such as senior centers or teen centers.
- Multi-use trail connectivity for existing and future park facilities including connection to maintained Class I bike path facilities.
- Multi-use trail and path projects that provide hiking, equestrian, bicycle and other opportunities including ADA access.
- Regional ecological, zoological, geological, archeological and cultural site projects.

In addition, other projects not specifically referenced in Measure A could include:

- Bike rest stops and stations with lockers and repair areas.
- Public art installations housed in cultural facilities or featured as an element of the multi-use trail.

2.3 SUMMARY OF CATEGORY 3 AND CATEGORY 4 COMBINED FUNDS

Measure A potentially allows for the flexibility to combine available funds across categories to fund projects and programs that meet the goals of multiple categories. If funds for Category 3 and 4 are combined, the total estimated amount available is \$24,666,030. Of these funds, approximately \$13.5 million is available for general competitive grants, as shown in Figure 3. The bonding possibilities of these funds will be discussed in a subsequent memo.

Category 3 and 4 Combined: \$24,666,030

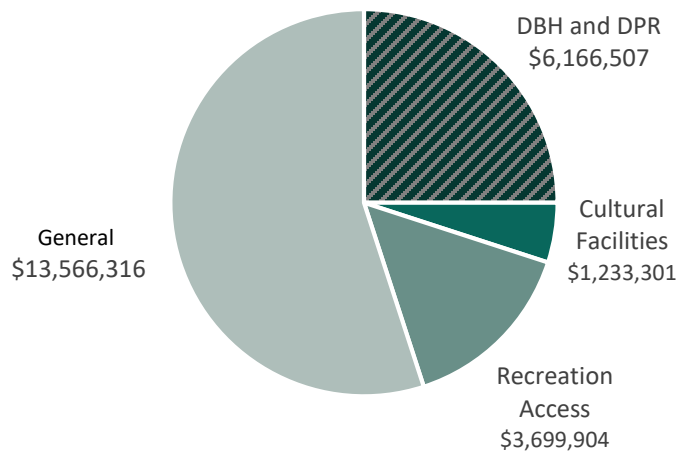


Figure 3. Category 3 and 4 Combined Funds

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Section Three:

Category 3 & 4 Competitive Grant Policies



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3.0 Competitive Grant Policies

The following section addresses six high level policies that will help establish RPOSD's formal competitive grant process for Category 3 and Category 4. The suggestions below will be discussed at the June 2017 Steering Committee meeting and revised for inclusion in the Draft Grant Guidelines.

3.1 FUNDS FOR PLANNING AND DESIGN

RPOSD recommends that a percentage of the general competitive grant funds from Category 3 and Category 4 be designated for planning and design projects. Planning and design projects are essential to the development of capital projects and many agencies lack resources to complete effective planning and design projects. These grants would be competitive, with two areas of focus: planning projects that do not directly result in a built project; and planning and design projects which do lead directly to a built project. Example projects are listed below.

Planning:

- Park or Trail Master Plans
- Open Space and Restoration Plans
- Capital Improvement Plans
- Community Outreach
- Feasibility Studies
- Technical Studies

Design:

- Park and Trail Design
- Stormwater Management Design
- Landscape Design
- Wayfinding and Signage Design
- Open Space and Restoration Design
- Capital Improvement Design

3.2 GRANT AWARD SIZE

The size of grants awarded through Measure A's competitive grants processes should be regulated by a maximum cap and a minimum floor. Creating a maximum award size ensures that there are sufficient funds to distribute to multiple grantees, and encourages grantees to secure funding from multiple sources. Establishing a minimum competitive grant amount will help avoid small projects that are challenging to administer. It is anticipated that smaller projects will be funded through each Study Area's annual allocation funds from Category 1 and Category 2 (if applicable).

To determine the suggested maximum grant award amount, RPOSD began with the premise that no single grant award should exceed 5% of the total revenue, or approximately \$5,000,000. Reviewing this limit against the cost estimates generated during the PNA revealed that a large group of projects was clustered around the \$2,000,000 cost estimate mark, and another larger group clustered in the \$7,000,000 range. Approximately 71% of all projects prioritized during the PNA were estimated to cost \$2,000,000 or less, and 88% of projects were estimated to cost \$7,000,000 or less. Therefore, a maximum grant award of \$7,000,000 is recommended, as this amount will increase the number of projects that can be fully funded

by competitive grants, while balancing the need to make sure that funding is distributed to multiple agencies.

To determine the minimum grant award amount, RPOSD evaluated the number of projects prioritized by the PNA, the associated cost estimates, and the estimated Category 1 and 2 allocations for all Study Areas. Because Study Areas will be using their allocations for a number of projects on an annual basis, RPOSD believes that Study Areas could comfortably spend up to 50% of their annual allocation on a larger project. RPOSD found that 97 projects from the PNA had an estimated cost of \$50,000 or less, and that 57 Study Areas are estimated to receive less than \$100,000 in Category 1 and 2 allocations. Balancing the desire to fund as many projects as possible with the administrative challenges of small dollar grant awards, RPOSD recommends a minimum grant amount of \$50,000.

These grant award size limits will allow RPOSD to award grants in a manner that distributes the funds to many recipients in an effective manner. For example, with these limits in place, RPOSD could fund the following from the \$13.5 million available as general competitive grants:

25 grants of \$100,000 (total=\$2.5 million)
5 grants of \$1 million (total=\$5 million)
2 grants of \$3 million (total=\$6 million)
TOTAL = \$13.5 million

3.3 ELIGIBLE AGENCIES

Both public agencies and nonprofit organizations are eligible to apply for competitive grants in Categories 3 and 4. Program managers at RPOSD will be available to assist agencies and organizations in determining their eligibility for any particular grant, and any necessary steps required to obtain eligibility. Preliminary guidelines are listed below.

3.3.1 PUBLIC AGENCIES

Qualifying public agencies include any governmental agency, special district, or joint power authority 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. Additional considerations for eligibility are listed below:

- RPOSD funded open grants
- Fiscal good standing
- History of completed projects

3.3.2 NONPROFIT ORGANIZATIONS WITH LAND TENURE

Nonprofit organizations who own land or park facilities or have existing agreements to operate and maintain facilities may apply independently for competitive grants or may pair with a governmental agency. Qualifying nonprofit organizations must have a mission related to one or more of the following focus areas:

- Environmental protection and preservation
- Park, recreation or community services or facilities
- Gang prevention and intervention

- Environmental education and interpretation
- Tree-planting
- Conservation and preservation of wetlands or of lands predominantly in their natural, scenic, historical, forested or open-space condition
- Restoration of lands to a natural, scenic, historical forested or open space condition
- Job skills training and educational opportunities to young adults

Additional Requirements:

- Proof of land tenure
- Proof of good tax standing (IRS Form 990)
- Verification of organization’s purpose, programs and results, financials, and operations

3.3.3 NONPROFIT ORGANIZATIONS WITHOUT LAND TENURE

Nonprofit organizations without land tenure are also eligible to apply for competitive grants but must do so in partnership with the land owner or governing agency. Organizations must adhere to the focus areas listed in Section 3.2.2 and should consider the following guidelines:

- Establish a written agreement with the land owner or governing agency, allowing them to receive and use funds for park projects.
- The process and requirements of developing this written agreement should be identified by the governing agency.
- The establishment of any agreement may or may not require approval by City or Neighborhood Councils and nonprofit organizations should allow ample time for unexpected administrative delays that may impact grant application deadlines.

Additional Requirements

- Proof of written agreement with land owner or governing agency
- Proof of good tax standing (IRS Form 990)
- Verification of organization’s purpose, programs and results, financials, and operations

3.3.4 SCHOOLS WITH JOINT-USE AGREEMENTS

Schools with joint-use agreements are eligible to apply for competitive grants under the following circumstances:

- Proof of joint-use agreement that allows for public use and access of the site.
- Joint-use agreement must be in place for a minimum number of years from the date of application.
- Joint-use agreement must include the use of both indoor and outdoor facilities.
- Joint-use agreement must allow 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.

3.4 QUALIFYING EXPENSES

A portion of funds received from competitive grants may be used to support project administrative costs such as administration, planning, and community outreach and engagement. Qualifying administrative costs range from staff time, consultant fees, and may not exceed 25 percent of the awarded amount.

Community engagement costs include those necessary to provide ongoing updates of the project to community members within a half mile of the project, the larger community within the Study Area, or to those who are served if it is a regional project. Qualifying outreach and engagement costs may not exceed 5 percent of the awarded amount.

The remaining 70 percent of awarded amount must be used for development and acquisition costs.

3.5 GRANT APPLICATION PROCESS

This section describes the competitive grant pre-application process, evaluation criteria, and selection committee structure. This initial overview of the process presents a variety of proposed approaches that should be evaluated for feasibility, keeping in mind the organizational capacity of grant-seeking organizations, especially those in high and very high-need areas. The selected approaches will inform the specific application process, which will be addressed in a subsequent memorandum.

3.5.1 PRE-APPLICATION PROCESS

A pre-application process can benefit agencies seeking grants by providing an opportunity to receive feedback on the competitiveness of their proposed project. The process can also add a challenging additional step for agencies with limited capacity. RPOSD is considering several approaches to a pre-application process, with the goal of maximizing utility of the step for agencies, without creating an additional burden for them. Four suggested approaches are outlined below.

Approach 1. Letter of Interest and Formal Invitation

In this approach, grant-seeking organizations would be required to submit a letter of interest. These letters would be reviewed and eligible projects would be invited to complete an application for their project.

Approach 2. Informal Letter of Interest

In this approach, grant-seeking organizations would have the option of submitting an informal letter of interest to RPOSD. These letters would be reviewed by RPOSD staff, and agencies would receive written guidance and suggestions for crafting a strong application for the project. No invitation to submit applications would be issued and the application process would be open to all, including organizations that chose to forego the optional informal letter of interest.

Approach 3. Staff Guidance

In this approach, a similar, but less formal process would provide grant-seeking organizations with feedback on their potential project. Grant-seeking organizations would submit written questions by an established deadline and responses would be posted publicly. Organizations with project or agency-specific questions could qualify for a telephone or in-person consultation with a RPOSD staff member, who would provide

guidance and suggestions for submitting an application for the project. As with Approach 2, the application process would be open to all.

Approach 4. Open Application Process

In this approach, no separate pre-application process would be required or offered. Grant applications would be submitted without guidance from RPOSD.

3.5.2 GRANT APPLICATION EVALUATION CRITERIA

Grant applications will be scored using a point-based system. All competing applications will accrue points based on various criteria. Suggested criteria are categorized and listed below. The associated scoring system will be defined once the criteria are established. It is anticipated that some criteria will apply to all competitive grant categories, and some will not.

Criterion 1: Level of Need

Level of need is based on 2016 Countywide Parks Needs Assessment determination. Study areas that did not participate in the Needs Assessment will receive 0 points for this criterion. Study areas with a higher documented level of need will receive more points, and study areas with a lower need level will receive fewer points.

Criterion 2: Public Safety

Projects committed to improving safety conditions through the provision of safe equipment and facilities and the reduction or prevention of crime will receive more points than projects that do not improve safety conditions.

Criterion 3: Water Conservation Measures

Projects committed to protecting water resources including stormwater, drinking water, lakes, rivers, and creeks will receive more points than projects that do not protect water resources.

Criterion 4: Community Involvement

Applicants who have conducted outreach to interested parties will receive points for community involvement.

Criterion 5: Accessibility

Projects that ensure universal accessibility, especially for seniors and those with disabilities, will receive higher scores than those that do not.

Criterion 6: Organizational Capacity

Applicants with limited staff and financial resources needed to successfully complete a project will receive fewer points than those that have sufficient staff and resources.

Criterion 7: Young Adult and Veterans

Projects that support efforts to provide education and training to young adults and veterans, including those receiving funding from Category 5 will receive more points than those that do not.

Criterion 8: Matching Funds

Projects that use Measure A funds to match other funding sources, including annual allocations, will receive more points than those that do not.

Criterion 9: Sustainability

Projects committed to protecting and enhancing open space, natural areas, and waterways or preserving the urban canopy and promoting tree planting and health will receive more points than those that do not.

Criterion 10: Project Feasibility

Projects that have completed initial feasibility studies, or identified potential issues that could hinder project completion will receive more points than those that have not.

Criterion 11: Creative Spacemaking

Projects that seek to develop and enhance urban gardens, pocket parks, pop-up facilities, and other small-scale greening projects, particularly in dense and/or high and very high-need areas will receive more points than those that do not.

Criterion 12: Health and Wellness

Projects that promote healthy communities through active recreation, health and fitness programs, and food health education will receive more points than those that do not.

3.5.3 GRANT AWARD SELECTION COMMITTEE

A grant award selection committee will be formed to ensure that all grant applications are reviewed by subject matter experts who are well versed in general grant programs as well as specific grant themes. In order to avoid bias or unfair influence, representatives may not serve on the committee if they or their respective organization is seeking funding during the respective grant cycle. Committee members may rotate terms so that their organizations will have the opportunity to apply for funding. Committee members may include:

- RPOSD program managers
- Representatives from non-profit organizations
- Academic, technical, and practicing subject matter experts
- Public agencies: Dept. of Public Health; Dept. of Parks and Recreation; Dept. of Public Works, etc.

3.6 GRANT CYCLES

There are several approaches that may be utilized when inviting grant-seeking organizations to apply for funds. The following approaches should be evaluated for feasibility, keeping in mind the variety of project types reviewed in Section 1, as well as the organizational capacity of grant-seeking organizations, especially those in high and very high-need areas. A specific process will be developed to support the grant cycle recommended by RPOSD and adopted by the Board, and will be addressed in a subsequent memorandum.

Approach 1. No Grant Cycles

The first approach would invite grant-seeking organizations to apply for funding through Categories 3 and 4, without establishing grant cycles which place parameters on each

application. Projects would need to meet the goals outlined for each grant category as described in Measure A, and would not be categorized into any further subsets.

Approach 2. Thematic Grant Cycles

The second approach would establish thematic grant cycles for Categories 3 and 4, providing a systematic process for categorizing grant applications and encouraging the submittal of applications for projects with a given focus on a set schedule. This would allow applicants to plan for future grant opportunities while ensuring that projects are evaluated against similar projects. Grant cycles would be identified and publicized on a grant calendar which would allow applicants to anticipate and choose the year in which their project is most competitive. Five different options for thematic grant cycles are suggested below:

Theme Option 1. Resource/Infrastructure Type

This option is structured around the type of resource or infrastructure that projects would seek to introduce or improve. Applicants should choose the category they believe they are most competitive in. This option would contain three categories, creating a three-year grant cycle:

Year One: Natural Resources

Example projects: Improvements to riparian corridors, stormwater capture, stream clean up, open space acquisition

Year Two: Health and Safety

Example projects: Security lighting, ADA compliance, active recreation

Year Three: Infrastructure

Example projects: Parking lots, Tree planting, Trailheads

The matrix below suggests which categories the most frequently prioritized projects from the PNA could potentially apply in. However, any project could apply in any category, based on the specifics of the project.

Project Type	Natural Resources	Health and Safety	Infrastructure
Infrastructure	x	x	X
Land Acquisition	x	x	
Community Rec. Center		x	X
Trails	x	x	X
Picnic Shelters		x	X
Multipurpose Fields	x	x	X
Dog Parks	x	x	
Fitness Zones		x	X
Restrooms		x	X
Pools/Aquatic Centers	x	x	
Splash Pads	x	x	
Skate Parks		x	X
Soccer Fields	x	x	
Gymnasium		x	X
Senior Center		x	X

Theme Option 2. Facility Type

This option would call for applications based on the type of facility that the project aims to create or improve. This option would contain six categories, creating a six-year grant cycle:

Year One: Sports Facilities

Example projects: Sports fields/courts, multisport complexes, gymnasium

Year Two: Play Facilities

Example projects: Playgrounds, dog parks, recreation centers, splash pads

Year Three: Swimming and Water Facilities

Example projects: swimming pools, beach projects, stream clean up

Year Four: Trails and Open Space Facilities

Example projects: Trailheads, trail improvements, nature centers

Year Five: Infrastructure

Example projects: Walkways, parking lots, restrooms

Year Six: Buildings and Cultural Facilities

Example projects: Senior centers, recreation centers, cultural facilities, concession stands

The matrix below suggests which categories the most frequently prioritized projects from the PNA could potentially apply in. However, any project could apply in any category, based on the specifics of the project.

Project Type	Sports	Play	Swimming and Water	Trails and Open Space	Infrastructure	Buildings and Cultural Facilities
Infrastructure	x	x	x	x	x	x
Land Acquisition	x	x	x	x		x
Community Rec. Center		x			x	x
Trails	x	x		x	x	
Picnic Shelters		x		x	x	
Multipurpose Fields	x				x	
Dog Parks		x			x	
Fitness Zones		x			x	
Restrooms				x	x	x
Pools/Aquatic Centers	x	x	x		x	
Splash Pads		x	x		x	
Skate Parks	x	x			x	
Soccer Fields	x				x	
Gymnasium	x					x
Senior Center		x				x

Theme Option 3. Project Stage

This option would organize competitive grants based on the stage of project. There would be five categories in this option, creating a five-year grant cycle:

Year One: Planning Stage

Example projects: Parks master plans, capital improvement plan

Year Two: Design Stage

Example projects: Park design, facility design

Year Three: Land Acquisition

Example projects: Open space acquisition, parkland acquisition

Year Four: Construction

Example projects: Construction of new parks, trails, open space, new/improved amenities

Year Five: Programs

Example projects: Active transportation, recreation access, education and food health

Theme Option 4. Project Type

This option would provide grants based on the specific type of project. There would be three categories in this option, creating a three-year grant cycle:

Year One: Repair or replace existing amenities

Example projects: Resurface basketball courts, repair walkways, upgrade lighting

Year Two: Add new amenities to existing facilities

Example projects: Add playground, add swimming pool, add equestrian trails

Year Three: Build new park or specialty facility

Example projects: Build new park, build new recreation center, build new multi-use trails

Theme Option 5. Cost Brackets

This option would award grants based on the requested dollar amount, with several funding brackets possible. Brackets are based on the *requested* funding amount, *not* the total project cost. Projects with similar financial needs would thus compete against each other. No parameters are placed on the type of projects permitted to apply in each bracket, so long as the requested dollar amount is appropriate.

The bracket limits are suggested based on the cost estimates generated during the Park Needs Assessment and the suggested minimum and maximum grant award amounts. These brackets, if applied to the projects estimated to cost under \$7 million in the Park Needs Assessment, result in approximately 550 projects in each bracket. Grants could be awarded in all brackets annually.

Year One: All cost brackets

Bracket 1: Grants between \$50,000 and \$400,000

Bracket 2: Grants between \$400,000 and \$1 million

Bracket 3: Grants between \$1 million and \$7 million

Approach 3. Paired Thematic Grant Cycles

Since the most competitive applications will present multi-benefit projects, there will likely be overlap between the projects submitted each year under the grant cycle themes discussed above. To help narrow the scope of projects submitted each year, a third approach, presented below, would pair two grant cycle theme options and would result in a more specific grouping of projects submitted. For example, Theme Options 1 and 2 could be paired to create 6 annual grant groupings, per the example below.

Year One: Water Resources + Facility Type

Group 1: Water Resources with Sports focus

Group 2: Water Resources with Play focus

Group 3: Water Resources with Swimming and Water focus

Group 4: Water Resources with Trails and Open Space focus

Group 5: Water Resources with Infrastructure focus

Group 6: Water Resources with Buildings and Cultural Facilities focus

Year Two: Health and Safety + Facility Type

Group 1: Health and Safety with Sports focus

Group 2: Health and Safety with Play focus

Group 3: Health and Safety with Swimming and Water focus

Group 4: Health and Safety with Trails and Open Space focus

Group 5: Health and Safety with Infrastructure focus

Group 6: Health and Safety with Buildings and Cultural Facilities focus

Year Three: Infrastructure + Facility Type

Group 1: Infrastructure with Sports focus

Group 2: Infrastructure with Play focus

Group 3: Infrastructure with Swimming and Water focus

Group 4: Infrastructure with Trails and Open Space focus

Group 5: Infrastructure with General Infrastructure focus

Group 6: Infrastructure with Buildings and Cultural Facilities focus

The three distinct approaches to grant cycles outlined above each have merits and shortcomings. A summary of the pros and cons of each approach is presented below, to aid in the evaluation of each approach and how it may contribute to achieving the goals of Measure A.

	Pros	Cons
No Grant Cycles	<ul style="list-style-type: none"> • Includes a wide variety of projects • No waiting for suitable grant theme to open – any project can apply in any year 	<ul style="list-style-type: none"> • Projects submitted in any given year may differ substantially from each other, creating challenges during the evaluation stage • Flexibility may create confusion and increase need for technical assistance
Single Theme Grant Cycles	<ul style="list-style-type: none"> • Supports an apples-to-apples comparison of applications by ensuring all projects support a broad theme • Themes may naturally group projects with similar costs 	<ul style="list-style-type: none"> • The number of years in a grant cycle could create long gaps before agencies can apply • Flexible theme may have too much overlap from year to year
Paired Theme Grant Cycles	<ul style="list-style-type: none"> • Specific grant groupings allow for comparison of most similar projects 	<ul style="list-style-type: none"> • Unique projects may not fit into narrowly defined grant groups • The number of years in a grant cycle could create long gaps before agencies can apply

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Section Four: Category 5 Competitive Grant Categories and Available Funds



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4.0 Category 5 Young Adult and Veteran Job Training and Placement Opportunities

Category 5 grants provide funds to organizations within the County, that ultimately move young adults and veterans toward careers in Parks and Recreation. Specifically, grant-seeking organizations should provide education, training, and career development to young adults, aged 18-25, or veterans, to implement park projects and create pathways toward careers in the Parks and Recreation field. Up to 3.8 percent of the Measure A funds, estimated at \$3,605,035, are allocated for Category 5 projects and will be awarded competitively. Figure 4 shows the breakdown of Category 5 available funds.

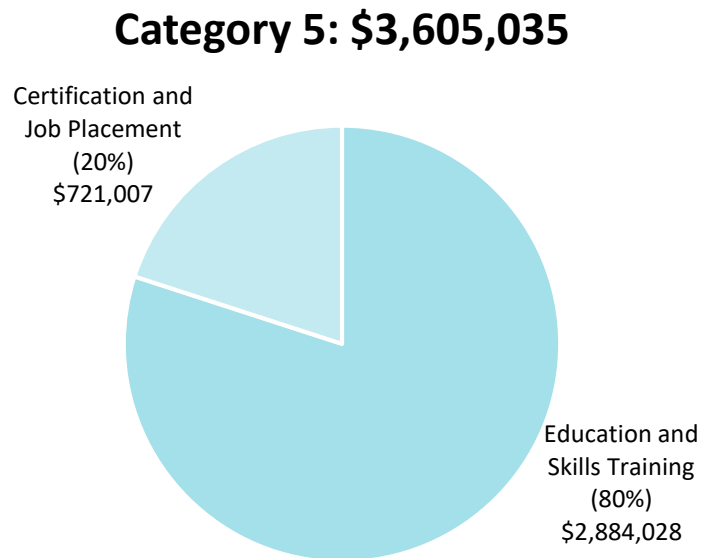


Figure 4. Category 5 Funds

4.1 CERTIFICATION AND JOB PLACEMENT

Measure A allows 20 percent of Category 5 funds, approximately \$721,007 annually, to be allocated to organizations within the County that provide certifications and placement services, or apprenticeship opportunities, for young adults, aged 18-25, or veterans, for jobs and careers in the Parks and Recreation fields.

Eligible services and/or programs could include:

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

4.2 EDUCATION AND SKILLS TRAINING

Measure A allows for no less than 80 percent of Category 5 funds, approximately \$2,884,028 annually, to be allocated to organizations providing education, skills training, and career pathway development to young adults aged 18-25 or veterans, to implement projects in the field of Parks and Recreation.

Eligible programs could include:

- Trade schools that focus on skills needed to implement park projects
- Job skills classes that focus on education and training needed to implement park projects
- Internship/entry level job placement

Section Five: Category 5 Competitive Grant Policies



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5.0 Category 5 Competitive Grant Policies

The following section addresses six high level policies that will help establish RPOSD’s formal competitive grant process for Category 5. The suggestions below will be discussed at the June 2017 Steering Committee meeting and revised for inclusion in the Draft Grant Guidelines.

5.1 GRANT AWARD SIZE

As with Category 3 and Category 4 competitive grants, Category 5 grants should be regulated by a maximum cap and minimum floor to ensure that there are sufficient funds to distribute to multiple grantees.

For grants to provide education and skills training to implement park projects, RPOSD recommends that no single grant award should exceed half of the available funds, or approximately \$1,400,000. RPOSD recommends a minimum grant award size of \$50,000, due to the administrative challenges of small dollar grant awards.

For grants to provide certifications and placement services leading to careers in the Parks and Recreation field, RPOSD recommends no single grant award should exceed half of the available funds, or approximately \$350,000. RPOSD recommends a minimum grant award of \$50,000, due to the administrative challenges of small dollar grant awards.

These grant award sizes will allow RPOSD to award grants in a manner that distributes the funds in an effective manner. For example, with these limits in place, RPOSD could fund the following:

Grants to provide education and skills training to implement park projects:

1 grant of \$1,400,000
7 grants of \$100,000
14 grants of \$50,000
TOTAL = \$2,800,000

Grants to provide certifications and placement services for careers in Parks and Recreation:

1 grant of \$350,000
2 grants of \$100,000
3 grants of \$50,000
TOTAL = \$700,000

5.2 ELIGIBLE AGENCIES

Both public agencies and nonprofit organizations are eligible to apply for competitive grants in Category 5. Program managers at RPOSD will be available to assist agencies and organizations in determining their eligibility for any particular grant and any necessary steps required to obtain eligibility.

Grant-seeking organizations applying for funding to provide education and skills training to implement parks project must:

- Verify that they provide education, skills training, and career path development to young adults (age 18-25) or veterans, to implement park projects.
- If an organization is a conservation corps, it must provide proof of certification from the California Conservation Corps.

Grant-seeking organizations applying for funding to provide certifications and placement services leading to careers in Parks and Recreation must:

- Verify that the agency provides certification and placement services or apprenticeships for young adults (age 18-25) and veterans, for jobs and careers in the Parks and Recreation field.

5.3 QUALIFYING EXPENSES

A portion of funds received from Category 5 competitive grants may be used to support administrative costs. Qualifying administrative costs include overhead costs such as program development and management, and may not exceed 25 percent of the awarded amount.

Remaining funds must be used for program implementation, participant fees, materials, and instructor fees.

5.4 GRANT APPLICATION AND SELECTION PROCESS

This section describes the competitive grant pre-application process, evaluation criteria, and selection committee structure. This initial overview of the process presents a variety of proposed approaches that should be evaluated for feasibility, keeping in mind the organizational capacity of grant-seeking organizations, especially those in high and very high-need areas. The selected approach will inform the specific application process, which will be addressed in a subsequent memorandum.

5.4.1 PRE-APPLICATION PROCESS

A pre-application process can benefit agencies seeking grants by providing an opportunity to receive feedback on the competitiveness of their proposed project. The process can also add a challenging additional step for agencies with limited capacity. RPOSD is considering several approaches to a pre-application process, with the goal of maximizing utility of the step for agencies, without creating an additional burden for them. Four suggested approaches are outlined below.

Approach 1. Letter of Interest and Formal Invitation

In this approach, grant-seeking organizations would be required to submit a letter of interest. These letters would be reviewed and eligible projects would be invited to complete an application for their project.

Approach 2. Informal Letter of Interest

In this approach, grant-seeking organizations would have the option of submitting an informal letter of interest to RPOSD. These letters would be reviewed by RPOSD staff, and agencies would receive written guidance and suggestions for crafting a strong application for the project. No invitation to submit applications would be issued and the application process would be open to all, including organizations that chose to forego the optional informal letter of interest.

Approach 3. Staff Guidance

In this approach, a similar, but less formal process would provide grant-seeking organizations with feedback on their potential project. Grant-seeking organizations would submit written questions by an established deadline and responses would be posted publicly. Organizations with project or agency-specific questions could qualify for a telephone or in-person consultation with a RPOSD staff member, who would provide guidance and suggestions for submitting an application for the project. As with Approach 2, the application process would be open to all.

Approach 4. Open Application Process

In this approach, no separate pre-application process would be required or offered. Grant applications would be submitted without guidance from RPOSD.

5.4.2 GRANT APPLICATION EVALUATION CRITERIA

Grant applications will be scored using a point-based system. All competing applications will accrue points based on various criteria. Suggested criteria are categorized and listed below. The associated scoring system will be defined once the criteria are established. It is anticipated that some criteria will apply to all competitive grant categories, and some will not.

Criterion 1: Service to, or Recruitment from Areas of High and Very High Need

Level of need is based on 2016 Countywide Parks Needs Assessment determination. Study areas that did not participate in the Needs Assessment will receive 0 points for this criterion. Study areas with a higher documented level of need will receive more points, and study areas with a lower need level will receive fewer points.

Criterion 2: Sustainability

Programs that provide education, training, and/or certifications that support the protection and enhancement of open space, natural areas, and waterways or preserving the urban canopy and promoting tree planting and health will receive more points than those that do not.

Criterion 3: Water Conservation Measures

Programs that provide education, training, and/or certifications that support the protection and enhancement of water resources including stormwater, drinking water, lakes, rivers, and creeks will receive more points than projects that do not protect water resources.

Criterion 4: Accessibility

Programs that provide education, training, and/or certifications that support projects that ensure universal accessibility, especially for seniors and those with disabilities, will receive higher scores than those that do not.

Criterion 5: Organizational Capacity

Applicants with limited staff and financial resources needed to successfully complete a project will receive more points than those that have sufficient staff and resources.

Criterion 6: Matching Funds

Projects that use Measure A funds to match other funding sources, including annual allocations, will receive more points than those that do not.

5.4.3 GRANT AWARD SELECTION COMMITTEE

A grant award selection committee will be formed to ensure that all grant applications are reviewed by subject matter experts. In order to avoid bias or unfair influence, representatives may not serve on the committee if they or their respective organization is seeking funding. Committee members may rotate terms so that their organizations will have the opportunity to apply for funding. Committee members may include:

- RPOSD program managers
- Representatives from non-profit organizations
- Academic, technical and practicing subject matter experts
- Public agencies: Dept. of Public Health; Dept. of Parks and Recreation; Dept. of Public Works, Dept. of Military and Veterans Affairs, etc.

5.4.4 GRANT PROGRAM STRUCTURE

Approach 1. Annual Grant Cycles

The first approach would invite grant-seeking organizations to apply for funding, without placing parameters on the types of qualifying projects. Applicants would be required to apply annually and grants would be awarded on an annual basis. Projects would need to meet the goals outlined for Category 5 as described in Measure A, and would not be categorized into any further subsets.

Approach 2. Thematic Grant Cycles

The second approach would establish thematic grant cycles, providing a systematic process for categorizing grant applications and encouraging the submittal of applications for projects with a given focus on a set schedule. This would allow applicants to plan for future grant opportunities, while ensuring that projects are evaluated against similar projects. The grant cycles would be publicized on a grant calendar which would allow applicants to anticipate and choose the year in which their project is most competitive. Potential themes for a three-year grant cycle are suggested below:

Year One: Education

Example projects: Educational seminars, Formal coursework, Tuition grants/stipends

Year Two: Training

Example projects: Apprenticeship programs, Certifications, Internships

Year Three: Career Pathways

Example projects: Placement services, Resume workshops, Professional mentoring programs

Approach 3. Multi-year Grant Cycles

The third approach would invite grant-seeking organizations to apply for funding once every three years (or other pre-identified cycle term) and would distribute funds through a phased approach over the course of the three-year cycle term. In addition to meeting the goals for Category 5, outlined in Measure A, organizations would be required to monitor, evaluate, and report to RPOSD the funded program’s effectiveness. Distribution of second and third year funding would be contingent on the required reporting and program effectiveness. Additional reporting may be required for underperforming programs.

The two approaches to grant program structure outlined above each have merits and shortcomings. A summary of the pros and cons of each approach is presented below, to aid in the evaluation of each approach and how it may contribute to achieving the goals of Measure A.

	Pros	Cons
Annual Grant Cycle	<ul style="list-style-type: none"> • Includes a wide variety of projects • No waiting for suitable grant theme to open – any project can apply in any year 	<ul style="list-style-type: none"> • Projects submitted in any given year may differ substantially from each other, creating challenges during the evaluation stage • Flexibility may create confusion and increase need for technical assistance
Thematic Grant Cycle	<ul style="list-style-type: none"> • Supports an apples-to-apples comparison of applications by ensuring all projects support a broad theme • Cycle may naturally group projects with similar costs 	<ul style="list-style-type: none"> • Limits access to annual funding, which may be critical for programs with ongoing funding needs • The number of years in a grant cycle could create gaps before agencies can apply • Flexible theme may have too much overlap from year to year
Multi-year Grant Cycle	<ul style="list-style-type: none"> • Allows organizations to plan program budgets with more certainty • Reduces administrative burden of applying for grants annually 	<ul style="list-style-type: none"> • New applicants would experience longer days delays between application periods • Required monitoring and evaluation may burden staff with limited capacity



LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT



Measure A Implementation

Los Angeles County Regional Park and Open Space District

Summary Meeting Notes
Steering Committee Meeting #3
June 29, 2017 9:30 am – 12:00 pm

Steering Committee Members in Attendance:

Manal Aboelata	Esther Feldman	Sandra McNeill
Greg Alaniz	Hugo Garcia	Delia Morales
Jean Armbruster	Karen Ginsberg	Sussy Nemer
Jean Beesley	Mark Glassock	Bonnie Nikolai
John Bwarie	Lacey Johnson	Dilia Ortega
Scott Chan	John Johns	Max Podemski
Maria Chong-Castillo	Tori Kjer	Stefan Popescu
Cheryl Davis	Kim Lamorie	Bruce Saito
Reuben De Leon	Amy Lethbridge	Keri Smith
Reyna Diaz	Clement Lau	Brian Stiger
Hugo Enciso	Amy Lethbridge	Stephanie Stone
Lylwyn Esangga	Linda Lowry	
Belinda Faustinos	Norma Martinez	

Alternate Members in Attendance: Nicole Jones, Clement Lau, Cara Meyer, Katy Young, Zachia Nazarzai

RPOSD Staff in Attendance: Dwayne Case, Rocio Diaz, LaTrina Hancock, Agie Jordan, Sara Keating, Arcy Navarette, Warren Ontiveros, Sok Tay, Ani Yeghiyan

PlaceWorks Staff in Attendance:

David Early, C.C. LaGrange, Jessica Wuyek, Jasmine Williams

Agenda Item: Competitive Grants Overview

- Question:** How will the allocation to DBH and DPR be administered and what is the process?
Response: You can think of them as annual allocations, and they will be administered in a manner similar to the Category 1 and 2 allocations.
- Question:** What is the definition of a regional facility and where does it come from?
Response: From the Measure A language. It means facilities with unique countywide significance of 100 contiguous acres.
- Question:** How will they know whether or not they're applying to Category 3 or Category 4?
Response: Applicants won't need to specify which category they're applying to. They will just choose "recreation access" or "general" and RPOSD will decide which category the funds will come from.

4. **Question:** Where do community gardens fit?

Response: Let's take that as a comment and we'll discuss where specific projects fit at the October meeting.

Agenda Item: Proposed Grant Policies (Funds for Planning & Design)

1. **Comment Summary:** There should be funds for planning and design. The goal of Measure A is to get projects built and if there aren't funds for planning and design, things can't get built. From a project cost basis, we can assume 25% (floor) of the construction cost for planning and design, but that wouldn't include permitting. A separate grant should be set up just for planning and design because it's a critical piece of knowing what project costs will be. Planning and design should be able to be included in any of the grant programs, but there should also be a small amount of funds specifically for planning and design. It is very important to have funding for planning and design so low-income communities can compete later in the construction phase. There is a time when you need background planning, and separate funding to do that would have a big impact on getting a project moving.
2. **Comment Summary:** Funds should not be bifurcated into a separate "bucket." The biggest concern is that the planning and design money is used and then they can't get funds to implement. In that scenario, the money was wasted on planning and design. Not supportive of separate buckets. Cities have people in-house to help stretch and leverage funding for in-house services for planning and design. Perhaps put an amount or value that could be used for planning and design within each grant.
3. **Summary Response:** Everyone agrees that planning and design is important, expensive, and a good idea. We should set it at 25-35%. But we don't all agree that it should be a separate bucket of funds.

Agenda Item: Proposed Grant Policies (Award Size)

1. **Comment:** In general, there should be a minimum and maximum for award sizes, but these maximums and minimums may need to vary by agency/organization size or by making a distinction between high-need and low-need. For example, it might be helpful to a small city to cover the entire cost vs. a larger entity with other funds available. Not sure how this would be set up or how it would work.
2. **Comment:** The max of \$7 million excludes some projects that may not have any other funding source, especially in unincorporated areas.
Response: County DPR does get an annual allocation that can help fund projects in unincorporated communities, but this does present a barrier. Perhaps, giving some leeway for high-need areas or unincorporated areas could be considered. Fifteen percent of the projects identified in the Needs Assessment would be excluded using the \$7 million maximum, and would need to get funds from other sources as well.
3. **Comment:** The maximum is too high, as it's conceivable that only one or two grants would be funded from any category with these maximums. It isn't a lot of money.
Response: Yes, if the max is too high the money could be used up in one place and fewer projects would be funded. It is likely that an awards committee will not approve the money going to one area because it would then diminish the amount given to other areas.

4. **Question:** When you looked at the projects in the \$5 million to \$7 million range, do you know if those projects were in high-need areas?
Response: No, we did not analyze if bumping the maximum to \$7 million resulted in more projects from high need areas being completely funded.
5. **Comment:** There is a concern about the minimum for planning/construction in smaller communities. In the San Fernando Valley, small agencies could easily use much smaller grants, for example a \$15,000 planning grants. It might be better to have a smaller micro- grant to help small agencies and organizations.
6. **Summary Response:** Everyone agrees that there should be minimum and maximum award amounts, but there are some questions about what the minimums and maximums should be.

Agenda Item: Proposed Grant Policies (Eligible Agencies)

1. **Comment:** For schools with a joint use agreement, indoor and outdoor distinction seems like a huge barrier. Typically, outdoor facilities are fine. The agreement must stipulate that public use must be substantial, not just limited hours. There is room for abuse.
2. **Question:** What about joint use between a school and non-profit?
Response: Non-Profits are okay. It can be either a public agency or a non-profit.
3. **Comment:** For non-profit organizations, there should be a letter, but no governing agency is going to go into an agreement without available funds. Perhaps structuring a letter that says, "If you get this grant we are willing to work with you."
Response: Noted.
4. **Comment:** Nonprofit eligibility applies to planning and design because in some circumstances, non-profits can't get permission from every land owner and need funds to develop a plan to then pitch to the city. A nonprofit wanting to lead a project without partnership with agency would not have a letter then.
Response: Yes, non-profit agencies would most likely be eligible for planning and design funds. Perhaps a non-profit would still need a letter from the agency stating that the agency wants to work with the non-profit on their study, or will consider the results of the study.
5. **Comment:** It is important for non-profit organizations to not have too many limitations because the goal is to support the nonprofit to assist disadvantaged communities (Ex. Pacoima Beautiful). The types of agencies listed is too restrictive. Maybe a CBO doesn't have a mission related to parks, but wants to expand into it.
Response: Community empowerment could be added to the list, or category could be broader
6. **Comment:** We're getting into eligible projects versus eligible agencies. Agencies shouldn't have any barriers to be eligible.
7. **Question:** If a local city is an operating entity for a state agency, are they eligible?
Response: Yes.
8. **Comment:** Veterans group should be in this.
Response: Yes, noted.

Agenda Item: Proposed Grant Policies (Qualifying Expenses)

1. **Question:** Which pie piece does planning and design fit into?
Response: We don't know yet.
2. **Comment:** 5% for community engagement should be the minimum amount. 5% seems arbitrary.
Response: All projects should be doing community outreach. Bonding regulations stipulate that soft costs cannot be more than 30% of the total cost, which drives the 25% and 5% numbers. Admin costs are probably a maximum number and engagement is probably a minimum.
3. **Question:** Can community engagement be incorporated into administrative? Some communities may not need to spend the 5% for community engagement, if they have other funding sources for engagement, in which case a 30% cluster would work with the stipulation that some community engagement should occur.
Response: Noted. It seems that combining the two could work as long as community engagement is still required.
4. **Comment:** For the needs assessment, \$2500 was given and we struggled to find a way to spend that money and that money might get wasted. Requiring certain levels of engagement, but not the actual funds that must be spent could be helpful.
5. **Comment:** Where does staff time fall?
Response: In the administration portion of the expenses.
6. **Comment:** Be mindful of where agency engagement fits in, there are different kinds of community engagement. Perhaps developing a definition of community engagement that captures both local community and agency engagement would be helpful, as many projects require coordination and engagement with many agencies.

Agenda Item: Proposed Grant Policies (Pre-Application Process)

1. **Question:** Is the goal to make the administrative process less burdensome or to help agencies?
Response: Both.
2. **Comment Summary:** Approach 2 is reasonable and balanced. Providing responses to frequently asked questions to the entire group of applicants is a good idea. There should be a note about a referral mechanism for agencies needing technical assistance. Don't overcomplicate the technical assistance process, but make sure applicants learn and build capacity. Look at this process to give technical assistance to organizations that don't have the experience so they at least go through the process and understand that. Some hybrid of approach 2 and 3 would be good to help applicants with technical assistance needs. Approach 2 and 3 are more in line with equity and high need areas.
3. **Comment Summary:** There is an advantage to nonprofit organizations having a more formal LOI process because organizations don't want to expend resources on a lengthy process and not have it amount to anything. There is logic to a formal LOI process, but maybe a different process for different types of grants. LOI for large grants proves capacity and smaller grants can have an informal process. Formal letters save the trouble of a large number of applicants, especially for larger grants.

Response: SGC uses a slightly informal process, but staff will give applicants very candid advice on their chances of winning.

4. **Question:** For the pre-application process, what is in place to increase readiness?

Response: We'll address that in the summer at the workshops

Comment: I want to be sure to discuss this again in the summer so we can consider technical assistance, equity, and the overall process.

5. **Comment:** The next few topics of today's meeting need to be influenced by technical assistance. We need to include other grantors who have experience and can contribute. We should get their input and form a technical group of 10-12 grant makers who can provide expertise.

Response: It might be good to go to the technical group and not let them make decisions, but ask for their advice on how to make this effective.

Agenda Item: Proposed Grant Policies (Grant Award Selection Committees)

1. **Comment Summary:** Applications need to be reviewed in the same way each time. The main concern should be consistency and fairness. Don't have different people making decisions at different times. Decision makers need to be isolated from the agency.

Response: The deciders might be staff from agency, but a second body could potentially advise.

2. **Question:** Do recommendations require approval by the board?

Response: Yes, they do require approval. Precedent is to go to board for every allocation, but in the future the board would prefer to get this information in a consolidated manner. This process needs to be confirmed.

3. **Question:** How does RPOSD currently evaluate competitive grants from Prop A?

Response: Internal staff from RPOSD evaluates the applications.

Question: Has that worked well for you?

Response: Certainly. We've done competitive grants and it went well.

4. **Comment:** Maybe there could be an advisory committee that takes RPOSD staff recommendations and makes the final recommendation to the Board. Alternatively, there could be an advisory committee that makes recommendations to RPOSD staff, but staff makes the final determinations.

5. **Comment Summary:** A rep from the Board office would have to be on the committee. Outreach and engagement expert such as a non-profit is recommended since it is a key component across the board. Recruiting people with in-depth understanding of high-need areas as well as different kinds of expertise is important. Adding foundations or grant makers would be helpful because they're used to reviewing applications and understand if the project will work well. Committee needs geographical diversity to include incorporated and unincorporated areas, racially and ethnically different areas, and economically diverse areas.

6. **Comment:** If committee members rotate, it's important that the rotation doesn't happen too frequently. You can't rotate terms too often because there is a learning curve for new committee members.

Response: The flip side is that you don't want people to stick around for 30 years. Perhaps the

rotations can occur in shifts so there are always experienced people on the committee, with a third of the committee rotating off every time a rotation occurs.

7. **Comment:** Maybe having two groups could be less efficient. It should be one committee, not a deciding committee and an advisory committee, it complicates it too much.
8. **Vote:** Two Options
Option 1 (13-15; yes): A non-staff advisory committee makes a set of recommendations, with RPOSD staff making the ultimate decisions.
Option 2 (4; yes): One committee of predominately non-RPOSD staff and experts, make the ultimate decisions with RPOSD staff advice.
9. **Comment:** Perhaps publishing the decision-making process publicly can help people learn from the scoring and improve their future applications.
10. **Question:** Would high-need areas be part of the oversight committee?
Response: Most likely.

Agenda Item: Proposed Grant Policies (Grant Evaluation Criteria)

1. **Comment:** Water conservation measures should be more about sustainability and multi-benefit projects.
2. **Comment:** Level of needs says, “areas not participating in parks assessment can’t get points”. Needs assessment should be a guide, but should not limit points. The Parks Needs Assessment may be out of date and not reflective of current need.
Response: Measure A requires the updating of the Needs Assessment so it won’t be out of date. There are only two communities who elected not to engage in the needs assessment. Those cities were told that by not participating, they wouldn’t be eligible and they agreed. Neither city currently contains public parks. If either city wants to participate in future updates to the Needs Assessment, they will be able to do so.
3. **Comment Summary:** Each criterion needs much more discussion. Only one is tied to the needs assessment. Need is important, but we should look at other criteria to identify level of need. We need to get more specific. Certain facilities and amenities weren’t assessed in the needs assessment and so the level of need isn’t entirely accurate. It is vitally important that we maintain connection to needs assessment and level of points should connect.
4. **Comment Summary:** Organizational capacity should not be a category because it could limit organizations interested in growing their capacity with the grant. It’s hard to penalize agencies with limited capacity. The grant should help them elevate to that level of better capacity. They should just have to prove strong track record. Create some form of training or workshop to help cities or non-profits apply for grants. Offer training or workshops to increase capacity so they’re less likely to be impacted negatively by this criterion.
5. **Comment Summary:** Criterion 4 needs to dig deeper and get more specific about engagement. Engagement should be evaluated meaningfully and give bonus point to those with more meaningful involvement versus superficial engagement.

6. **Comment:** A few criteria are missing: multiple benefits, water supply & climate change are not here, also nature and eco-based approaches. Consider supporting regional-serving projects that serve high need areas even if they're not in a high need areas. We don't want to end up with green dots that don't connect so you need these regional projects.
7. **Comment:** Scoring criteria should be set up so that every round a certain percent of funds are going to high-need areas. TCC program stipulates that it only goes to top 5% areas. Certain funds should go directly to areas of high-need.
8. **Comment Summary:** Level of need should look at proportionality, in which case, idea of bonus points is a good one. Segregating and putting money aside doesn't inform quality projects and becomes burdensome. It's burdensome to segregate funds and not good precedent. We don't want people rushed into seeking or spending funds.
9. **Vote:** Two Options that need more discussion
Option 1 (10; Yes): Points but not a minimum amount of dollars.
Option 2 (10; No): Minimum amount of money for high need areas.
10. **Comment:** On public safety, it would be helpful to broaden language to include places that promote peace. On health and wellness, it should include public potable water and healthy vending. Also, creative space making should include local artists.
11. **Comment:** I support the idea of adding criterion for regional value. I agree that on criterion 1, proportionality of how scoring would work and weighting is important. I like the idea of bonus points.

Agenda Item: Proposed Grant Policies (Grant Cycles)

1. **Comment:** Multiple breakdowns of categories will make it difficult for a low-income community to win against a high-income community. There should not be a judgment on how they present their project. Applications shouldn't compete against other applications, should only compete against the RFP.
Response: Only apply to one of the 5 categories without any cycle?
Comment: Not sure.
2. **Comment Summary:** Strong recommendation for staying at the higher-level, which still allows comparison of like-type projects. Difficult to compare large-cost project to small-cost. Like-type budget projects should maybe be compared against each other instead. Simplify, make them sooner and more often. Some defined buckets and a grants calendar will help agencies plan and budget. Be careful about diluting the projects and making it too administratively complicated.
3. **Comment:** Competitive programs are important because this is where creativity happens and innovation so we want to encourage competition without restricting the types of applications too much. Maybe not limit it to every 5 years. Less than 2 years could be too restrictive. I am presuming bonding will buffer the pot.
4. **Comment Summary:** Planning and micro grants categories would help, but need to be simple. There could be value for neighborhood councils to build their way into park buildings. Perhaps is there is left over money it could be micro-granted or rolled over.

5. **Question:** Will we have discussion about eligible projects?
Response: Yes, since you asked. The list is clear about eligible projects from the Measure. We will put together in a more formal list to make sure it's clearer.

6. **Summary Response:** There is consensus that the first approach is best, without any themes. The fewer the pots, larger the pot, the better. Buckets should be broad and projects will compete to allow for innovation. Grants should be available on an annual or biannual basis. Everyone just wants cost brackets added.

Agenda Item: Park Funding 102 Meeting

1. **Question:** How will the meetings be advertised, who do you want there?
Response: On the website and RPOSD mailing list. We want public agencies and grant-seeking organizations.

2. **Comment:** For outreach to nonprofits, can we see the mailing list?
Response: Yes, we will send the list to everyone. We can also send an announcement to you so you can forward to any organizations you think should be there.

Public Comment

1. **Comment:** The categories should have a regular design process for the taxes and funds that go into this. The County should structure things like Metro. Make sure projects reflect what people want. Putting greens and bike lanes are missing.

2. **Question:** In relation to public health, will there be a searchable database for projects? Right now, they're in pdf form and we can't search by project type. Will project lists be updated?
Response: Yes, and yes. What's on the web is projects identified as needed projects from the Needs Assessment, but they are not necessarily what will be funded or what communities will be applying for. Those projects won't go into the database, but the projects funded through Measure A will be posted publicly and interactively. RPOSD is currently exploring technology that will allow these functions.

3. **Question:** How many people plan to attend summer workshops?
Response: The majority of the group expressed their intent to attend.

4. **Comment:** Can we put open space and open space acquisition on the agenda? We haven't talked about it.
Response: Open space projects will be included in the list of eligible projects for the October meeting. We can discuss more specific concerns as well.

Meeting Adjourned.



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



Measure A Implementation: Steering Committee Meeting #4

September 28, 2017

9:30 AM – 12:00 PM

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

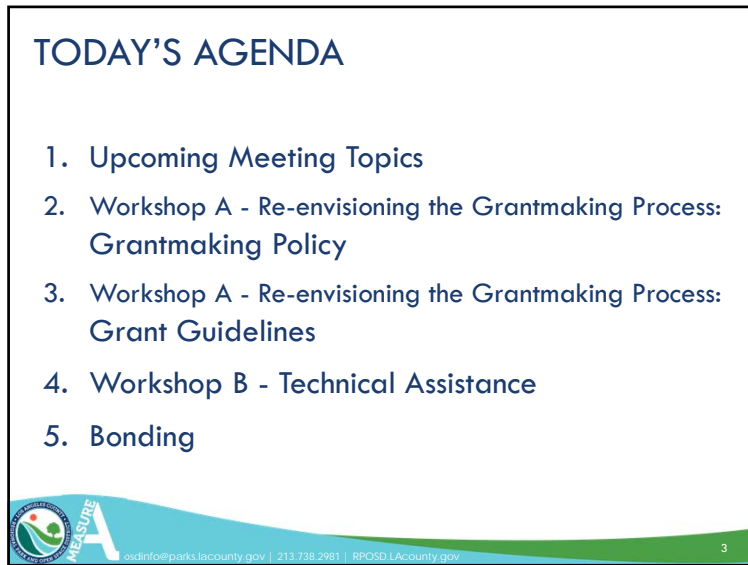
1. Upcoming Meeting Topics
2. Re-envisioning the Grantmaking Process: Policy
3. Re-envisioning the Grantmaking Process: Grant Guidelines
4. Technical Assistance
5. Bonding
6. Public Comment
7. Meeting Adjournment

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

Note: A person with a disability may request receipt of an agenda in an alternative format. Auxiliary aids or services, such as to assist members of the community who would like to request a disability-related accommodation in addressing the Steering Committee, are available if requested at least 72 hours before the scheduled meeting. Later requests will be accommodated to the extent feasible. Please telephone the Los Angeles County Regional Park and Open Space District at (213) 738-2981 TDD: (213) 427-6118 FAX: (213) 385-0875.

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

**Next Steering Committee meeting is on Thursday, October 19, 2017 from 9:30am to noon
Los Angeles River Center & Gardens Atrium**



UPCOMING MEETING TOPICS

Meeting 5: October 19

- Technical Assistance Program – Initial Draft
- Community Engagement Requirements

Meeting 6: December 7

- Draft Grant Guidelines
- Bonding and Forwarding Strategy

Meeting 7: January 25

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




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UPCOMING MEETING TOPICS

Meeting 8: February 22

- Bonding & Forwarding Strategic Expenditure Plan (*tentative*)
- Technical Assistance Program Refinements
- Board Set-Aside Policy
- Consumer Price Index Update Policy
- Community Meetings Roll Out
- Park Funding 103 Update



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UPCOMING MEETING TOPICS

Meeting 9: March 29


- Project Status and Fund Distribution Tracking

Meeting 10: April 26

- Parks Needs Assessment Updates
- Oversight Committee Formulation

Meeting 11: May 31

- Procedures and Policies Guide for RPOSD
- Board Letter and Summation



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- Purpose
- Policy

WORKSHOP A - RE-ENVISIONING THE GRANTMAKING PROCESS:
2. GRANTMAKING POLICY

1. GRANTMAKING POLICY

Purpose:

Lowering barriers to accessing Measure A funds



1. GRANTMAKING POLICY

Policy

- **Targeting Funds.** Funding will be targeted to projects in high and very high need Study Areas, or that serve residents from high and very high need areas. A portion of competitive grant funds in Categories 3, 4, and 5 will be designated for these projects.
- **Evaluation Criteria.** All competitive grants will include a “Level of Need” evaluation criterion and it will have the highest weight among all other evaluation criteria.
- **Project Types.** Competitive grant programs will fund specific project types that are in and/or serve high and very high need communities.

1. GRANTMAKING POLICY

Policy

- **Long-Range Planning.** Measure A funding will be consistent with Study Areas’ long-range park planning documents, such as the Needs Assessment, Parks Master Plan, community plan, or other approved planning document.
- **Community Engagement.** RPOSD will require community involvement and engagement for projects funded by Measure A.
- **Monitoring and Correction.** RPOSD will consistently monitor, track, and if necessary, correct, the distribution of both competitive funding and annual allocations.

1. GRANTMAKING POLICY

Policy

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



- Targeting Funds
- Evaluation Criteria
- Project Types
- Award Brackets

WORKSHOP A - RE-ENVISIONING THE GRANTMAKING PROCESS:
3. GRANT GUIDELINES

2. GRANT GUIDELINES

Targeting Funds

- **30%** of Measure A competitive grants would be **dedicated to funding projects located in or that serve high and very high need areas**, and apply to the following:
 - High and very high need Study Areas
 - High and very high need “subareas” within Study Areas that are not necessarily designated as high or very high need
 - Projects that **intentionally and directly** serve residents living in high and very high need Study Areas
- “Need” would be defined as defined in the Park Needs Assessment

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2. GRANT GUIDELINES

Targeting Funds

Unincorporated Willowbrook

High Need Study Area

Monterey Park

Moderate Need Study Area with Varying Subarea Need Levels

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2. GRANT GUIDELINES

Evaluation Criteria

- **“Level of Need” should be an evaluation criterion for all competitive grants** and should have the **highest weight** among all criteria
- Different grants have **different evaluation criteria** and may **differ in weighting** depending on the goals or requirements of the grant program


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2. GRANT GUIDELINES

Project Types

- **Project types in dense urban areas with limited open space or park facilities** would be identified so that they can qualify and compete for competitive grants
- For example, urban project types under Category 3 grants for “natural lands, wildlife corridors, and watershed protection” projects could include:
 - Rainwater capture gardens or habitat gardens
 - Habitat restoration
 - Restrooms
 - Biking or walking trails
 - Pedestrian bridges
 - Picnic areas





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2. GRANT GUIDELINES

Award Brackets

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

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3. TECHNICAL ASSISTANCE

Availability

- RPOSD would develop a Technical Assistance Program (TAP) **focused on providing technical assistance to high and very high need Study Areas** to ensure that every applicant is competitive
- **RPOSD would conduct outreach** to high and very high need Study Areas to increase awareness of the TAP
- Some technical assistance would be **available for all Study Areas**, such as introductory workshops and toolkits




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3. TECHNICAL ASSISTANCE

Funding

- **\$3.0M** would be set aside initially for TAP (not including Planning and Design)
 - 45% of Innovation and Oversight funds
 - Supplemental funds may be contributed from Proposition A during initial years of TAP
- Funding would decrease over time as less technical assistance is needed
- Effectiveness of program would be evaluated periodically



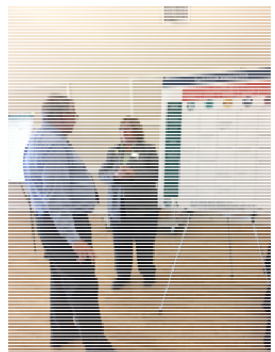
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3. TECHNICAL ASSISTANCE

Potential Program Components

- Strategic Partners
- Grant Writing Assistance
- Community Outreach & Engagement Assistance
- Planning and Design Funds
- Help Desks:
 - Technical, Legal*, Grantee
- Mentoring Program



*Contingent upon County Approval



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- Background
- Measure A Bonding
- Available Funds Without Bonding
- Conclusions
- Examples
- Recommendations

5. BONDING

4. BONDING

Background

- Bond (definition): **a debt instrument bearing a stated rate of interest that matures on a certain date**, at which time a fixed sum of money plus interest is payable to the bondholder
- Bonding can be used as a financing mechanism for projects under Measure A by **bringing forward annual revenue flows to pay for capital improvements up front**



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4. BONDING

Background

- A Study Area's **annual allocation of revenue from Measure A's Categories 1 and 2 funds** could be used to secure bond financing
- RPOSD will recommend funding in **Categories 3*, 4*, and 5** be allocated through a periodic competitive grant process, **without bonding**

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




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4. BONDING

Background

- Measure A establishes a **per capita and structural improvement formula** to determine the percentage of revenues allocated to each Study Area
 - **Category 1:** All Study Areas receive funds
 - **Category 2:** Only high and very high need Study Areas receive funds

(Per Capita + Per Capita + Structural Improvements)
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4. BONDING


Considerations

Identification of Projects

- Projects must be **specified prior to the issuance of bonds**
- The bond counsel will certify that the projects being funded qualify the interest paid on the bonds to be exempted from taxes

Timely Completion of Projects

- Proposed projects must be **ready to proceed to construction**
- Projects must be **completed and all funds expended within three years**




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4. BONDING

Considerations

Changing Allocation Ratios

- Study Areas that experience a decline in their percentage share of population and/or total non-parking improvement square footage could see a reduction in their percentage share of Category 1 and 2 funds
- However, Measure A is available for RPOSD to make debt service payments, so this **should not be an issue that would prevent bond issuance**
- Additional research is underway on other issues, such as natural disasters, that could impact Study Areas' or RPOSD's ability to repay bonds




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4. BONDING

Considerations

- Agencies who participate in the bond issuance can expect to **receive between 14.2 and 15.9 times their Category 1 & 2 annual allocations**, depending on the specifics of the bonding amount and maturity date
 - 20 year bond for \$100m yields 14.2 times annual allocation amount
 - Annual debt service would be \$7m
 - This is 15.5% of the annual Category 1 & 2 allocation
 - 25 year bond for \$729m yields 15.9 times annual allocation amount
 - This is the maximum amount that could be bonded



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4. BONDING



Case Study: Unincorporated Willowbrook

Without Bonding:

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

With Bonding:

- \$2.9M to \$3.3M up front, if maximum amount is bonded
- No annual allocation funds available for 20 years
- Additional revenue for pay-as-you-go projects potentially available if Measure A revenues increase over time

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4. BONDING

Competitive Grants: Available Funds without Bonding

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

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




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4. BONDING

Conclusions

- Bonding can be a helpful tool **when capital to construct a project is limited**
- Bonding will be more appealing to some Study Areas than others
 - Allows projects to be completed quickly
 - Construction cost inflation
- Bonding **cost is 21-29%** of revenue
 - Case Study: Bonding would cost Unincorporated Willowbrook \$800K-\$1.2M



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4. BONDING

Recommendations

- No bonding for competitive grants in Categories 3, 4, or 5
- Individual Study Areas to determine need for bonding Category 1 and 2 funds
- Bonding should only occur when the **cumulative amount requested** by individual Study Areas reaches **\$100 million**
- Bonding only available at a **minimum of \$100 million** with maturity over 20 years

Public Comment



Upcoming Meetings

Park Funding 102 Meetings:
Six meetings in October; flyer available at sign-in table

Steering Committee Meeting #5:
Technical Assistance Program and Engagement Requirements

October 19th 9:30 am-12 noon

LA River Center

Note: This meeting date is not the last Thursday of the month

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

December 7th 9:30 am-12 noon

Kenneth Hahn Hall of Administration

Note: This meeting date is not the last Thursday of the month

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MEMORANDUM

DATE September 14, 2017
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District (RPOSD)
SUBJECT Bonding and Competitive Grants Calendar

The following materials are being provided to the Steering Committee for their review and feedback:

- **“Use of Measure A Funds – Bonding” Memo.** This memo focuses on bonding as a financing mechanism for projects under Measure A. It shows Categories 1 and 2 allocations to each Study Area assuming bonding.
- **Competitive Grant Funds Calendar.** Funding in the remaining Measure A categories (Categories 3, 4, and 5) will be allocated through an annual competitive grant process. The attached draft calendar shows when different competitive grants (General, Recreation Access, Youth and Veteran, and Cultural Facilities) would be available. The calendar shows the total amount of funds that would be available without bonding.

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MEMORANDUM

DATE September 14, 2017
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District (RPOSD)
SUBJECT Use of Measure A Funds - Bonding

Measure A will potentially generate \$96 million per year to fund parks, open space, beaches, rivers protection, and water conservation projects throughout Los Angeles County. This memorandum explores how bonding and other financing mechanisms could be employed to bring forward annual revenue flows to pay for capital improvements up front.

Because bonding is the most commonly used and least costly means to bring funding forward, the majority of this memo covers the bonding process. Table 1 at the end of this memo provides examples illustrating the amount of annual debt service and the proceeds from bond issuance for each study area.

The memo describes relevant provisions of Measure A and how it allocates funding based in part on information from the 2016 *Los Angeles Countywide Comprehensive Parks and Recreation Needs Assessment Final Report* (PNA). This memo assumes the reader's familiarity with the PNA.

1. MEASURE A BACKGROUND

1.1 Special Tax Revenue

Approved by Los Angeles County voters on November 8, 2016, Measure A established a special tax on improved parcels at a rate of \$0.015 per square foot of structural improvements, excluding improvements for parking. As of the 2016 Assessor Tax Roll, there were 6,453,696,929 square feet of improvements subject to the special tax. Thus, the Measure A special tax would generate \$96,805,453.

The funds generated by the tax will first become available for expenditures beginning with the fiscal year starting July 1, 2018. The first collection of the tax will be based on the 2017 Assessor Tax Roll, so the actual amount collected may be higher than \$96.8 million estimated for this memo.

The measure allows, but does not require, the Board of Supervisors to adjust the rate of the tax by an amount up to the cumulative increases in the consumer price index from July 1, 2017 onward. Thus, in future years, the tax revenue generated by Measure A can be expected to increase from increases in improvement square footage and potential increases in the tax rate.

1.2 Annual Expenditures

1.2.1 Major Functional Groups

The funds generated by the special tax will be administered by the Regional Parks and Open Space District (RPOSD) to fund eligible project types described in the measure. The measure divides annual revenue into three major functional groups with specific percentage allocations:¹

- + Projects and Programs [divided into five categories, see Section 1.2.2], 77.8 percent
- + Maintenance and Service, 15 percent
- + Administration and Planning, 7.2 percent

The measure does not identify debt service as an eligible use of funds for the second and third functional groups. Therefore, this memorandum restricts its review and analysis to the first functional group, projects and programs.

1.2.2 Expenditure Schedule for Projects and Programs

For the functional group Projects and Programs, the measure establishes five allocation categories. The data in parentheses indicate the percentage of total special tax revenue allocated to each category²:

- + Category 1: Community Based Park Investment Program (35 percent)
- + Category 2: Safe Parks, Healthy Communities, Urban Greening Program (13 percent)
- + Category 3: Protecting Open Spaces, Beaches, Watershed Program (13 percent)
- + Category 4: Regional Recreational Facilities, Trail and Accessibility Program (13 percent)
- + Category 5: Youth and Veteran Job Training Placement Opportunities (3.8 percent)

For Categories 1 and 2, the revenues are intended to be distributed to each study area based on the per capita and structural improvement formula. Category 1 includes all study areas; Category 2 includes only those study areas identified as high need and very high need in the 2016 Countywide Parks Needs Assessment.

For Category 3, Measure A requires RPOSD to prioritize the funding allocation to projects with the greatest regional benefit and projects addressing the greatest regional need. For Category 4, Measure A requires RPOSD to prioritize projects that provide linkages among various regional recreational assets. For Category 5, RPOSD will allocate funding to organizations, with a priority on areas of high need and very high need.

The measure ensures an annual allocation of revenue to each study area for Categories 1 and 2, and this annual allocation could be used to secure bond financing. RPOSD expects funding in the remaining categories to be allocated through an annual competitive grant process.

Nevertheless, Measure A clearly allows RPOSD to use funding from all five categories for debt service³. This memorandum focuses on the use of bonding for Categories 1 and 2, but the issues discussed herein would be applicable if RPOSD were to issue debt for projects in Categories 3, 4, or 5.

¹ Measure A, Sections 6(e)(1)–(3)

² Measure A, Sections 5(b)(1)–(5)

³ Measure A, Section 6(e)(1)

1.2.3 Per Capita and Structural Improvement Formula

Measure A establishes a per capita and structural improvement formula to determine the percentage of revenues allocated to each study area. Each study area’s share of revenue is based on the study area’s percentage share of the total population among study areas and its percentage share of total square footage of improvements (excluding parking) among study areas. The formula is weighted such that the allocation percentage equals two thirds the percentage share of population plus one third the percentage share of square footage of improvements ($[\text{Per Capita} + \text{Per Capita} + \text{Structural Improvements}]/3$).

Table 1 provides preliminary estimates of the ratios derived from the per capita and structural improvement formula. These estimates are intended only for the purpose of illustrating how bonding could be applied to Measure A funds. The actual ratios that RPOSD will use to allocate Measure A funds will be determined by RPOSD at a later a date.

For allocation Category 1, all study areas are included, so the total population is the total countywide population and the total structural improvements is the total countywide square footage of improvements. For allocation Category 2, only high and very high need study areas are included, so the total population is the total population across the high and very high need study areas and the total improvements is the total square footage of improvements across the high and very high need study areas.

Study Area 82, which consists of the area within the City of Alhambra provides an example. The study area’s population, 84,903, is 0.84 percent of the countywide population, 10,069,287. The total non-parking improvements in the study area, 45,795,666 square feet, is 0.73 percent of the total countywide non-parking improvements, 6,305,293,386 square feet. Thus, study area 82 would receive $(0.84 + 0.84 + 0.73) \div 3$, or 0.80 percent, of the Category 1 allocation.

For Category 2, the study area’s population is 1.60 percent of the total population across high-need and very high-need study areas, 5,294,919. The total non-parking improvements in the study area is 1.69 percent of the total non-parking improvements across the high-need and very high-need study areas, 2,713,174,198 square feet. Thus, study area 82 would receive $(1.60 + 1.60 + 1.69) / 3$, or 1.63 percent, of the Category 2 allocation.

2. FINANCING MECHANISMS GENERALLY

There are two ways that local governments can pay for projects and programs: pay-as-you-go funding and borrowing. An example of each is provided below.

A local government whose highest parks and recreation priority is repairing and upgrading existing facilities could use its annual Measure A Category 1 allocation to fund the repairs and upgrades. Depending on the extent of improvements, pay-as-you-go funding could take several years. However, all the revenue would go toward improvements, and none would go to interest payments. The local government also could supplement the Measure A revenue allocation with its general fund and with grants from other governmental agencies and nongovernmental organizations.

A local government whose highest parks and recreation priority is the construction of a new community center and public swimming pool would likely find that it is not practical to spread the construction out of the many years it would take to pay the cost with the annual Measure A allocation alone. The local government would most likely need to rely on borrowed money to pay for the improvement. The community would benefit early on from the new facility, but most, if not all, of the study area’s Measure

A special tax allocation would be used for debt service. In addition, a third of the Measure A revenue would be used for interest payments and other financing costs.

2.1 Bonding

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

Borrowing, or debt financing, is accomplished by issuing bonds to pay for specific projects or services. A bond is 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. Bond issuance is often structured with a series of bonds, in which case a different bond matures in each year over 20- to 30-year period.

Municipal bonds are very attractive to certain investors because they carry a lower risk of default than similar investment-grade corporate bonds and because the interest earned by the investor is exempt from federal and state taxes. Consequently, investors will accept a lower interest rate on tax-exempt issues, which reflects their reduced tax burden. This lower rate reduces borrowing costs for state and local governments by approximately 25 percent.

Municipal securities consist of both short-term issues (often called notes, which typically mature in one year or less) and long-term issues (commonly known as bonds, which mature in more than one year). Short-term notes are used by an issuer to raise money for a variety of reasons, but are not applicable to the present discussion of forwarding Measure A special tax revenues.

In the case of Measure A, Los Angeles County would most likely issues on behalf of RPOSD, as with previous RPOSD bonds. The office of the Los Angeles County Treasure and Tax Collector (TTC) oversees bond sales for the County, and was consulted in the preparation of this memo.

2.1.1 Key Terms

Principal

The amount that the municipality is borrowing up front, also called the “par”.

Maturity

Maturity is the date when the principal will be paid back. There are two kinds of bond maturities – term bonds mature on a single date, while serial bonds have maturities that are staggered over single years. Serial bonds are less risky for investors because they quickly begin getting principal back, and it’s cheaper for issuers because they only pay interest on the principal they have left. Usually, the final maturity is between 21 and 26 years after the bond issue.

Coupon

The coupon is the amount of interest paid to bondholders on an annual or semiannual basis. The coupon can be fixed or variable.

Callability

If a bond has a call provision, it may be “called” or paid off earlier than the maturity date, at a slight premium to par.

Revenue Bond

Revenue bonds are paid back using revenue made from the project. For example, UC school bonds are paid back using tuition, multi-family housing bonds can be paid back using rent, and toll roads can be paid back using tolls. Bonding under Measure A would be revenue bonds because revenue from the special tax would be pledged for bond repayment.

Serial Bond

A series of bonds which mature in consecutive years or other intervals and are not subject to sinking fund provisions.

Term Bond

Bonds that come due in a single maturity. The issuer usually must make payments into a sinking fund to provide for redemption of the bonds before maturity or for payment at maturity.

2.1.2 Key People

There are several important roles and responsibilities in municipal bonding. For present purposes, it is likely that County staff would fill these roles, as indicated below.

Municipal Issuer

The agency raising money through bonds. For Measure A, the County of Los Angeles would be the municipal issuer. Measure A authorizes the RPOSD to issue bonds. It may appear to be a matter of semantics, the RPOSD would be a distinct and separate entity when issuing bonds, although the same Measure A special tax would be used to secure repayment of bonds whether issued by the County or by the RPOSD. Because it would take time for the RPOSD to establish a credit rating and be certified, it is likely that at least the initial bond issuance will be through the County of Los Angeles.

Municipal Advisor

Acts in the interest of and advises the municipal issuer, and serves as the liaison between the municipality, underwriters, and credit rating agency. Utilization of a municipal advisor became more common following the Dodd-Frank Wall Street Reform and Consumer Protection Act which requires issuers to appoint a municipal advisor or file to opt out.

Bond Counsel

Legal professionals who verify the legal details and ensure the issuance complies with all applicable laws and regulations. They also draft the core documentation. The County Counsel of Los Angeles County may provide some early assistance in the bonding process, the County would retain outside counsel to serve as the official bond counsel for bond issuance.

Underwriter

Publicly administers the issuance and distributes the bonds, and serve as the bridge between the buy and sell side of the bonds. The underwriter will decide the price, return, and time span of the bonds.

Brokers

Brokers are the step between the underwriter and the bond holders. The distribution and sale of bonds relies on a legacy system that requires tremendous overhead, and so most sales are made only to high net worth individuals and organizations that will buy large quantities of bonds.

Bond Holder

Can purchase bonds at time of issuance or from other bond holders at some time after issuance. The bond holder receives payments over time, composed of interest on the invested principal (or loan) and a return of the principal itself.

2.2 Certificates of Participation

Certificates of participation (COPs) can be used to finance capital projects. COPs are sold to investors in much the same way as tax-exempt municipal bonds, and the interest earned by investors is generally exempt from taxation. COPs are typically used when local governments want to avoid a public vote, as is required for the issuance of general obligation bonds.

Because Measure A authorizes RPOSD to issue bonds and to use the special tax revenue to repay the bonds, no further public vote is necessary. Thus, COPs would have no benefit over straight-forward municipal bonding for Measure A projects.

2.3 Short-Term Notes and Loans

Short-term notes, commercial paper, and loans are financing mechanisms that local governments use to bridge the gap between the immediate opportunity for a desired project and the length of time needed to secure long-term bond financing. Short-term financing is more expensive, i.e., a larger percentage of the special tax revenue will be spent on interest and financing costs, than bonding. It seems unlikely that RPOSD will need to use short-term financing for projects funded under Measure A.

One exception may be for land acquisition for new park development. Oftentimes, opportunities to purchase land at affordable prices are time-constrained decisions. This is especially true in many Los Angeles County communities that are mostly built out. RPOSD may want to explore opportunities for short-term financing as part of a strategy to facilitate land acquisition for new parks.

3. MEASURE A BONDING - KEY ISSUES

3.1 Identification of Projects

Projects to be funded with bonds will need to be specified prior to the issuance of bonds. Not every municipally-issued bond is exempt from taxes. As part of the issuance process, the bond counsel will certify that the projects being funded qualify the interest paid on the bonds to be exempt from taxes.

This does not mean that projects cannot change. However, RPOSD will need to have a policy on the level of project description necessary for proposed projects to be included in a bond issuance.

3.2 Timely Completion of Projects

RPOSD will need to establish a policy on the readiness of proposed projects to proceed to construction as a prerequisite for inclusion in a bond issuance because projects will need to be completed within three years to comply with requirements.

A key advantage for investors in municipal bonds is that the interest payments they receive are exempt from taxes. The interest rate paid on these bonds will be lower than the interest that the County may earn when it invests the bond proceeds until they are actually spent. The difference between the interests the County earns on the short-term investment of the bond proceeds and the interests the County pays on the bonds is known as arbitrage. For the interests paid on bonds to be exempt from taxes, federal regulations limit arbitrage. While the Los Angeles County Treasurer and Tax Collector (TTC) will bear some responsibility for complying with arbitrage requirements for invested bond proceeds, a key factor in compliance will be completing projects within three years.

3.3 Changing Allocation Ratios

Study areas that experience a decline in their percentage share of population and/or their percentage share of total non-parking improvement square footage could see a reduction in their percentage share of Category 1 and 2 funds. Hopefully, the annual increase in countywide improvement square footage will outpace the possible declines in study area percentages so that no study area will experience an absolute decrease in the annual dollar amount of allocations. However, it is theoretically possible that actual dollar allocations could decrease from year to year in some study areas, affecting their individual ability to pay their share of the debt service.

The overall Measure A special tax revenue will be available for RPOSD to make debt service payments, so this should not be an issue with bond issuance. The overall special tax revenue would only decline if there were a decrease in the total improved square footage across Los Angeles County.

However, it is possible that the allocation to a study area could decline below the level of debt service attributable to that study area. RPOSD may want to consider a policy that limits the percentage of an individual study area's allocation that can be used for debt service in order to avoid problems should that allocation decline.

4. EXAMPLES OF POTENTIAL BONDING PROCEEDS

Table 1 provides two examples to illustrate the amount of funding that could be brought forward through bonding against Measure A special tax revenue for allocation Categories 1 and 2. The first example generates the minimum bond issuance recommended by the TTC, \$100 million. The second illustrates the bonding proceeds if the total anticipated Category 1 and 2 revenues were used for debt service.

The data in Table 1 assume that every study area participates in the bond issuance. In practice, not every study area will participate, and some study areas may only use a portion of their Category 1 and 2 allocation for debt service, reserving the remainder for pay-as-you-go projects. In order to issue the minimum \$100 million in bonds, RPOSD will need a sufficient number of study areas with more than the minimum amount shown in Table 1 or a combination of such study areas and projects under Categories 3, 4, and 5.

Agencies wishing to participate in the bond issuance can expect to receive between 14.2 and 15.9 times their annual allocation, depending on the specifics of the bonding amount and maturity date (refer to Sections 4.1 and 4.2 for additional information). For example, a city with an annual allocation of \$100,000 could expect to 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 until the bond reaches maturity (20 to 25 years, depending on the specifics of the bond).

Finally, it is important to note that 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.

Table 2 provides bonding samples provided by the TTC. The data in Table 1 are based on the data in Table 2. The maturity for the bonds will be based on the actual projects that are proposed and may be as long as 30 years. The data provided by TTC and the two examples use 20- and 25-year maturities. The data provided by TTC use a base case reflecting current interest rates and cases with interest rates increased by 100 basis points to reflect what market conditions might be when bonds are issued in the future. The two examples are based on the current interest rates plus 100 basis points.

4.1 Minimum Bonding Amount

The TTC has indicated that the most efficient use of bonding is a minimum of \$100 million in proceeds. A \$100,761,002.85 serial bond issuance with maturity over 20 years would generate \$100 million in proceeds. The largest annual debt service payment would be \$7,040,625.00, out of the total Category 1 and 2 allocation of \$45,537,286. The proceeds equal 14.2 times the maximum annual debt service, and the debt service represents 15.5 percent of the annual Category 1 and 2 allocation.

Table 1 provides the estimated largest annual debt service and the estimated bond proceeds for each study area, based on \$100 million bond proceeds, a 20-year maturity, and true interest cost of 3.65 percent.

4.2 Maximum Bonding Amount

The Category 1 and 2 allocation preliminarily estimated for the first year of collection of the Measure A special tax is \$45,537,286. The second example in Table 2 estimates the bond proceeds if the entire Category 1 and 2 allocation were pledged to repay the debt.

A \$729,781,236.17 serial bond issuance with maturity over 25 years would generate \$726,180,000.00 in bond proceeds. The largest annual debt service would be \$45,537,286.00. The proceeds equal 15.9 times the maximum annual debt service, and the debt service equals 100 percent of the annual Category 1 and 2 allocation. For future planning, RPOSD may use a multiplier lower than 15.9 to limit the maximum amount of Category 1 and 2 revenue that can be used for debt services, as discussed in Section 3.3.

Table 1 provides the estimated largest annual debt service and the estimated bond proceeds for each study area based on \$726 million bond proceeds, 25-year maturity, and true interest cost of 3.93 percent.

Table 1: Category 1 and 2 Allocation Ratios and Example Bond Proceeds and Debt Service, By Study Area

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
Agoura Hills	Very Low	0.2%	0.0%	81,293	12,569	178,519	81,293	1,296,371
Alhambra	High	0.8%	1.6%	468,266	72,400	1,028,313	468,266	7,467,401
Arcadia	Low	0.6%	0.0%	214,229	33,122	470,447	214,229	3,416,295
Artesia	High	0.2%	0.3%	91,126	14,089	200,113	91,126	1,453,184
Avalon / UI Channel Islands North	Very Low	0.0%	0.0%	14,549	2,249	31,950	14,549	232,016
Azusa	Moderate	0.4%	0.0%	148,172	22,909	325,386	148,172	2,362,890
Baldwin Park	Very High	0.7%	1.3%	382,706	59,171	840,423	382,706	6,102,982
Bell	Very High	0.3%	0.6%	181,022	27,988	397,524	181,022	2,886,741
Bell Gardens	Very High	0.3%	0.7%	200,165	30,948	439,562	200,165	3,192,010
Bellflower	Very High	0.7%	1.4%	392,675	60,712	862,314	392,675	6,261,955
Beverly Hills	Moderate	0.5%	0.0%	170,411	26,348	374,222	170,411	2,717,527
Bradbury / UI Bradbury	Very Low	0.0%	0.0%	5,756	890	12,640	5,756	91,791
Burbank	Low	1.2%	0.0%	388,437	60,057	853,009	388,437	6,194,379
Calabasas	Very Low	0.3%	0.0%	96,403	14,905	211,702	96,403	1,537,335
Carson	High	1.1%	2.2%	627,689	97,048	1,378,407	627,689	10,009,713
Cerritos / UI Cerritos	Low	0.6%	0.0%	195,664	30,252	429,679	195,664	3,120,246
Claremont / UI Claremont	Low	0.4%	0.0%	135,090	20,887	296,657	135,090	2,154,265
Commerce	Moderate	0.4%	0.0%	117,263	18,130	257,510	117,263	1,869,986
Compton	High	0.9%	1.8%	526,882	81,463	1,157,035	526,882	8,402,158
Covina	Moderate	0.5%	0.0%	162,057	25,056	355,879	162,057	2,584,320
Cudahy	Very High	0.2%	0.4%	112,336	17,369	246,690	112,336	1,791,412
Culver City	Moderate	0.5%	0.0%	154,370	23,868	338,998	154,370	2,461,733
Diamond Bar	Low	0.6%	0.0%	193,763	29,958	425,504	193,763	3,089,925
Downey	High	1.1%	2.2%	625,862	96,766	1,374,395	625,862	9,980,580
Duarte	Low	0.2%	0.0%	70,073	10,834	153,880	70,073	1,117,446
El Monte	Very High	1.0%	2.0%	582,303	90,031	1,278,739	582,303	9,285,947

Table 1 continued

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
El Segundo	Low	0.3%	0.0%	101,779	15,736	223,506	101,779	1,623,057
Gardena	High	0.6%	1.2%	354,993	54,886	779,566	354,993	5,661,054
Glendale - Northside	Low	1.1%	0.0%	375,954	58,127	825,595	375,954	5,995,306
Glendale - Southside	Very High	0.8%	1.7%	486,200	75,173	1,067,697	486,200	7,753,402
Glendora / UI Glendora	Low	0.5%	0.0%	175,926	27,200	386,335	175,926	2,805,484
Hawaiian Gardens	Moderate	0.1%	0.0%	39,960	6,178	87,752	39,960	637,237
Hawthorne	Very High	0.8%	1.6%	471,857	72,955	1,036,198	471,857	7,524,666
Hermosa Beach	Moderate	0.2%	0.0%	70,271	10,865	154,316	70,271	1,120,612
Hidden Hills	Not Participating	0.0%	0.0%	9,976	1,542	21,907	9,976	159,087
Huntington Park	Very High	0.5%	1.0%	294,474	45,529	646,666	294,474	4,695,962
Industry	Very Low	0.4%	0.0%	127,836	19,765	280,727	127,836	2,038,586
Inglewood	Very High	1.0%	2.1%	599,346	92,666	1,316,166	599,346	9,557,736
Irwindale	Very Low	0.1%	0.0%	27,752	4,291	60,943	27,752	442,560
LA Arleta - Pacoima	High	0.9%	1.8%	510,950	78,999	1,122,048	510,950	8,148,086
LA Baldwin Hills - Leimert - Hyde Park	High	0.8%	1.6%	454,494	70,270	998,070	454,494	7,247,788
LA Bel Air - Beverly Crest/ UN Hollywood Hills	Very Low	0.3%	0.0%	102,404	15,833	224,880	102,404	1,633,036
LA Boyle Heights	Very High	0.8%	1.6%	451,021	69,733	990,444	451,021	7,192,408
LA Brentwood - Pacific Palisades	Moderate	0.7%	0.0%	248,374	38,402	545,430	248,374	3,960,806
LA Canada Flintridge	Very Low	0.2%	0.0%	81,304	12,571	178,543	81,304	1,296,543
LA Canoga Park - Winnetka	Very High	0.9%	1.7%	494,977	76,529	1,086,970	494,977	7,893,360
LA Central City	Very High	0.8%	1.8%	498,927	77,140	1,095,644	498,927	7,956,351
LA Central City North	High	0.3%	0.6%	171,080	26,451	375,691	171,080	2,728,194
LA Chatsworth - Porter Ranch / UI Chatsworth	Low	1.2%	0.0%	389,340	60,197	854,992	389,340	6,208,781
LA Encino - Tarzana	Moderate	0.9%	0.0%	287,551	44,459	631,463	287,551	4,585,557
LA Exposition Park - University Park - Vermont Sq	Very High	1.5%	3.0%	858,224	132,692	1,884,662	858,224	13,686,036
LA Granada Hills - Knollwood	Moderate	0.6%	0.0%	203,993	31,540	447,970	203,993	3,253,070
LA Harbor Gateway	High	0.4%	0.9%	261,654	40,455	574,593	261,654	4,172,578

Table 1 continued

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
LA Hollywood - North	Moderate	1.1%	0.0%	361,479	55,889	793,808	361,479	5,764,478
LA Hollywood - South	Very High	1.0%	2.1%	596,885	92,286	1,310,760	596,885	9,518,479
LA Mission Hills - Panorama City - North Hills	Very High	1.3%	2.6%	755,630	116,830	1,659,366	755,630	12,049,981
LA North Hollywood - Valley Village	Very High	1.3%	2.7%	781,118	120,770	1,715,336	781,118	12,456,430
LA Northeast Los Angeles - North	Moderate	1.3%	0.0%	447,806	69,236	983,384	447,806	7,141,138
LA Northeast Los Angeles - South	Moderate	0.8%	0.0%	279,030	43,141	612,750	279,030	4,449,670
LA Northridge	High	0.7%	1.4%	401,770	62,119	882,289	401,770	6,407,003
LA Palms - Mar Vista - Del Rey	Very High	1.1%	2.2%	637,179	98,516	1,399,247	637,179	10,161,051
LA Reseda - West Van Nuys	High	1.0%	2.1%	610,699	94,422	1,341,096	610,699	9,738,768
LA San Pedro / Port of Los Angeles / UI La Rambla	Moderate	0.8%	0.0%	259,770	40,164	570,455	259,770	4,142,531
LA Sherman Oaks - Studio City / UI Universal City	Low	1.0%	0.0%	318,468	49,239	699,357	318,468	5,078,588
LA Silver Lake - Echo Park - Elysian Valley	Moderate	0.7%	0.0%	220,766	34,133	484,803	220,766	3,520,543
LA South Los Angeles	Very High	0.9%	1.9%	540,135	83,512	1,186,138	540,135	8,613,500
LA Southeast Los Angeles	Very High	1.3%	2.5%	721,137	111,497	1,583,620	721,137	11,499,930
LA Southeast Los Angeles - North	Very High	1.2%	2.4%	692,453	107,062	1,520,629	692,453	11,042,506
LA Sun Valley - La Tuna Canyon	High	0.9%	1.8%	514,252	79,510	1,129,298	514,252	8,200,740
LA Sunland-Tujunga-Lake View Terr-Shadow Hills	Low	0.6%	0.0%	198,859	30,746	436,695	198,859	3,171,195
LA Sylmar	Moderate	0.7%	0.0%	244,260	37,766	536,396	244,260	3,895,201
LA Valley Glen - North Sherman Oaks	High	0.8%	1.6%	456,091	70,517	1,001,577	456,091	7,273,249
LA Van Nuys - North Sherman Oaks	Very High	0.8%	1.6%	463,426	71,651	1,017,684	463,426	7,390,220
LA Venice	Very High	0.4%	0.8%	230,271	35,603	505,677	230,271	3,672,122
LA West Adams	Very High	0.9%	1.7%	504,018	77,927	1,106,825	504,018	8,037,541
LA West Hills - Woodland Hills / UI Canoga Park	Moderate	1.1%	0.0%	355,340	54,940	780,329	355,340	5,666,590
LA West Los Angeles	High	1.0%	2.0%	572,906	88,578	1,258,103	572,906	9,136,095
LA Westchester - Playa del Rey / LAX	High	0.7%	1.4%	408,550	63,167	897,177	408,550	6,515,119
LA Westlake	Very High	1.0%	2.0%	585,058	90,457	1,284,788	585,058	9,329,876
LA Westwood / UI Sawtelle VA Center	Very High	0.6%	1.1%	327,194	50,588	718,519	327,194	5,217,739

Table 1 continued

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
LA Wilmington - Harbor City / LA Port of LA	Moderate	0.7%	0.0%	234,339	36,232	514,609	234,339	3,736,989
LA Wilshire - Koreatown	Very High	1.5%	3.1%	889,752	137,567	1,953,898	889,752	14,188,817
LA Wilshire - West	High	1.4%	2.9%	812,826	125,673	1,784,967	812,826	12,962,075
La Habra Heights	Very Low	0.1%	0.0%	21,799	3,370	47,872	21,799	347,635
La Mirada	Moderate	0.5%	0.0%	175,867	27,191	386,205	175,867	2,804,545
La Puente	High	0.3%	0.7%	196,298	30,350	431,070	196,298	3,130,345
La Verne / UI La Verne/ UI Claremont	Very Low	0.4%	0.0%	118,117	18,262	259,385	118,117	1,883,598
Lakewood / UI Lakewood	Low	0.8%	0.0%	252,697	39,070	554,922	252,697	4,029,736
Lancaster - Eastside	Moderate	0.6%	0.0%	206,468	31,923	453,405	206,468	3,292,534
Lancaster - Westside	Moderate	1.0%	0.0%	320,581	49,566	703,997	320,581	5,112,289
Lawndale	Very High	0.3%	0.6%	164,810	25,482	361,923	164,810	2,628,214
Lomita	Moderate	0.2%	0.0%	64,521	9,976	141,688	64,521	1,028,911
Long Beach Central	Low	0.4%	0.0%	118,075	18,256	259,294	118,075	1,882,940
Long Beach East / UI Long Beach	Low	0.8%	0.0%	262,941	40,654	577,420	262,941	4,193,106
Long Beach North	High	0.8%	1.6%	456,476	70,577	1,002,422	456,476	7,279,389
Long Beach South	High	1.8%	3.6%	1,025,154	158,501	2,251,240	1,025,154	16,348,055
Long Beach West	Very High	0.7%	1.4%	401,297	62,045	881,249	401,297	6,399,452
Lynwood/ UI Lynwood	High	0.6%	1.2%	342,470	52,950	752,064	342,470	5,461,339
Malibu	Very Low	0.2%	0.0%	57,909	8,954	127,169	57,909	923,477
Manhattan Beach	Low	0.4%	0.0%	140,005	21,647	307,452	140,005	2,232,653
Maywood	Very High	0.2%	0.4%	126,652	19,582	278,129	126,652	2,019,718
Monrovia	Low	0.4%	0.0%	126,866	19,615	278,599	126,866	2,023,129
Montebello	Moderate	0.6%	0.0%	207,141	32,027	454,882	207,141	3,303,264
Monterey Park	Moderate	0.6%	0.0%	199,616	30,863	438,357	199,616	3,183,261
Norwalk	High	0.9%	1.9%	535,264	82,758	1,175,441	535,264	8,535,818
Palmdale - Eastside / UI South Antelope Valley	Low	0.9%	0.0%	300,766	46,502	660,484	300,766	4,796,302
Palmdale - Westside	Low	0.6%	0.0%	210,061	32,478	461,294	210,061	3,349,822

Table 1 continued

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
Palos Verdes Estates	Very Low	0.2%	0.0%	57,936	8,958	127,228	57,936	923,906
Paramount	Very High	0.5%	1.0%	290,336	44,890	637,579	290,336	4,629,968
Pasadena - Eastside / UI Kinneloa Mesa	Moderate	0.6%	0.0%	207,092	32,019	454,774	207,092	3,302,477
Pasadena - Westside	Moderate	0.9%	0.0%	311,173	48,111	683,336	311,173	4,962,250
Pico Rivera	Low	0.6%	0.0%	197,192	30,488	433,035	197,192	3,144,613
Pomona - Northside	Moderate	0.8%	0.0%	263,595	40,755	578,856	263,595	4,203,533
Pomona - Southside	Moderate	0.6%	0.0%	209,468	32,386	459,993	209,468	3,340,374
Rancho Palos Verdes	Very Low	0.5%	0.0%	160,444	24,807	352,336	160,444	2,558,593
Redondo Beach	Moderate	0.7%	0.0%	241,571	37,350	530,490	241,571	3,852,313
Rolling Hills	Not Participating	0.0%	0.0%	9,148	1,414	20,089	9,148	145,886
Rolling Hills Estates / UI Westfield	Very Low	0.1%	0.0%	42,148	6,517	92,557	42,148	672,128
Rosemead	Moderate	0.5%	0.0%	161,428	24,959	354,496	161,428	2,574,276
San Dimas / UI San Dimas	Very Low	0.4%	0.0%	124,012	19,174	272,330	124,012	1,977,606
San Fernando	High	0.2%	0.5%	129,535	20,028	284,460	129,535	2,065,690
San Gabriel	Moderate	0.4%	0.0%	126,789	19,603	278,428	126,789	2,021,890
San Marino	Very Low	0.2%	0.0%	54,263	8,390	119,163	54,263	865,336
Santa Clarita - North	Moderate	1.3%	0.0%	424,878	65,691	933,034	424,878	6,775,505
Santa Clarita - South	Moderate	1.0%	0.0%	324,638	50,193	712,907	324,638	5,176,987
Santa Fe Springs	Low	0.4%	0.0%	144,969	22,414	318,352	144,969	2,311,812
Santa Monica	Moderate	1.1%	0.0%	352,177	54,451	773,381	352,177	5,616,139
Sierra Madre	Very Low	0.1%	0.0%	39,551	6,115	86,854	39,551	630,719
Signal Hill	Very Low	0.1%	0.0%	45,670	7,061	100,290	45,670	728,289
South El Monte/ UI El Monte/ UI Whittier Narrows	Low	0.2%	0.0%	81,852	12,655	179,747	81,852	1,305,288
South Gate	Very High	0.8%	1.7%	481,402	74,431	1,057,161	481,402	7,676,889
South Pasadena	Low	0.3%	0.0%	87,950	13,598	193,139	87,950	1,402,533
Temple City	High	0.3%	0.7%	200,770	31,042	440,892	200,770	3,201,671
Torrance - North	High	0.7%	1.5%	422,858	65,379	928,597	422,858	6,743,289

Table 1 continued

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
Torrance - South	Low	0.9%	0.0%	293,749	45,417	645,074	293,749	4,684,398
UI Acton/ UI South Antelope Valley	Very Low	0.1%	0.0%	40,681	6,290	89,335	40,681	648,730
UI Agua Dulce-Angeles NF-Canyon Country	Low	0.1%	0.0%	32,374	5,005	71,094	32,374	516,273
UI Altadena	Low	0.4%	0.0%	138,774	21,456	304,747	138,774	2,213,012
UI Angeles National Forest	Low	0.0%	0.0%	7,849	1,214	17,236	7,849	125,167
UI Azusa	Moderate	0.2%	0.0%	50,256	7,770	110,362	50,256	801,424
UI Bassett-West Puente Valley	Very High	0.2%	0.4%	115,050	17,788	252,651	115,050	1,834,699
UI Castaic	Moderate	0.4%	0.0%	128,239	19,827	281,613	128,239	2,045,015
UI Charter Oak Islands	High	0.2%	0.3%	99,706	15,416	218,956	99,706	1,590,011
UI Compton	Low	0.1%	0.0%	37,736	5,834	82,868	37,736	601,772
UI Covina Islands	Moderate	0.0%	0.0%	15,350	2,373	33,709	15,350	244,785
UI Covina-San Dimas	Low	0.0%	0.0%	15,914	2,460	34,947	15,914	253,777
UI Del Aire	High	0.1%	0.2%	54,098	8,364	118,800	54,098	862,702
UI East Los Angeles - Northwest	Very High	0.6%	1.1%	320,562	49,563	703,954	320,562	5,111,975
UI East Los Angeles - Southeast	Very High	0.5%	0.9%	269,495	41,667	591,812	269,495	4,297,617
UI East Rancho Dominguez	Very High	0.1%	0.2%	70,394	10,884	154,585	70,394	1,122,562
UI East San Gabriel/ UI Arcadia	Very High	0.2%	0.4%	127,556	19,722	280,114	127,556	2,034,133
UI Florence-Firestone	Very High	0.5%	1.0%	297,109	45,937	652,452	297,109	4,737,976
UI Hacienda Heights-Whittier	Low	0.6%	0.0%	193,497	29,917	424,919	193,497	3,085,679
UI Hawthorne/ UI Alondra Park	Very High	0.1%	0.2%	55,177	8,531	121,168	55,177	879,900
UI La Crescenta - Montrose	Very Low	0.2%	0.0%	64,032	9,900	140,615	64,032	1,021,120
UI Ladera Heights / View Park - Windsor Hills	Very Low	0.2%	0.0%	65,702	10,158	144,282	65,702	1,047,747
UI Lake LA\ UI Pearblossom\UI Liano\UI Valyermo	Very Low	0.1%	0.0%	45,440	7,026	99,787	45,440	724,630
UI Lennox	Very High	0.2%	0.4%	104,307	16,127	229,057	104,307	1,663,369
UI Leona Valley/ UI Lake Hughes	Low	0.0%	0.0%	12,163	1,880	26,709	12,163	193,955
UI Littlerock	Very Low	0.1%	0.0%	27,804	4,299	61,059	27,804	443,396
UI Malibu	Low	0.1%	0.0%	20,398	3,154	44,794	20,398	325,283

Table 1 continued

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
UI Marina del Rey	Moderate	0.1%	0.0%	17,235	2,665	37,847	17,235	274,840
UI Monrovia	Low	0.1%	0.0%	47,213	7,300	103,679	47,213	752,898
UI Northeast Antelope Valley	Very Low	0.1%	0.0%	27,244	4,212	59,828	27,244	434,461
UI Northwest Antelope Valley	Low	0.1%	0.0%	17,616	2,724	38,684	17,616	280,915
UI Pellissier Village-Avocado Heights	Very Low	0.1%	0.0%	49,032	7,581	107,675	49,032	781,912
UI Quartz Hill-Lancaster	Moderate	0.2%	0.0%	60,514	9,356	132,890	60,514	965,019
UI Rowland Heights	Moderate	0.5%	0.0%	171,043	26,445	375,612	171,043	2,727,617
UI San Jose Hills	Moderate	0.2%	0.0%	54,801	8,473	120,343	54,801	873,907
UI San Pasqual/ UI East Pasadena	Very Low	0.1%	0.0%	29,748	4,599	65,326	29,748	474,386
UI Santa Monica Mountains/ UI Triunfo Canyon	Very Low	0.1%	0.0%	27,082	4,187	59,472	27,082	431,874
UI South Whittier/ UI East La Mirada	Moderate	0.6%	0.0%	193,305	29,887	424,499	193,305	3,082,624
UI Stevenson/Newhall Ranch	Very Low	0.2%	0.0%	74,681	11,547	163,999	74,681	1,190,928
UI Sunrise Village-S. San Gabriel-Whittier Narrows	Low	0.1%	0.0%	27,129	4,195	59,576	27,129	432,627
UI Topanga Canyon / Topanga	Very Low	0.1%	0.0%	26,722	4,132	58,682	26,722	426,135
UI Valinda	Moderate	0.2%	0.0%	64,178	9,923	140,934	64,178	1,023,437
UI Walnut Park	Very High	0.1%	0.3%	74,060	11,451	162,636	74,060	1,181,027
UI West Athens-Westmont	Very High	0.3%	0.7%	200,916	31,064	441,212	200,916	3,203,996
UI West Carson	High	0.2%	0.4%	125,788	19,448	276,231	125,788	2,005,936
UI West Rancho Dominguez	Very Low	0.1%	0.0%	32,773	5,067	71,969	32,773	522,622
UI West Whittier - Los Nietos	Low	0.2%	0.0%	74,652	11,542	163,935	74,652	1,190,466
UI Willowbrook	High	0.4%	0.7%	206,093	31,865	452,581	206,093	3,286,553
Vernon / UI Vernon	Very Low	0.3%	0.0%	85,100	13,158	186,881	85,100	1,357,092
Walnut	Very Low	0.3%	0.0%	105,252	16,273	231,134	105,252	1,678,452
West Covina	Moderate	1.0%	0.0%	340,068	52,579	746,790	340,068	5,423,037
West Hollywood	Very High	0.4%	0.9%	241,692	37,368	530,755	241,692	3,854,239
Westlake Village	Very Low	0.1%	0.0%	42,464	6,565	93,252	42,464	677,174
Whittier	Low	0.8%	0.0%	282,131	43,621	619,560	282,131	4,499,119

Table 1 continued

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
TOTAL		100.0%	100.0%	45,537,286	7,040,625	100,000,000	45,537,286	726,180,000

Table 2: Bonding Scenarios Analysis

General Assumptions:

- + Issue Date: 7/3/2017
- + Credit Rating: AAA
- + Reserve Fund: None
- + UW Discount: \$4/bond
- + Rates as of: 6/28/2017

Group 1: \$100 million deposit				
	A. 20 years, Base Case	B. 25 years, Base Case	C. 20 years, + 100bps	D. 25 years, + 100bps
Sources				
Par	\$ 82,830,000.00	\$ 83,245,000.00	\$ 88,995,000.00	\$ 89,720,000.00
Premium	17,901,358.15	17,489,193.70	11,766,002.85	11,042,009.85
Total	\$ 100,731,358.15	\$ 100,734,193.70	\$ 100,761,002.85	\$ 100,762,009.85
Uses				
Project Fund	\$ 100,000,000.00	\$ 100,000,000.00	\$ 100,000,000.00	\$ 100,000,000.00
COI + Add'l Proceeds	400,038.15	401,213.70	405,022.85	403,129.85
UW Discount	331,320.00	332,980.00	355,980.00	358,880.00
Total	\$ 100,731,358.15	\$ 100,734,193.70	\$ 100,761,002.85	\$ 100,762,009.85
True Interest Cost	2.884750%	3.251610%	3.652970%	3.932230%
Total D/S	\$ 134,103,616.67	\$ 148,922,188.89	\$ 144,080,966.67	\$ 160,506,327.78
Maximum Annual D/S	\$ 6,553,625.00	\$ 5,835,250.00	\$ 7,040,625.00	\$ 6,289,875.00
Other Assumptions:	\$400,000 COI			

Table 2 continued

Group 2: \$200 million deposit				
	A. 20 years, Base Case	B. 25 years, Base Case	C. 20 years, + 100bps	D. 25 years, + 100bps
Sources				
Par	\$165,415,000.00	\$166,240,000.00	\$177,720,000.00	\$179,165,000.00
Premium	35,749,293.05	34,926,398.60	23,495,868.70	22,051,820.35
Total	\$ 201,164,293.05	\$ 201,166,398.60	\$ 201,215,868.70	\$ 201,216,820.35
Uses				
Project Fund	\$200,000,000.00	\$200,000,000.00	\$200,000,000.00	\$200,000,000.00
COI + Add'l Proceeds	502,633.05	501,438.60	504,988.70	500,160.35
UW Discount	661,660.00	664,960.00	710,880.00	716,660.00
Total	\$ 201,164,293.05	\$ 201,166,398.60	\$ 201,215,868.70	\$ 201,216,820.35
True Interest Cost	2.884730%	3.251630%	3.653050%	3.932210%
Total D/S	\$267,808,488.89	\$297,402,072.22	\$287,730,633.33	\$320,527,794.44
Maximum Annual D/S	\$ 13,084,250.00	\$ 11,651,250.00	\$ 14,058,125.00	\$ 12,556,750.00
Other Assumptions:	\$500,000 COI			

Table 2 continued

Group 2: \$300 million deposit				
	A. 20 years, Base Case	B. 25 years, Base Case	C. 20 years, + 100bps	D. 25 years, + 100bps
Sources				
Par	\$247,995,000.00	\$249,235,000.00	\$266,445,000.00	\$268,615,000.00
Premium	53,597,029.95	52,363,041.45	35,225,450.65	33,060,715.90
Total	\$ 301,592,029.95	\$ 301,598,041.45	\$ 301,670,450.65	\$ 301,675,715.90
Uses				
Project Fund	\$300,000,000.00	\$300,000,000.00	\$300,000,000.00	\$300,000,000.00
COI + Add'l Proceeds	600,049.95	601,101.45	604,670.65	601,255.90
UW Discount	991,980.00	996,940.00	1,065,780.00	1,074,460.00
Total	\$ 301,592,029.95	\$ 301,598,041.45	\$ 301,670,450.65	\$ 301,675,715.90
True Interest Cost	2.884680%	3.251610%	3.653040%	3.932190%
Total D/S	\$401,503,550.00	\$445,874,205.56	\$431,374,050.00	\$480,545,072.22
Maximum Annual D/S	\$ 19,616,250.00	\$ 17,466,000.00	\$ 21,075,750.00	\$ 18,824,125.00
Other Assumptions:	\$600,000 COI			

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Competitive Grants Calendar

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

For the following programs:

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

COMPETITIVE GRANT PROGRAM CALENDAR

PROGRAM	FUND CATEGORY	FREQUENCY	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
General	Category 3 and 4	4 years	Q3 \$13,566,317				Q3 \$54,265,268				Q3 \$54,265,268				Q3 \$54,265,268
Recreation Access	Category 3 and 4	2 years	Q1 \$3,699,904		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808
Job Training/ Education	Category 5	3 years	Q2 \$3,605,035			Q2 \$10,815,105			Q2 \$10,815,105			Q2 \$10,815,105			Q2 \$10,815,105
Cultural Facilities	Category 4	3 years			Q2 \$3,699,906			Q2 \$3,699,906			Q2 \$3,699,906			Q2 \$3,699,906	

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





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



Measure A Implementation

Los Angeles County Regional Park and Open Space District

**Summary Meeting Notes
Steering Committee Meeting #4
September 28, 2017 9:00 am – 12:00 pm**

Steering Committee Members in Attendance:

Manal Aboelata	Jay Duke	Sandra McNeil
Jean Armbruster	Hugo Enciso	Sussy Nemer
Jane Beesley	Belinda Faustinos	Bonnie Nikolai
Alina Bokde	Hugo Garcia	Dilia Ortega
John Bwarie	Karen Ginsberg	Stefan Popescu
Scott Chan	Mark Glassock	Jeff Rubin
Maria Chong-Castillo	John Johns	Bruce Saito
Cheryl Davis	Tori Kjer	Keri Smith
Reuben R. De Leon	Kim Lamorie	
Reyna Diaz	Linda Lowry	

Alternate Members in Attendance: Nicole Jones, Clement Lau, Cara Meyer, Zachia Nazarzai

AGENDA ITEM: UPCOMING MEETINGS

1. **Question:** Can we have meeting materials 7 days in advance of the October steering committee meeting? How can we engage the public? Can we make sure people who have attended previous meetings are invited?
Response: Yes, materials are provided in advance of the meetings via email. All materials are posted online after the meeting for the public to download. Steering Committee meetings are public meetings and are open to the public, and meeting dates and agendas are posted on the RPOSD website in advance of every meeting. Additional public engagement is planned for spring 2018.

AGENDA ITEM: GRANTMAKING POLICY

1. **Comment Summary: Weighting level of need**
 - a. Level of need should not receive highest weighting because it does not treat open space equally because it neglects to provide for the needs of open space and wildlife corridors. We don't want to deprive future generations of trails and open space.

Response Summary

 - a. The voters supported the measure based on the Needs Assessment, we need to focus on the purpose of the Needs Assessment, which is parks.
 - b. The policy includes areas of high need OR "serving high need" which allows for open space projects that directly serve high-need area to be funded. This raises the bar for open space and trails projects to really serve the region better.

- c. We should focus on lowering the need of high and very high need areas, as identified in the Needs Assessment.
 - d. Level of Need is a great way to decide between 2 quality projects that are otherwise equal.
 - e. Level of Need is the most significant criterion and should always have highest weight.
 - f. Seeing the actual weighting will help everyone understand the implications.
 - g. Straw Poll: Who is in favor of Level of Need having the highest weighting?
In favor: 20
Opposed: 6
Abstained: 2
2. **Question:** What are the thresholds for community engagement?
Response: We will discuss this topic in October.
 3. **Comment:** The Grantmaking policy should consider long-range planning with relation to housing and transportation.
 4. **Comment:** High-need areas should receive more technical assistance than areas with lower need.
 5. **Comment:** Maybe there should be a policy regarding hiring and labor practices.
 6. **Comment:** Perhaps there should be a policy about evaluation criteria in general.

AGENDA ITEM: GRANT GUIDELINES

1. **Comment Summary: Targeting 30% of Funds**
 - a. General agreement that targeting 30% of Category 3 & 4 funds to high and very high needs area is acceptable.
 - b. General agreement that these funds should be targeted to high and very high need Study Areas.
 - c. “Intentionally and directly serving high-need areas” is hard to prove. Projects not in high or very high need areas can serve those areas. We need to find a way to prove if a project is truly serving a high need area. We also need a definition of what serving a high needs area means.
 - d. Study area level of need and subarea level of need are not interchangeable. The methodology to defining need is a different and this may not allow for apples to apples comparison of need. It complicates the evaluation process and we need a straightforward process (reference to AB31). Targeting this funding for high need subareas could result in all the targeted funds going to red subareas of low need study areas. Much more data on high need subareas is needed before we can decide.

Response: Additional data on subareas will be provided at a future meeting.
2. **Comment Summary: Evaluation Criteria**
 - a. Should be “consistent with long-range plans.”
 - b. This is a great start
3. **Comment Summary: Award Brackets**
 - a. For Category 4 Cultural Facilities, do we really want a maximum that is so high that we give the whole pot to 1 project?
 - b. Keep maximums high because it makes projects more viable.
 - c. Bracket limits need to be re-evaluated in conjunction with the draft competitive grants calendar.

AGENDA ITEM: TECHNICAL ASSISTANCE

1. **Comment Summary: Funding**
 - a. General agreement on the components of the program.
 - b. Funds decreasing over time must be strongly connected to success of program. Change language to read “funds *may* decrease over time.” RPOSD must continue investing funds to build a solid program.

- c. Design the program based on need and then identify the cost of the program later. There are also outside funds that can contribute to the TA program.
- d. We need to see the cost evaluation of the program.

AGENDA ITEM: BONDING

- 1. **Comment Summary: Process**
 - a. What will the process be like to request bonding?
Response: Up to individual agencies/cities to decide
- 2. **Comment Summary: Grant Cycles**
 - a. Waiting 4 years for grant cycles is problematic. We need more frequent cycles. People may have greater need for bonding if they have to wait longer to access grant funds. Annual cycles allow for better planning. Voters need to see more regular progress, especially in the first 5-10 years.
 - b. Add TA and Planning & Design funds to grant calendar
 - c. What happens to the interest on bonds?
Response: It goes back to the top and flows back down.

AGENDA ITEM: PUBLIC COMMENT

- 1. Support for weighting level of need as the highest weighted evaluation criteria. Doing so will help leverage funds from organizations that fund projects geared toward the demographics represented in high need areas.
- 2. Question: Will there be help with administrative costs?
Response: Administrative costs can be covered by a portion of allocations and grant funds. Need to differentiate between administration and planning and design costs.

Meeting Adjourned.



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



Measure A Implementation: Steering Committee Meeting #5

**October 19, 2017
9:30 AM – 12:00 PM**

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

- 1. Technical Assistance Program**
- 2. Community Engagement Requirements**
- 3. RPOSD Outreach and Engagement Update**
- 4. Public Comment**
- 5. Meeting Adjournment**

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

Note: A person with a disability may request receipt of an agenda in an alternative format. Auxiliary aids or services, such as to assist members of the community who would like to request a disability-related accommodation in addressing the Steering Committee, are available if requested at least 72 hours before the scheduled meeting. Later requests will be accommodated to the extent feasible. Please telephone the Los Angeles County Regional Park and Open Space District at (213) 738-2981 TDD: (213) 427-6118 FAX: (213) 385-0875.

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

**Next Steering Committee meeting is on Thursday, December 7, 2017 from 9:30am to noon
Kenneth Hahn Hall of Administration Room 140**



TODAY'S AGENDA

1. Technical Assistance Program
2. Community Engagement Requirements for Potential Grantees
3. RPOSD Outreach and Engagement

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- Program Elements
- Program Costs
- Availability
- Evaluation

1. TECHNICAL ASSISTANCE PROGRAM

1. TECHNICAL ASSISTANCE

Program Elements

Technical Assistance		
Technical Assistance Management		
Application Assistance	Community Outreach and Engagement	Strategic Partnerships and Mentoring
Planning & Design Assistance	Technical Help Desk	Grantee Help Desk
Planning & Design Funds		
Park Master Plans (10 per year)	Feasibility Studies (10 per year)	Site-Specific Plans/Studies (10 per year)

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1. TECHNICAL ASSISTANCE

Program Elements: Technical Assistance Management

- Technical Assistance Manager
- Countywide survey of technical assistance interest
- Technical Assistance awareness outreach
 - Includes 10 introductory workshops
- Technical Assistance evaluation and effectiveness

• Estimated Year One Cost: \$277,000




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1. TECHNICAL ASSISTANCE

Program Elements: Application Assistance

Type of Assistance	Available To	Reach
Introductory Workshops/Webinars	All	2 rounds of 10 workshops (20 total)
Enrollment Guide	All	Unlimited
Grant Writing Workshops/Webinars	H/VH Need SAs	10 workshops/grant category (30 total)
Grant Writing Handbook	All	Unlimited
Professional Grant Writing Services	H/VH Need SAs	40 applicants (60 hours each)
Application Feedback	All	40 applicants (60 hours each)
Estimated Year One Cost: \$804,000		




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1. TECHNICAL ASSISTANCE

Program Elements: Community Outreach & Engagement

Type of Assistance	Available To	Reach
Outreach & Facilitation Training Workshops	All	10 workshops/year
Resource Toolkit	All	Unlimited
Outreach Services	H/VH Need SAs	10 study areas/year
Facilitation Services	H/VH Need SAs	10 study areas/year
Estimated Year One Cost: \$214,200		

- Training workshop attendance may be limited to ensure quality of training
- Toolkit may include: templates, checklists, handbooks, case studies, multilingual/multicultural materials, social media templates, branding materials, other educational resources




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1. TECHNICAL ASSISTANCE

Program Elements: Strategic Partnerships and Mentoring

Type of Assistance	Available To	Reach
Partner Directory	All	Unlimited
Online Partner Portal	All	Unlimited
Mentor Program	H/VH Need SAs	Contingent on number of mentors
Estimated Year One Cost: \$152,800		

- Directory updated annually
- Interactive online portal will serve to match agencies and partners
- Mentor program will be volunteer based and self-facilitated



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1. TECHNICAL ASSISTANCE

Program Elements: Planning & Design Assistance

Type of Assistance	Available To	Reach
Funding (\$2.5 million)	H/VH Need SAs	10 Parks Master Plans - \$150,000 ea. 10 Feasibility Studies - \$50,000 ea. 10 Site-specific plans/studies - \$50,000 ea.
Best Practices Handbook	All	Unlimited
Cost Estimates Catalog	All	Unlimited

Estimated Year One Cost: \$198,000 (does not include funding)

- Funds for Planning & Design to come from General Category 3 & 4 competitive grants
- Handbook and catalog updated annually



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1. TECHNICAL ASSISTANCE

Program Elements: Technical Help Desk

Type of Assistance	Available To	Reach
Webinars	All	2 webinars/year
Online Information Portal	All	Unlimited
Help Desk	High Need SAs	40 hours/week (avg.)

Estimated Year One Cost: \$505,200

- Provides guidance related to technical aspects of park planning: sustainable design, materials selection, best practices in park design, etc.
- Webinars will be archived for future access
- Online portal contains FAQ's, help tickets, training requests, etc.



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1. TECHNICAL ASSISTANCE

Program Elements: Grantee Help Desk

Type of Assistance	Available To	Reach
Webinars	All	2 webinars/year
Online Information Portal	All	Unlimited
Help Desk	High Need SAs	40 hours/week (avg.)

Estimated Cost: \$520,000 per year

- Provides guidance related to grant administration processes and requirements: project agreements, reporting, reimbursements, etc.
- Webinars will be archived for future access
- Online portal contains FAQ's, help tickets, training requests, etc.



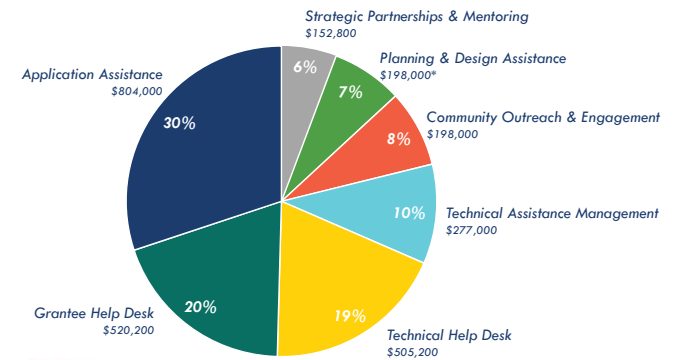
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1. TECHNICAL ASSISTANCE

Estimated Year One Costs: \$2,671,400*

**Does not include \$2,500,000 in funding for planning and design projects*



Program Element	Percentage	Cost
Application Assistance	30%	\$804,000
Grantee Help Desk	20%	\$520,000
Technical Help Desk	19%	\$505,200
Technical Assistance Management	10%	\$277,000
Community Outreach & Engagement	8%	\$198,000
Planning & Design Assistance	7%	\$198,000
Strategic Partnerships & Mentoring	6%	\$152,800




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1. TECHNICAL ASSISTANCE

Availability

- Some forms of technical assistance will be available to all while other forms will only be available to high and very high need study areas
- Demand for some forms of Technical Assistance, including those forms available only in High & Very High Study Areas, could exceed supply.
- In cases where demand for a given form of technical assistance exceeds supply, RPOSD may need to develop a way to allocate assistance.



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1. TECHNICAL ASSISTANCE

Availability

When selecting TA recipients, RPOSD may utilize either a competitive approach or a selective approach based on the following indicators:


1. Park Need level
2. Status of open grants
3. History of completed projects

Competitive Approach:

- Agencies would apply to receive Technical Assistance
- Competitiveness would be demonstrated by the need indicators listed above

Selective Approach:

- RPOSD would review high need study areas and select recipients, based on the need indicators listed above




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1. TECHNICAL ASSISTANCE

Program Evaluation

- Program will be evaluated periodically
- Funding for subsequent years will be adjusted to reflect the success or shortcomings of the program and may go up or down
- Additional details regarding program evaluation and oversight will be discussed at the March Steering Committee Meeting



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- Overview
- Approaches
- Allocations
- Competitive Grants

2. COMMUNITY ENGAGEMENT REQUIREMENTS

2. COMMUNITY ENGAGEMENT REQUIREMENTS

Overview

- All projects funded by Measure A must meet a **minimum community engagement requirement**.
- Community engagement requirement is related to award amount, with **larger dollar amounts requiring more engagement**.
- Competitive grants will be evaluated on community engagement** (planned or completed). Applicants meeting only the minimum requirement will score lower than applicants with a more robust plan.



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2. COMMUNITY ENGAGEMENT REQUIREMENTS

Engagement Approaches & Requirements

Approach A	Approach B	Approach C	Approach D
Resolution	Information Sharing	Concurrent Engagement	Participatory Engagement
<p>This approach is appropriate when agencies are planning to implement a project or a plan without actively seeking community engagement, and the agencies do not plan to further engage the community.</p> <p>Resolutions may be passed by the city council, parks commission, or other elected or appointed body.</p>	<p>This approach allows agencies to undertake conversations on the status of a project or plan without actively seeking community feedback.</p> <p>This approach is most appropriate when agencies have previously engaged the community and seek to provide updates throughout the duration of the project. Information sharing methods should be appropriate in accessibility and stability to the particular community.</p> <p>This approach may be required at various stages of the grant administration process.</p>	<p>This approach allows agencies to discuss Measure A funded projects and plans in conjunction with other community meetings.</p> <p>This may include meetings, scheduled around community plans, regularly scheduled council meetings, or other events that aim to engage the community and solicit feedback pertaining to spending priorities within a Study Area.</p> <p>Concurrent engagement methods should be appropriate in scale and type to the particular community.</p> <p>Depending on project cost, this approach may be required before or after submission of the grant application.</p>	<p>This approach includes meetings, workshops, and other events that actively discuss priority spending of Measure A funds. These events focus entirely on parks and recreation priorities and how Measure A funds should be directed to those priorities.</p> <p>Meetings must intentionally engage the community and solicit meaningful feedback. Participatory engagement methods should be appropriate in scale and type to the particular community.</p> <p>Depending on project cost, this approach must be used either before and/or after submission of the grant application.</p>
 <ul style="list-style-type: none"> City Council Resolution Parks Commission Resolution 	 <ul style="list-style-type: none"> Social Media Newsletters 	 <ul style="list-style-type: none"> Community Events City/Neighborhood Council Meetings 	 <ul style="list-style-type: none"> Workshops Town Hall Meetings

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2. COMMUNITY ENGAGEMENT REQUIREMENTS

Find your grant type and cost to determine minimum engagement requirements:

Annual Allocations*

Is the project on the Parks Needs Assessment (PNA) List or consistent with an adopted community planning document?

Yes | **No**

Before Application | After Application

Under \$50K: A → B

\$50K - \$100K: A and B

\$100K - \$500K: B and C

Over \$500K: B and D

Competitive Grants**

Before Grant Application | After Grant Award

\$50K - \$100K: B and C

\$100K - \$500K: B and D

Over \$500K: B and D

Maintenance & Servicing (M&S) Funds

Before Allocation: All → B

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- Park Funding 100 Series
- Additional Agency Outreach
- Community Meetings
- Social Media Initiative
- Technical Assistance Awareness

3. RPOSD OUTREACH & ENGAGEMENT UPDATE

3. RPOSD OUTREACH AND ENGAGEMENT UPDATE

Park Funding 100 Series Update

- Park Funding 101 Meetings
 - 197 attendees
 - 61 cities, 13 other government agencies, 27 nonprofit/community organizations
 - City of Los Angeles, and LA County DPR, representing 42 High and Very High Need Study Areas attended
 - Of the remaining 30 cities with High or Very High need Study Areas, 19 attended

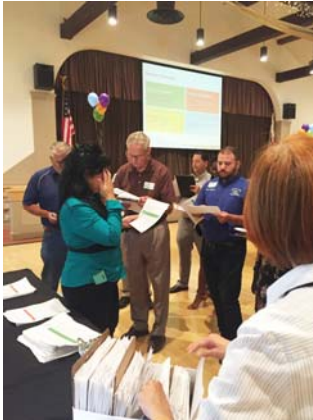

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3. RPOSD OUTREACH AND ENGAGEMENT UPDATE

Park Funding 100 Series Update

- Park Funding 102 Meetings:
 - 194 attendees
 - 55 cities, 8 other government agencies, 32 nonprofit/community organizations
 - City of Los Angeles, and LA County DPR, representing 42 High and Very High Need Study Area attended
 - Of the remaining 30 cities with High or Very High need Study Areas, 18 attended
- Final Park Funding 102 meeting scheduled on October 27th


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3. RPOSD OUTREACH AND ENGAGEMENT UPDATE

Park Funding 100 Series Update

- **18 cities have not attended** a Park Funding meeting
- Of these, **6 are High or Very High need Study Areas**
- RPOSD is conducting **individual outreach** to these cities



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3. RPOSD OUTREACH AND ENGAGEMENT UPDATE

Additional Focused Outreach

- Focused outreach to agencies that can provide insight into special circumstances and needs. May include:

Description	Purpose
Stakeholder groups requesting information (COGs, unincorporated town councils, etc.)	Answer questions
Agencies with multiple study areas	Assess barriers to participation by large jurisdictions
Agencies with High and Very High need Study Areas	Assess barriers created by high need
Key Prop. A grant recipients	Potential improvements in granting process




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3. RPOSD OUTREACH AND ENGAGEMENT UPDATE

Community Meetings

- Provide the following information to the general public:
 - What Measure A is and how it may affect their communities
 - How to get involved with their local park agencies as these agencies prepare to apply for and spend Measure A funds



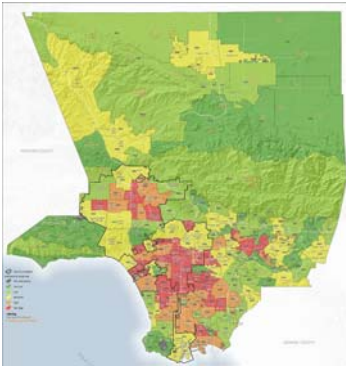
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3. RPOSD OUTREACH AND ENGAGEMENT UPDATE

Community Meetings

- Six meetings in each Supervisorial District
 - At least two meetings in each District to be held in High or Very High need Study Area
- Meetings will be scheduled for Spring 2018
- RPOSD will work with CBOs to facilitate meetings. A stipend of up to \$5,000 is available for each meeting



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3. RPOSD OUTREACH AND ENGAGEMENT UPDATE

Community Meetings

- RPOSD will create a list of potential CBOs by:
 - Contacting CBOs that participated in Parks Needs Assessment meetings
 - Soliciting additional CBOs who may be interested
- Once all CBOs are identified and meeting locations are secured, RPOSD will match CBOs with meetings, with the following goals:
 - All selected CBOs should have an established relationship with the community in which the meeting will be held
 - All qualified CBOs should receive at least one assignment


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3. RPOSD OUTREACH AND ENGAGEMENT UPDATE

Social Media Initiative

- Raise general awareness of Measure A and RPOSD
- Drive traffic to RPOSD website so people can learn more
- Serve as a catalyst for local-level community engagement
- Launch anticipated in early 2018, to support spring meetings



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3. RPOSD OUTREACH AND ENGAGEMENT UPDATE

Technical Assistance Awareness

- Countywide survey of interest
- 10 introductory workshops to be held in High or Very High need Study Areas
- Online webinar available once workshops conclude
- Active social media outreach



Upcoming Meetings

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

December 7th 9:30 am-12 noon

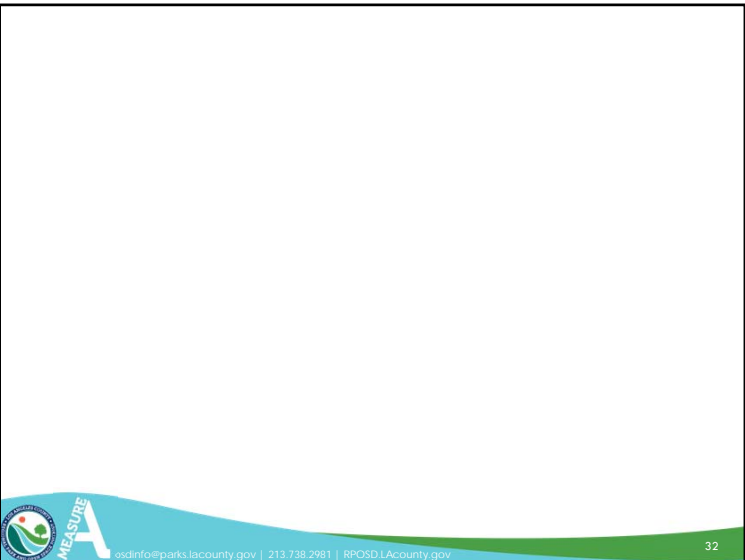
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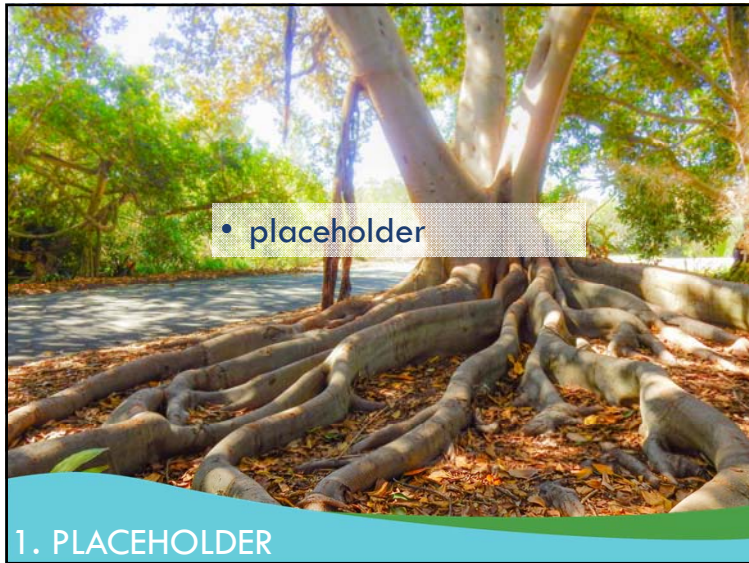
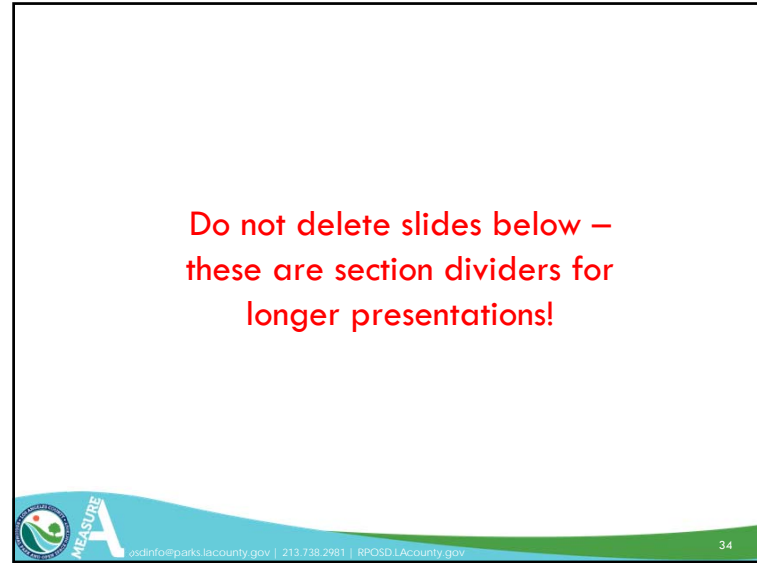
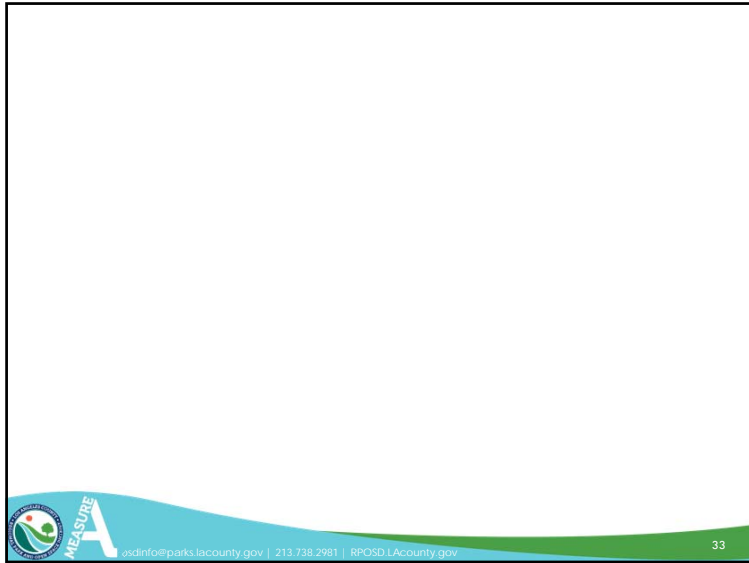
Note: This meeting date is not the last Thursday of the month

Steering Committee Meeting #7: Variable Funds, Innovation & Oversight Policy, Agency Allocation from M&S; Grant Guidelines

January 25th 9:30 am-12 noon

Kenneth Hahn Hall of Administration







Draft Technical Assistance Program - Year 1

Technical Assistance

\$2.7M



Technical Assistance Management

\$280K



Application Assistance

\$800K



Community Outreach and Engagement

\$215K



Strategic Partnerships and Mentoring

\$150K



Planning & Design Assistance

\$200K



Technical Help Desk

\$500K

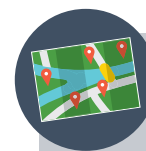


Grantee Help Desk

\$520K

Planning & Design Funds

\$2.5M



Park Master Plans (10 per year)

\$1.5M



Feasibility Studies (10 per year)

\$500K



Site-Specific Plans/Studies (10 per year)

\$500K



NOTE: The amount of funding available for technical assistance and the distribution of funds to the different technical assistance program elements may vary in future years.

Draft Technical Assistance Program - Element Details

Technical Assistance Program Elements	Available to:	Who	Timing	Unit	Hours	Year 1: 2018- 2019			Description	Assumptions
						Quantity	Total Hours	Estimated Cost		
Technical Assistance Management										
Technical Assistance Manager	N/A	RPOSD staff	Ongoing	Ongoing	2,080	1	2,080	\$100,000	Day-to-day management of all technical assistance programs	Full Time position for Technical Assistance Manager
Countywide agency survey to assess interest in technical assistance	N/A	RPOSD staff/paid consultants	Annually for allocations; 3-4 months prior to opening competitive grant applications	Grant Cycle	20	4	80	\$12,000		
Technical Assistance awareness outreach	All	RPOSD staff	Ongoing	Ongoing	1,000	1	1,000	\$150,000	Social and traditional media outreach, workshops, webinars to inform eligible agencies about opportunities within the technical assistance program	
Technical Assistance evaluation and effectiveness program	N/A	RPOSD staff	Annual	Annual	100	1	100	\$15,000		
						5,360	\$804,000			
Application Assistance										
Introductory workshops/webinars	All	RPOSD staff	Annual	Annual	40	20	800	\$120,000	Workshop to introduce recipients of Measure A funds to the enrollment process and processes for applying for annual allocations, M&S, and competitive grants	2 rounds of workshops: 10 workshops per round - 20 workshops total
Enrollment Quick Start Guide	All	RPOSD staff/paid consultants	1-2 months prior to enrollment going live	One time	120	1	120	\$18,000	Step-by-step instructions for enrolling with RPOSD and description of next steps	
Grant writing workshops/webinars	High and very high need Study Areas	RPOSD staff/paid consultants	3-4 months prior to competitive grant deadline	Grant Cycle	40	30	1,200	\$180,000	Workshop to teach grant writing skills	1 round of workshops per grant cycle: 10 workshops per grant category - 30 workshops total
Grant writing handbook	All	RPOSD staff/paid consultants	Early 2019	One time	160	1	160	\$24,000		
Grant writing handbook updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000		
Professional grant writing services	High and very high need Study Areas	Paid consultants	Application period	Grant Application	60	40	2,400	\$360,000	Grant writer to work one-on-one with applicant to complete application	Assumes average of 20 applicants receive assistance per General Grants Cycle, 10 for Recreation Access/Job Training/Cultural, average of 60 hours of assistance per applicant
Application feedback	All	RPOSD staff	Application period, 1-2 months prior to grant deadline	Grant Application	16	40	640	\$96,000	Grant writer to work one-on-one with applicant to complete application	Assumes average of 20 applicants receive assistance per General Grants Cycle, 10 for Recreation Access/Job Training and Cultural, average of 16 hours assistance per applicant
						1,428	\$214,200			
Community Outreach and Engagement										
Outreach & Facilitation training workshops	All	RPOSD staff/paid consultants	Annual	Workshop	40	10	400	\$60,000	Workshop to train agencies in outreach and facilitation	Assumes 10 workshops per year
Resource Toolkit development (initial)	All	RPOSD staff/paid consultants	Early 2018	Grant Cycle	340	1	340	\$51,000	Templates, checklists, handbooks, replicable case studies, multicultural/multilingual materials, social media templates, branding materials, and other educational resources	
Toolkit updates	All	RPOSD staff/paid consultants	Annual	Annual	88	1	88	\$13,200		
Outreach services	High and very high need Study Areas	Paid consultants	Ongoing	Outreach	40	10	400	\$60,000	Outreach to the community on behalf of the agency/city, to draw them to engagement meetings	Assumes 10 agencies per year
Facilitation services	High and very high need Study Areas	Paid consultants	Ongoing	Meeting	20	10	200	\$30,000	Meeting facilitation on behalf agency/city	Assumes 10 meetings per year
						352	\$152,800			
Strategic Partnerships and Mentoring										
Partnership Manager		RPOSD staff	Ongoing	Ongoing	2,080	1	2,080	\$100,000	Ongoing management of partnerships and mentors	
Partner list development (initial)	All	RPOSD staff	Mid 2018	One time	40	1	80	\$12,000	Recruitment of funders, planning/design, park/garden, legal assistance providers, and local, regional, state, and/or national mentors who could provide informal guidance on a range of grant-related topics	
Partner list updates	All	RPOSD staff	Annual	Annual	703	1	48	\$7,200	Confirm status of participants, add new partners	
Meetings/coordination with partners	All	RPOSD staff	Ongoing	Annual	741	1	48	\$7,200	Promote partnerships & mentoring; feedback from participants	Assumes 4 hours per month
Mentor program facilitation	High and very high need Study Areas	RPOSD staff	Ongoing	Annual	80	1	48	\$7,200	Volunteer-based and self-facilitated	Assumes 4 hours per month
Develop online application portal for potential partners to apply to be on partner list	All	RPOSD staff/paid consultants	Mid 2018	One time	20	1	80	\$12,000		
Maintain online application portal	All	RPOSD staff/paid consultants	Annual	Annual	713	1	48	\$7,200	Review applications, update application as needed	
						1,320	\$198,000			
Planning & Design Assistance										
Planning and Design Fund Management	N/A	RPOSD staff/paid consultants	Ongoing	Ongoing	1,040	1	1,040	\$156,000	Program management	
Planning/Design handbook development	All	RPOSD staff/paid consultants	Early 2019	One time	120	1	120	\$18,000	Compile resources, checklists, standards, and best practices relevant to park and open space planning	
Planning/Design handbook updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	Compile resources, checklists, standards, and best practices relevant to park and open space planning	
Cost estimate catalog development	All	Paid Consultants	Early 2019	One time	100	1	100	\$15,000		
Cost estimate catalog updates	All	Paid Consultants	Annual	Annual	20	1	20	\$3,000		

Technical Help Desk									3,368	\$505,200
Development of technical help desk program	All	RPOSD staff/paid consultants	Mid 2018	One time	100	1	100	\$15,000	Will provide guidance related to technical aspects of park planning: sustainable design, materials selection, best practices in park design, etc.	
Management of technical help desk program	All	RPOSD staff	Ongoing	Annual	1,040	1	1,040	\$156,000	Assign RPOSD staff to individual users, respond to general emails, determine webinar topics	20 hours per week
Webinars	All	RPOSD staff/paid consultants	Ongoing	Annual	40	2	80	\$12,000	Topics based on requested needs	Assumes 2 webinars per year, 40 hours per webinar
Develop online portal	All	RPOSD staff/paid consultants	Late 2018	One time	20	1	20	\$3,000	Single location of digital resources related to technical aspects of park planning	
Maintain online portal	All	RPOSD staff/paid consultants	Ongoing	Ongoing	48	1	48	\$7,200	Add resources, maintain links	
Technical help desk services	High and very high need Study Areas	RPOSD staff/paid consultants	Ongoing	Grant	2,080	1	2,080	\$312,000	Provide one-on-one feedback, provide appropriate resources, and develop workshops and trainings based on requested needs	Assumes 40 hours per week on average
Grantee Help Desk									3,468	\$520,200
Development of grantee help desk program	All	RPOSD staff/paid consultants	Early 2018	One time	100	1	100	\$15,000	Will provide guidance related to grant administration processes and requirements: project agreements, reporting, reimbursements, etc.	
Management of grantee help desk program	All	RPOSD staff	Concurrent with when help desk services are open	Annual	1,040	1	1,040	\$156,000	Assign RPOSD staff to individual projects; respond to general emails from grantees, determine webinar topics	20 hours per week
Webinars	All	RPOSD staff/paid consultants	Ongoing	Annual	40	4	160	\$24,000	Topics based on requested needs	Assumes 2 webinars per year, 40 hours per webinar
Develop online portal with FAQs	All	RPOSD staff/paid consultants	Mid 2018	One time	40	1	40	\$6,000	Single location of digital resources related to grant administration topics, including FAQ	
Maintain online portal	All	RPOSD staff/paid consultants	Ongoing	Ongoing	48	1	48	\$7,200	Add resources, ensure relevancy of resources	Assumes 4 hours per month
Help desk services	High and very high need Study Areas	RPOSD staff	Ongoing	Grant	2,080	1	2,080	\$312,000	Provide one-on-one feedback, provide appropriate resources, and develop workshops and trainings based on requested needs	Assumes 40 hours per week on average
Grand Total									18,556	\$2,671,400

Planning & Design Funds	Availability to:	Who	Year 1: 2018- 2019			Assumptions
			Quantity	Average Award Amount	Total	
Develop Park Master Plan	High and very high need Study Areas	Paid consultants	10	\$150,000	\$1,500,000	\$150,000/study
Develop feasibility study	High and very high need Study Areas	Paid consultants	10	\$50,000	\$500,000	\$50,000/study
Develop site-specific plan or study	High and very high need Study Areas	Paid consultants	10	\$50,000	\$500,000	\$50,000/study
Total			30	\$250,000	\$2,500,000	



Engagement Approaches & Requirements

Approach A

Resolution

This approach is appropriate when agencies are planning to implement a project that previously included robust community engagement, and the agencies do not plan to further engage the community.

Resolutions may be passed by the city council, parks commission, or other elected or appointed body.



City Council Meeting

Image courtesy of LA CityView 35

- City Council Resolution
- Parks Commission Resolution

Approach B

Information Sharing

This approach allows agencies to update their communities on the status of a project or a plan without actively seeking community feedback.

This approach is most appropriate when agencies have previously engaged the community and seek to provide updates throughout the duration of the project.

Information sharing methods should be appropriate in accessibility and visibility to the particular community.

This approach may be required at various stages of the grant administration process.



Facebook Advertisement

- Social Media
- Newsletters

Approach C

Concurrent Engagement

This approach allows agencies to discuss Measure A-funded projects and plans in conjunction with other community meetings.

This may include meetings scheduled around community plans, regularly scheduled council meetings, or other events that aim to engage the community and solicit feedback pertaining to spending priorities within a Study Area.

Concurrent engagement methods should be appropriate in scale and type to the particular community.

Depending on project cost, this approach may be required before or after submission of the grant application.



Pop-up Outreach

- Community Events
- City/Neighborhood Council Meetings

Approach D

Participatory Engagement

This approach includes meetings, workshops, and other events that solely discuss priority spending of Measure A funds. These events focus entirely on parks and recreation priorities and how Measure A funds should be directed to those priorities

Meetings must intentionally engage the community and solicit meaningful feedback. Participatory engagement methods should be appropriate in scale and type to the particular community.

Depending on project cost, this approach must be used either before and/or after submission of the grant application.



Community Workshop

- Workshops
- Town Hall Meetings



Engagement Approaches & Requirements

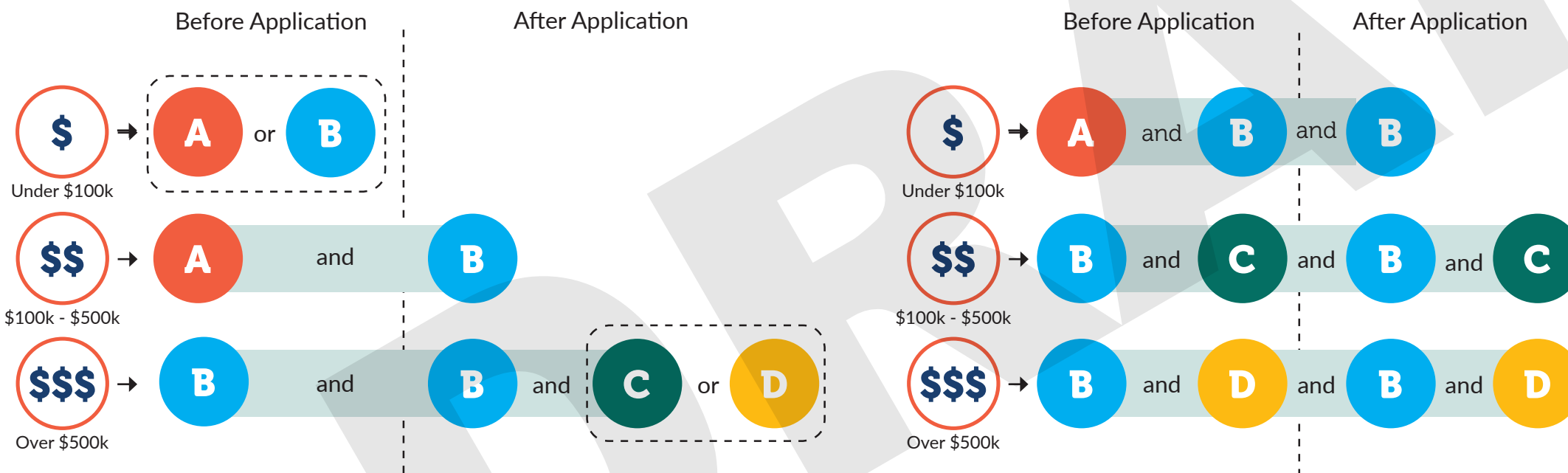
Find your grant type and cost to determine minimum engagement requirements:

Annual Allocations*

Is the project on the Parks Needs Assessment (PNA) List or consistent with an adopted community planning document?

Yes

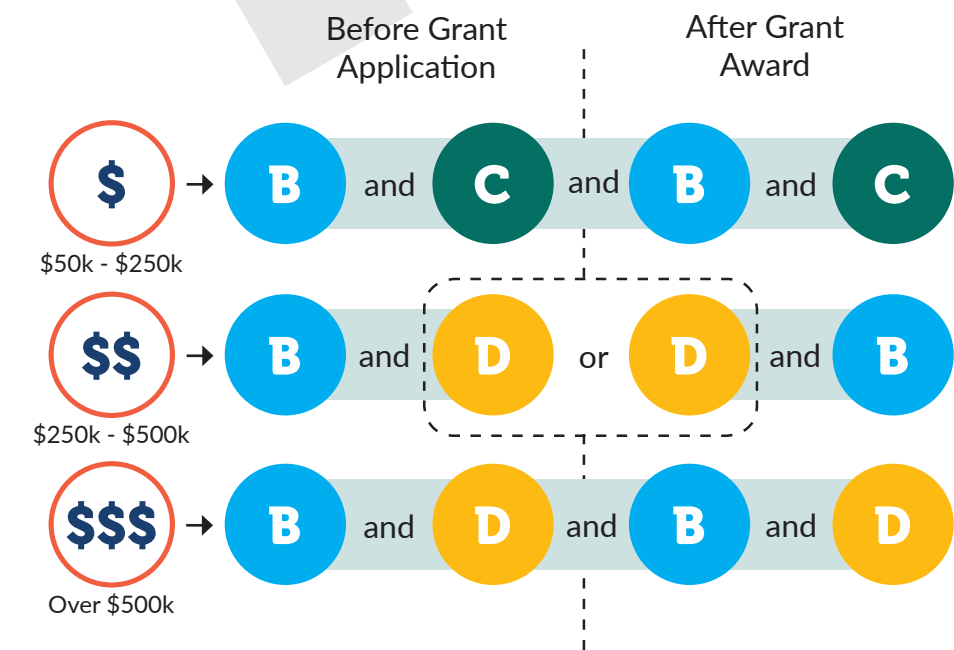
No



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

- A** Resolution Approach
- B** Information Sharing Approach
- C** Concurrent Engagement Approach
- D** Participatory Engagement Approach
- Project Cost

Competitive Grants**



**Shovel-ready projects with completed construction drawings at time of application do not require Participatory Engagement after grant award.

Maintenance & Servicing (M&S) Funds



RPOSD Outreach and Engagement Strategy Update

10/19/2018

To ensure the development of policies and procedures that support the successful completion of Measure A funded projects, the Regional Park and Open Space District (RPOSD) is utilizing a wide variety of community outreach and engagement tactics. By engaging park agencies, community organizations, industry experts, and the general public, RPOSD seeks to identify and reduce barriers to carrying out projects that will effectively serve communities throughout Los Angeles County.

Summary descriptions of the outreach and engagement being conducted by RPOSD are outlined below.

Steering Committee

A 45-member steering committee, representing a range of interests and geographic regions, has been engaged throughout the policy development process. Steering Committee members have provided guidance on policies and procedures related to annual allocations, grant awards, community engagement, technical assistance, bonding, and more.

Agency Update Meetings (Park Funding 100 Series)

RPOSD is hosting three series of agency update meetings to engage park-planning agencies and other organizations who expect to receive or compete for Measure A funds. These meetings provide Measure A implementation updates and have sought feedback to identify barriers and gaps in service.

Approximately 200 participants have attended each of the meeting series to date. 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. Of the 88 cities in the County, 18 have not attended any of the Park Funding 101 or 102 meetings. Of these 18 cities, 6 are classified as High or Very High need Study areas.

RPOSD has initiated individual outreach to the 6 cities with High and Very High need that have not attended any of the Park Funding 100 series meetings to date.

The third round of Park Funding meetings is scheduled for spring 2018.

Focused Outreach

RPOSD is carrying out additional focused outreach to agencies and organizations that can provide insight into special circumstances and barriers that may arise during the grantmaking process. Outreach may be in the form of meetings, telephone interviews, or online surveys. The following groups have or will take part in the focused outreach:

- + *Interested stakeholders (meetings by request and have included COGs and unincorporated town councils to date)*
- + *Agencies with multiple Study Areas*
- + *Agencies in High and Very High need Study Areas*
- + *Key Prop. A grant recipients*

Community Meetings

RPOSD will host a series of community meetings to inform the general public how Measure A is being implemented and how they can connect with their local park agencies to advocate for priority projects.

The meetings will provide community members with an overview of Measure A policy development efforts, information on all grant programs, and technical assistance resources available to local agencies. Participants will have the opportunity to provide feedback and to learn more about advocating for priority projects in their community.

RPOSD will partner with community based organizations to facilitate a total of 30 meetings in the County, with six meetings planned in each Supervisorial District. At least two meetings in each District will be held in High or Very High need Study Areas. To increase participation, RPOSD will provide social media support and a stipend of up to \$5,000 (per meeting) for community organizations facilitating meetings. Stipends may be used to cover expenses related to translation services and materials; refreshments; childcare; flyers and promotional materials; and social media outreach. Park agencies will be strongly encouraged to attend.

Social Media Initiative

RPOSD's social media initiative will launch in early 2018, with the goal to expand overall awareness of Measure A among potential grantees and members of the general public. By engaging grant-seeking agencies and organizations, as well as Los Angeles County residents and park users, the social media initiative will expand overall awareness of Measure A, increase engagement on the part of public agencies and park users, and improve access to park-related resources by driving traffic to the RPOSD website.

Through social media updates, grant-seeking agencies and organizations will be able to easily follow Measure A-related updates throughout various stages of the grantmaking process. These agencies and organizations will also be able to leverage the increased public engagement when planning for and facilitating local park-related community events and meetings. Such leverage is intended to ease the burden of public outreach on individual agencies and organizations, particularly for those with limited staff and/or resources.

Technical Assistance Awareness

The proposed Technical Assistance Program for Measure A seeks to support a truly competitive grant applicant process by reducing barriers for agencies and organizations with limited capacity to successfully apply for and administer grant funds.

To encourage participation in the Technical Assistance Program, RPOSD will facilitate:

- + A countywide agency survey to determine interest for receiving Technical Assistance; and
- + A minimum of five introductory workshops hosted in high or very high need Study Areas and an option for a self-paced online webinar; and
- + Active social media outreach



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



Measure A Implementation

Los Angeles County Regional Park and Open Space District

**Summary Meeting Notes
Steering Committee Meeting #5
October 19, 2017 9:30 am – 12:00 pm**

Steering Committee Members in Attendance:

Manal Aboelata	Jay Duke	Kim Lamorie
Greg Alaniz	Hugo Enciso	Amy Lethbridge
Jean Armbruster	Belinda Faustinos	Norma Martinez
Jane Beesley	Esther Feldman	Delia Morales
Alina Bokde	Hugo Garcia	Sussy Nemer
Maria Chong-Castillo	Karen Ginsberg	Stefan Popescu
Cheryl Davis	Mark Glassock	Bruce Saito
Reuben R. De Leon	John Jones	Teresa Villegas
Reyna Diaz	Tori Kjer	

Alternate Members in Attendance: Sylvia Arredondo, Nicole Jones, Clement Lau, Cara Meyer, Zachia Nazarai, Chanda Singh

AGENDA ITEM: TECHNICAL ASSISTANCE (TA)

1. **Comment Summary:** We need to see more about how someone would move through the TA program.
2. **Comment Summary:** More focus needs to be placed upon building organizational capacity. We should invest more funds in services that build capacity and not on consultant services which don't encourage agencies to learn. If an agency can't write a grant without significant assistance, they will not be able to administer the grant either – these skills need to be taught. We should clearly define benchmarks for how we can build organizational capacity and should invest funds in the beginning to ensure that agencies can get projects funded and built in their communities.
3. **Comment Summary:** The ultimate goal is strong multi-benefit projects and those projects need help with planning and design. More funds should be invested into planning & design.
4. **Comment Summary:** We need to challenge the notion of demand exceeding supply and build up elements where reach is described as limited. The amount of funds going to mentoring, strategic partnerships, and planning & design should be increased, with fewer funds going to application assistance.
5. **Comment Summary:** Don't choose a dollar amount that the TA program should cost, figure out how much need there is and make sure it is met.

Response Summary: The estimates presented are a best guess at how much TA is needed, although there is no way to gauge the need in a completely accurate way. The total dollar amount presented was not pre-determined. However, it is important to note that a balance must be struck between funds dedicated to TA and funds dedicated to building projects.

6. **Comment Summary:** Mentoring is very important to help build capacity but should not be volunteer-based because it is not reliable. A mentor should be able to support an applicant or project over the long term, since getting a project built takes many years.
Response Summary: Perhaps grant recipients could be required to give back by serving as a mentor. Or mentors could be paid by their employer and donate their time to RPOSD – for example, a successful city could allow an employee to spend a set number of work hours mentoring other agencies. Mentors should serve not to deliver TA but to help people determine which form of TA they need and where they can go to fulfill that need.
7. **Comment Summary:** TA should not be connected to Study Area need because even moderate or low need areas need assistance with capacity building.
8. **Comment Summary:** How much money will come from Prop A? Is the funding from Measure A sustainable over years? There needs to be long term investment and shouldn't rely on Prop A funds which are limited.
9. **Comment Summary:** There need to be guiding principles to inform the spending priorities of the TA program.
10. **Comment Summary:** The program needs to be analyzed annually to make sure funds are being spend appropriately.
11. **Comment Summary:** The TA program will not be successful if agencies are not aware of it.
12. **Comment Summary:** For planning and design funds, it is not helpful to predetermine how many of each plan type would be funded
Comment Response: Those are intended as hypotheticals to illustrate how many plans could be funded for that cost each year, not as a guideline of how many of each type would be funded.
13. **Comment Summary:** It may be useful to distinguish between different types of projects and the assistance they'll need, in order to better determine what kinds of TA are needed.

AGENDA ITEM: COMMUNITY ENGAGEMENT

1. **Comment Summary:** Projects using bonded funds will almost always be over \$500,000k and should require Approach A and B.
Response Summary: It is likely that A and B will have been done for the majority of bonded projects, but we do not want to require Approach A as it can be an insurmountable barrier in some jurisdictions. These are the minimum requirements and can be exceeded.
2. **Comment Summary:** We need to have a better understanding of what would qualify as Approach D, Participatory Engagement, and define some of the parameters surrounding this approach. Approach D should be required in more places. It is difficult to do but necessary if we want to do this right. Standrads defining what qualifies as Approach D are needed.
3. **Comment Summary:** Allowing community engagement that was conducted during the Parks Needs Assessment (PNA) or during the development of planning documents is not adequate because the engagement took place too far in the past and there is no way to critique the level of engagement that took place.
Comment Response: The level of engagement completed during the PNA varied widely and agencies that did an in depth process should not be punished by having to re-do the process. Community get tired of endless meetings without action.
Comment Response: It will be about 2 years since that outreach was conducted and priorities and communities change so engagement needs to be updated to ensure that current needs are addressed.
4. **Comment Summary:** Agencies may use a portion of their allocations or grant award for community engagement, but we need to find a way for the agencies to get those funds in advance since community engagement must be done prior to receiving the funds.
Comment Response: Yes, there should be a way to get an advance of allocation funds for use in community engagement.

5. **Comment Summary:** Add more participatory engagement requirements to the annual allocations. It is important to build parks that communities will actually use – only by using Approach D will we find out what the community actually wants in their parks.
6. **Comment Summary:** All engagement approaches need support conducting outreach, so they can ensure a good turnout and meaningful feedback. In addition to social media support, RPOSD should provide culturally sensitive print materials and translations. All outreach should be appropriate to the community – don't use Facebook posts if no community members are on the platform.
7. **Comment Summary:** Many other grants require that a project is consistent with other planning documents. Measure A should have this requirement too so that it's easier to leverage funds.
8. **Comment Summary:** How do the community engagement requirements interact with the TA program?
9. **Comment Summary:** The quality of engagement currently being done varies across the county. How can we even out the quality countywide? How can we help balance the need to get a project built with raising the bar for community engagement? Could we look at an agency's track record or evidence of community partnership?
Comment Response: Competitive grants will consider the quality of the engagement. We could consider indicators of community partnership in the evaluation of engagement efforts.
10. **Comment Summary:** for the middle bracket of allocations, the requirement should be Approach B and either C or D.

AGENDA ITEM: PUBLIC COMMENT

1. Is there a way for community based organizations to get funds to bring people to parks?
2. There needs to be more clarity on how technical assistance will fit in with Measure M and Measure H. Define specific outreach approaches. Let's hear more about how TA is frontloaded to High and Very High Need Areas and look at the long-term commitment for the program.

Meeting Adjourned.



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



Measure A Implementation: Steering Committee Meeting #6

January 11, 2018

9:30 AM – 12:00 PM

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

1. Subarea Need Clarification
2. Draft Grant Guidelines Outline
3. Draft Grant Guidelines: Funding
4. Draft Grant Guidelines: Grantmaking Policy
5. Public Comment
6. Meeting Adjournment

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

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

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

**Next Steering Committee meeting is on Thursday, January 25, 2018 from 9:30am to noon
Kenneth Hahn Hall of Administration Room 140 A&B**



MEASURE A
IMPLEMENTATION
STEERING COMMITTEE
MEETING #6
JANUARY 11, 2018

ssdinfo@parks.lacounty.gov | 213.738.2981 | RPOSD@lacounty.gov

TODAY'S AGENDA

New Members

1. Subarea Need (*discussion*)
2. Draft Grant Guidelines Outline (*information*)
3. Draft Grant Guidelines – Funding
 - Calendars (*information*)
 - Expenditure Plan (*information*)
 - Grant Programs (*information*)
 - Competitive Grant Scoring (*discussion*)
 - Community Engagement Requirements (*discussion*)
4. Draft Grant Guidelines – Grantmaking Policy (*information*)
5. Public Comment

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New Member Welcome

City of Los Angeles

- Bill Jones: Chief Management Analyst; Department of Recreation and Parks

BOS, LA County District 4

- Mark Baucum: Deputy of Education, the Arts & Libraries; Supervisor Hahn's Office

ssdinfo@parks.lacounty.gov | 213.738.2981 | RPOSD@lacounty.gov



• **Subarea Need**

1. SUBAREA NEED

1. SUBAREA NEED

Calculating Park Need

Acres Needed (20%)
+
Distance to Parks (20%)
+
Population Density (60%)

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1. SUBAREA NEED

Calculating Park Need

Percent of Study Area Population in "High" and "Very High" Need Subareas	Study Area Need Level
0 – 1%	Very Low
1 – 23%	Low
23 – 50%	Moderate
50 – 75%	High
75 – 100%	Very High

Study Area Need Level also considered:

- Lack of park
- Population under 10,000
- Percent of amenities in poor condition

22 Study Areas had Need Level adjusted using these additional criteria.

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1. SUBAREA NEED

Calculating Park Need

Subarea need varies within each Study Area

Study Area Need

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1. SUBAREA NEED

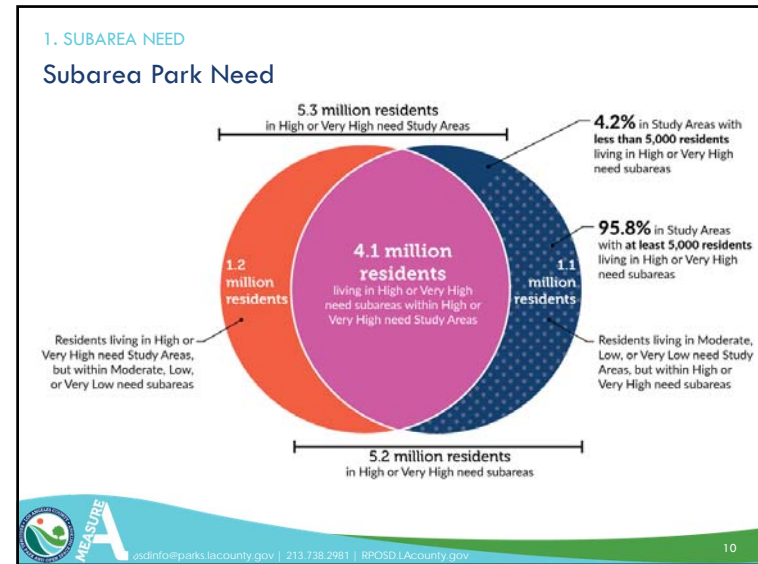
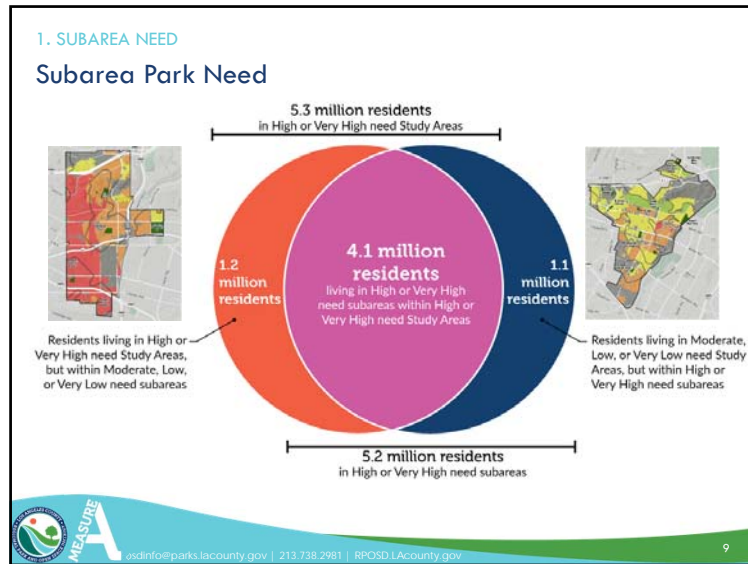
Calculating Park Need

Subarea need varies within each Study Area

Study Area Need

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1. SUBAREA NEED

Recommendation #1

RPOSD recommends that targeted funds from General Category 3 and General Category 4 competitive grants be **targeted only to those Study Areas that are High and Very High Need.**

- “Targeted funds” refers to the 30% of funds set aside for High or Very High Need Study Areas as detailed in the Grantmaking Policy
- Intended to ensure that agencies with the greatest need for parks are able to secure funds.

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1. SUBAREA NEED

Recommendation #2

RPOSD recommends that subarea need be considered when evaluating Level of Need in competitive grant applications

Moderate Need Study Area with High and Very High Need Subareas

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1. SUBAREA NEED

Subarea Park Need


Subarea need should only be considered if:

1. Project's Study Area contains at least 5,000 residents living in High or Very High Need subareas; AND
2. Project is located in or directly serves a High or Very High Need subarea.


➔ Includes 54 Study Areas of Moderate and Low Need

Total High and Very High Need subarea population = at least 5,000 residents

Potential Project Locations



Moderate Need Study Area Example




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1. SUBAREA NEED

Level of Need Evaluation: General Category 3 Example

	Level of Need Scoring Criteria	25 points max.
Study Area Subcriteria	(A) Project is located in a High or Very High Need Study Area.	25
	(B) Project is not located in a High or Very High Need Study Area, but directly serves the residents of a High or Very High Need Study Area.	6-15
Subarea Subcriteria	(C) Project does not meet subcriterion (A) or (B), but is located within a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	10
	Project does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	1-4

Projects located in or serving High or Very High Need subareas should receive fewer points




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1. SUBAREA NEED

Recommendation #3

RPOSD recommends that when agencies expend annual allocations, efforts should be made to select projects in the relatively higher need areas within Study Areas.



Moderate Need Study Area Example



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- Function and Use
- Content

2. DRAFT GRANT GUIDELINES OUTLINE

2. DRAFT GRANT GUIDELINES OUTLINE
Function

- Grant Guidelines Policies and Procedures will document all policies and procedures related to Measure A
- Must be approved by Board of Supervisors
- Will be updated and approved annually, to reflect changes in available funds and/or procedures and policies
- Audience is expected to be all agencies and organizations applying for and receiving Measure A funds




MEASURE A
GRANT GUIDELINES
POLICIES AND PROCEDURES

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2. DRAFT GRANT GUIDELINES OUTLINE
Function

- Will be available in digital format on RPOSD's website
- Will contain links to relevant resources such as Parks Needs Assessment website, Measure A language, and sample forms and templates
- Each chapter can be downloaded individually or as an entire document
- RPOSD outreach will include notification of availability on website and in direct emails to RPOSD's complete mailing list




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2. DRAFT GRANT GUIDELINES OUTLINE
Content

- **Introduction:** Describes the background and goals, expenditure plan and grant cycle calendar
- **Policies:** Communicates all established policies for Measure A
- **Funding Guidelines:** Explains enrollment and eligibility requirements, available funding categories with respective application requirements and evaluation criteria




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2. DRAFT GRANT GUIDELINES OUTLINE
Content

- **Project Delivery/ Grant Administration:** Guides applicants through the entire grant application and administration process. Includes all necessary procedures required to successfully close a grant and remain in good-standing with RPOSD
- **Technical Assistance:** Presents program goals, elements, funding mechanisms, and processes for receiving the various forms of assistance
- **Glossary:** Key terms and definitions of commonly used language



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- Calendars
- Expenditure Plan
- Grant Programs
- Competitive Grant Scoring
- Community Engagement Requirements

3. DRAFT FUNDING GUIDELINES

3. DRAFT FUNDING GUIDELINES: Calendars

Annual Allocations

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

For the following programs:

- Community-Based Park Investment Program
- Safe, Clean Neighborhood Parks, Healthy Communities, and Urban Greening Program
- Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program: Department of Beaches and Harbors (DBH) allocation
- Regional Recreation Facilities, Multi-use Trails and Accessibility Program: Department of Parks and Recreation (DPR) allocation
- Maintenance and Servicing (M&S)

2018 Annual Allocation Calendar

	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Enrollment: Opens May 1, 2018								
Application: Applications Available July 1, 2018								
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.

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3. DRAFT FUNDING GUIDELINES: Calendars

Annual Allocations

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

For the following programs:

- Community-Based Park Investment Program
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- Regional Recreation Facilities, Multi-use Trails and Accessibility Program: Department of Parks and Recreation (DPR) allocation
- Maintenance and Servicing (M&S)

Ongoing Annual Allocation Calendar

	JANUARY	FEBRUARY	MARCH	APRIL	MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Enrollment: Enrollment documents always accepted. Eligibility notification sent within 6 to 8 weeks of completing enrollment.												
Application: Applications always accepted once eligibility is confirmed.												
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 document 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.

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3. DRAFT FUNDING GUIDELINES: Calendars

Competitive Grant Cycles

PROGRAM	FUND CATEGORY	FREQUENCY	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
General	Category 3 and 4	4 years	Q3 \$15,946,700				Q3 \$54,265,204				Q3 \$54,265,204				Q3 \$54,265,204
Recreation Access	Category 3 and 4	2 years	Q1 \$1,698,904	Q1 \$7,399,808		Q1 \$7,399,808	Q1 \$7,399,808	Q1 \$7,399,808	Q1 \$7,399,808	Q1 \$7,399,808	Q1 \$7,399,808	Q1 \$7,399,808	Q1 \$7,399,808	Q1 \$7,399,808	Q1 \$7,399,808
Toilets and Water	Category 3	1 year	Q2 \$1,698,904		Q2 \$6,835,205		Q2 \$6,835,205		Q2 \$6,835,205		Q2 \$6,835,205		Q2 \$6,835,205		Q2 \$6,835,205
Cultural Facilities	Category 4	1 year		Q2 \$1,698,904			Q2 \$1,698,904		Q2 \$1,698,904		Q2 \$1,698,904		Q2 \$1,698,904		Q2 \$1,698,904

Q = Calendar quarter when grant applications in due
\$ = Total estimated amount of funds available during grant period

- Allows potential applicants time to plan ahead and develop strong projects
- Provides grantees time to focus on grant administration and project delivery
- Provides agencies the opportunity to receive Technical Assistance and build capacity between rounds
- Ensures that RPOSD has capacity to provide assistance to applicants and grantees while monitoring active grants to ensure successful project delivery

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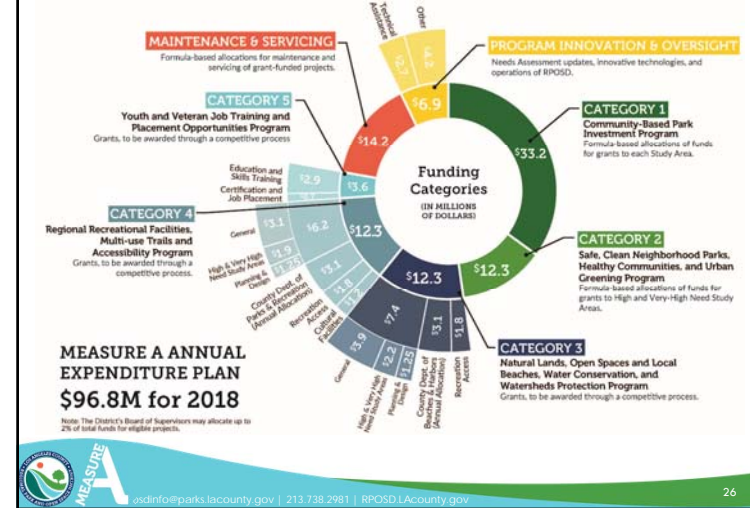
3. DRAFT FUNDING GUIDELINES: Calendars

Competitive Grant Programs

	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12
Application available	Yellow	Yellow	Yellow	Yellow	Yellow	Yellow						
Application due							Red (1 st)					
Application evaluation							Green	Green	Green	Green	Green	
Notification of grant award												Blue (1 st)

- Applications are open for 6 months in all categories
- Applications are due on the 1st day of Month 7
- Evaluation period lasts 5 months
- Applicants are notified of grant award on the 1st day of Month 12

3. DRAFT FUNDING GUIDELINES: Expenditure Plan



3. DRAFT FUNDING GUIDELINES: Grant Programs

General Requirements

- All projects and programs must adhere to **Feasibility Requirements**
- **Eligibility Requirements** vary by grant program
- All projects must adhere to **Community Engagement Requirements**

3. DRAFT FUNDING GUIDELINES: Grant Programs

Project Feasibility

- The project must meet all of the following:
- Land Access/Tenure
 - Planning and Design
 - Permitting and CEQA Compliance
 - Adverse Site Conditions
 - Project Cost and Funding
 - Project Schedule
 - Operations and Maintenance

Program Feasibility

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

3. DRAFT FUNDING GUIDELINES: Grant Programs

Annual Allocations: **Categories 1 & 2**

Annual Funding Amount

- Determined by Study Area using Per Capita Improvements Formula

Project Eligibility

- Must be located in the Study Area or meet requirements for sharing funds
- Must be a permanent capital project
- Must be consistent with PNA
- No additional requirements for project type, project location, or need level

Category 1 & Category 2 Grant Programs

Note: Project Feasibility and Community Engagement requirements also apply

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Annual Allocations: **Categories 1 & 2**

Sharing Funds

- A Study Area may share allocations if the receiving Study Area is directly adjacent to the sending Study Area; **and**
- RPOSD determines that the intended use of the funds will benefit the residents of the sending and receiving Study Areas.

Advancement

Payment by RPOSD prior to expenditure

- Agencies may advance up to 30% of annual allocation, not to exceed \$20,000, for community engagement
- Agencies may advance up to 50% of annual allocation for capital project expenditures (documentation required)

Category 1 & Category 2 Grant Programs

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Annual Allocations: **Dept. of Beaches and Harbors**

Annual Funding Amount

- \$3,083,253

Project Eligibility

- The project plans for, acquires, develops, improves, or restores a multi-benefit 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

DBH Allocation Category 3 Grant Program

Note: Project Feasibility and Community Engagement requirements also apply

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Annual Allocations: **Dept. of Beaches and Harbors**

Additional Considerations

- Projects and areas identified in the 2016 DBH Beach Needs Assessment should be prioritized
- Projects serving the region or multiple Study Areas must demonstrate regional-scale outreach and engagement
- No additional requirements for project type, project location, or need level

DBH Allocation Category 3 Grant Program

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Annual Allocations: **Dept. of Parks and Recreation**

Annual Funding Amount

- \$3,083,253

Project Eligibility

- 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

Note: Project Feasibility and Community Engagement requirements also apply

DPR Allocation Category 4 Grant Program

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Annual Allocations: **Dept. of Parks and Recreation**

Additional Considerations

- Projects serving the region or multiple Study Areas must demonstrate regional-scale outreach and engagement
- There are no additional requirements based on project type, project location, or need level

DPR Allocation Category 4 Grant Program

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **General Category 3**

Annual Funding Amount

- \$7,399,808
- 30% of funds will be targeted to High or Very High Need Study Areas

Project Eligibility

- 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

Note: Project Feasibility and Community Engagement requirements also apply

General Category 3 Grant Program

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **General Category 3**

Award Size

- Minimum: \$50,000
- Maximum: \$3,700,000

Award Brackets

Projects will compete and be evaluated within the following 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

General Category 3 Grant Program

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3. DRAFT FUNDING GUIDELINES: Grant Programs

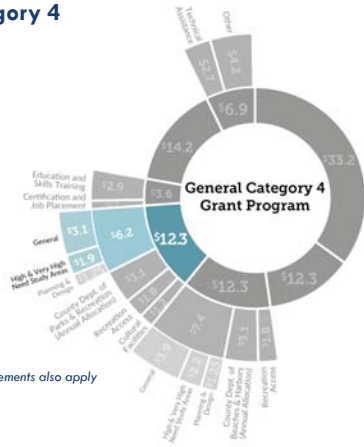
Competitive Grants: **General Category 4**

Annual Funding Amount

- \$6,166,507
- 30% of funding targeted to High or Very High Need Study Areas

Project Eligibility

- 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



Note: Project Feasibility and Community Engagement requirements also apply

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **General Category 4**

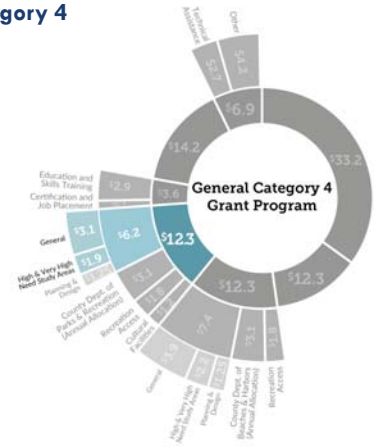
Award Size

- Minimum: \$50,000
- Maximum: \$3,100,000

Award Brackets

Projects will compete and be evaluated within the following 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



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Recreation Access**

Annual Funding Amount

- \$3,699,904

Program Eligibility

- 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 third-party program evaluation report



Note: Program Feasibility and Community Engagement requirements also apply

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Recreation Access**

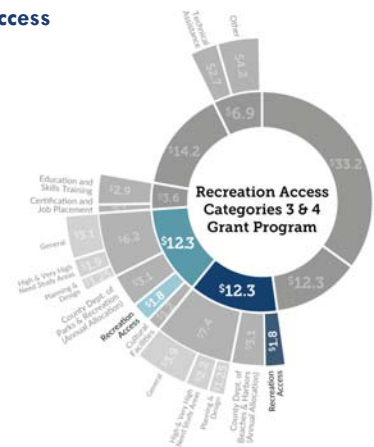
Award Size

- Minimum: \$50,000
- Maximum: \$1,850,000

Award Brackets

Projects will compete and be evaluated within the following brackets:

- Small: \$50,000 - \$499,999
- Medium: \$500,000 - \$999,999
- Large: \$1,000,000 - \$1,850,000



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: County Cultural Facilities

Annual Funding Amount

- \$1,233,301

Project Eligibility

- The project improves, refurbishes or enhances an existing County-owned cultural facility, creates a new County-owned cultural facility, or is developed on County-owned land by a partner agency
- The project is a permanent capital project



Note: Project Feasibility and Community Engagement requirements also apply



3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: County Cultural Facilities

Award Size

- Minimum: \$50,000
- Maximum: \$1,200,000

Award Brackets

Projects will compete and be evaluated within the following brackets:

- Small: \$50,000 - \$249,999
- Medium: \$250,000 - \$549,999
- Large: \$550,000 - \$1,200,000



3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: Category 5

Annual Funding Amount

- \$3,605,035

Program Eligibility

- Provides **education, skills training,** and career pathway development to young adults, aged 18 to 25, or veterans, to implement park projects; or
- 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; and
- Both programs must provide an annual third-party program evaluation report.



Note: Program Feasibility and Community Engagement requirements also apply



3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: Category 5

Award Size

- *Education and Skills Training*
- Minimum: \$50,000
- Maximum: \$1,400,000

Certification and Job Placement

- Minimum: \$50,000
- Maximum: \$350,000

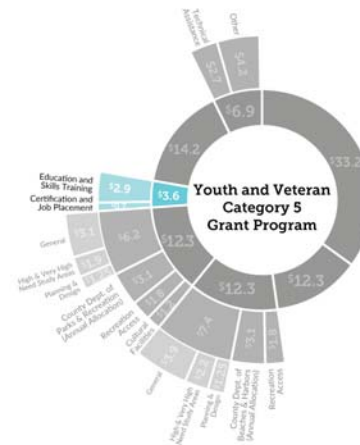
Award Brackets

Education and Skills Training

- Small: \$50,000 - \$249,999
- Medium: \$250,000 - \$549,999
- Large: \$550,000 - \$1,400,000

Certification and Job Placement

- Small: \$50,000 - \$99,999
- Medium: \$100,000 - \$199,999
- Large: \$200,000 - \$350,000




3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Acquisition-Only Projects**

Need for Acquisition Funds:

- 13% of projects prioritized in PNA involved acquisition
- Cost of these projects was 28% of the total costs documented in PNA
- Acquisition can be time-sensitive due to the real estate market



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Acquisition-Only Projects**

Potential Approach for Acquisition-Only Funds:

- Annual competitive grant for acquisition-only projects
 - Priority for urgent acquisition needs
- Funds could come from General Category 3 and General Category 4
- Initial estimate of approximately \$2 million annually




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3. DRAFT FUNDING GUIDELINES: Grant Programs


Competitive Grant Scoring: **General Category 3**

Evaluation Criteria
Projects will be scored out of 100 points total

Evaluation Category	Points
Level of Need	25
Regional Benefits	20
Multi-Benefit Projects	20
Community Involvement	20
Park Facility/Amenity Condition	5
Leveraging of Funds	5
Creativity, Place-Making, and Design	5
TOTAL	100



See page 28 of Funding Guidelines document




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **General Category 3**

Level of Need	25 Points max.
<i>Only one of the following four subcriteria may apply to each project.</i>	
(A) Project/program is located in a High or Very High Need Study Area.	25
(B) Project/program is not located in a High or Very High Need Study Area, but directly serves the residents of a High or Very High Need Study Area.	6 - 15
(C) Project/program does not meet subcriterion (A) or (B), but is located within a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	10
Project/program does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	1 - 4



See page 28 of Funding Guidelines document






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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **General Category 3**

Regional Benefits <i>Projects may meet one or more of the criteria below to be awarded, totaling up to 20 points maximum.</i>	20 Points max.
Project will add one or more facilities/amenities that do not currently exist, or improve one or more facilities/amenities that are one of its kind, within a:	
25-mile radius	15
15-mile radius	10 - 14
10-mile radius	0 - 9
Project involves the collaboration of at least three or more adjacent Study Areas or cities.	5

See page 29 of *Funding Guidelines* document




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **General Category 3**

Multi-Benefit Projects <i>Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 20 points.</i>	20 Points max.
Habitat Protection and Biodiversity	0 - 5
Healthy Ecosystem	0 - 3
Water Quality Improvements	0 - 3
Stormwater Capture and Attenuation	0 - 3
Water Conservation	0 - 3
Public Safety	0 - 3
Climate Resiliency	0 - 3
Greenhouse Gas Reductions	0 - 2
Air Quality Improvements	0 - 2
Active Recreation and Fitness	0 - 2
Food Access	0 - 2
Carbon Sequestration	0 - 1
Heat-Island Reduction	0 - 1

See page 29 of *Funding Guidelines* document




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **General Category 3**

Community Involvement <i>Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</i>	20 Points max.
Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	15 - 20
Project includes sufficient outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	6 - 14
Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	0 - 5

See page 30 of *Funding Guidelines* document




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **General Category 3**

Facility/Amenity Conditions <i>Projects may receive points from multiple applicable subcriteria below, totaling up to a maximum of 5 points.</i>	5 Points max
Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in poor condition . More points will be given based on the scale, function, and importance of the amenity.	0 - 5
Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in fair condition . More points will be given based on the scale, function, and importance of the amenity.	0 - 2
Project is located in a Study Area with at least 50% of its amenities in poor condition.	5
"..." between 40% and 49% of its amenities in poor condition.	4
"..." between 30% and 39% of its amenities in poor condition.	3
"..." between 20% and 29% of its amenities in poor condition.	2
"..." between 10% and 19% of its amenities in poor condition.	1

See page 30 of *Funding Guidelines* document



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **General Category 3**

Leveraging of Funds <i>Public and private funding from several specific types of benefit programs.</i>	5 Points
Project will receive at least 45% of the project's cost from the listed public and private funding sources.	5
Project will receive between 25% and 44% of the project's cost from the listed public and private funding sources.	4
Project will receive between 10% and 24% of the project's cost from the listed public and private funding sources.	3

See page 31 of *Funding Guidelines document*



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **General Category 3**

Creativity, Place-making, and Design <i>Points will be awarded based on the evaluators' assessment of the level of creativity and quality of design.</i>	5 Points
Project includes a high level of creativity and quality of design and place-making.	4 - 5
Project includes a moderate level of creativity and quality of design and place-making.	0 - 3

See page 31 of *Funding Guidelines document*



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **General Category 4**

Evaluation Criteria
Projects will be scored out of 100 points total

Evaluation Criteria	Points
Level of Need	25
Multi-Benefit Projects	20
Community Involvement	20
Connectivity	15
Accessibility	15
Park Facility/Amenity Condition	5
TOTAL	100



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **General Category 4**

Level of Need <i>Only one of the following four subcriteria may apply to each project.</i>	25 Points max.
(A) Project/program is located in a High or Very High Need Study Area.	25
(B) Project/program is not located in a High or Very High Need Study Area, but directly serves the residents of a High or Very High Need Study Area.	6 - 15
(C) Project/program does not meet subcriterion (A) or (B), but is located within a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	10
Project/program does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	1 - 4

See page 28 of *Funding Guidelines document*


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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **General Category 4**

Multi-Benefit Projects <i>Projects may receive full or partial credit in each subcriteria below, totaling up to a maximum of 20 points.</i>	20 Points max.
Habitat Protection and Biodiversity	0 - 5
Healthy Ecosystem	0 - 3
Water Quality Improvements	0 - 3
Stormwater Capture and Attenuation	0 - 3
Water Conservation	0 - 3
Public Safety	0 - 3
Climate Resiliency	0 - 3
Greenhouse Gas Reductions	0 - 2
Air Quality Improvements	0 - 2
Active Recreation and Fitness	0 - 2
Food Access	0 - 2
Carbon Sequestration	0 - 1
Heat-Island Reduction	0 - 1

See page 29 of Funding Guidelines document



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **General Category 4**

Community Involvement <i>Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</i>	20 Points max.
Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	15 - 20
Project includes sufficient outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	6 - 14
Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	0 - 5

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **General Category 4**

Evaluation Subcriteria

Connectivity <i>Between 0 and 15 points will be awarded based on the evaluators' assessment of how the project provides connectivity to other areas.</i>	15 Points
Project provides new physical connections 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.	0 - 15
Project provides improvements to existing physical connections 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.	0 - 10



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **General Category 4**

Evaluation Subcriteria

Accessibility	15 Points
Provides access to many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities. More points will be awarded to projects that intentionally provide access to more types of users.	0 - 15
Project meets the subcriteria above and this access is provided within an urban area.	0 - 10



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **General Category 4**

Facility/Amenity Conditions <i>Projects may receive points from multiple applicable subcriteria below, totaling up to a maximum of 5 points.</i>	5 Points max
Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in poor condition . More points will be given based on the scale, function, and importance of the amenity.	0 - 5
Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in fair condition . More points will be given based on the scale, function, and importance of the amenity.	0 - 2
Project is located in a Study Area with at least 50% of its amenities in poor condition.	5
"..." between 40% and 49% of its amenities in poor condition.	4
"..." between 30% and 39% of its amenities in poor condition.	3
"..." between 20% and 29% of its amenities in poor condition.	2
"..." between 10% and 19% of its amenities in poor condition.	1

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: County Cultural Facilities

Evaluation Categories

Projects will be scored out of 100 points total

Evaluation Criteria	Points
Level of Need	25
Multi-Benefit Projects	20
Community Involvement	20
Accessibility	20
Creativity, Place-Making, and Design	15
TOTAL	100




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **County Cultural Facilities**

Level of Need <i>Only one of the following four subcriteria may apply to each project.</i>	25 Points max.
(A) Project/program is located in a High or Very High Need Study Area.	25
(B) Project/program is not located in a High or Very High Need Study Area, but directly serves the residents of a High or Very High Need Study Area.	6 - 15
(C) Project/program does not meet subcriterion (A) or (B), but is located within a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	10
Project/program does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	1 - 4

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **County Cultural Facilities**

Multi-Benefit Projects <i>Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 20 points.</i>	20 Points max.
Habitat Protection and Biodiversity	0 - 5
Healthy Ecosystem	0 - 3
Water Quality Improvements	0 - 3
Stormwater Capture and Attenuation	0 - 3
Water Conservation	0 - 3
Public Safety	0 - 3
Climate Resiliency	0 - 3
Greenhouse Gas Reductions	0 - 2
Air Quality Improvements	0 - 2
Active Recreation and Fitness	0 - 2
Food Access	0 - 2
Carbon Sequestration	0 - 1
Heat-Island Reduction	0 - 1

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: County Cultural Facilities

Community Involvement	20 Points max.
<i>Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</i>	
Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	15 - 20
Project includes sufficient outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	6 - 14
Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	0 - 5

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: County Cultural Facilities

Evaluation Subcriteria

Accessibility	15 Points
Provides access to many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities. More points will be awarded to projects that intentionally provide access to more types of users.	0 - 15
Project meets the subcriteria above and this access is provided within an urban area.	0 - 10




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: County Cultural Facilities

Evaluation Subcriteria

Creativity, Place-making, and Design	5 Points
<i>Points will be awarded based on the evaluators' assessment of the level of creativity and quality of design.</i>	
Project includes a high level of creativity and quality of design and place-making.	4 - 5
Project includes a moderate level of creativity and quality of design and place-making.	0 - 3

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: Recreation Access

Evaluation Categories

Projects will be scored out of 70 points total

Evaluation Criteria	Points
Level of Need	20
Program Benefits	30
Community Participation	20
TOTAL	70


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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: Recreation Access

Level of Need <i>Only one of the following four subcriteria may apply to each project.</i>	25 Points max.
(A) Program is located 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 the residents of a High or Very High Need Study Area.	6 - 15
(C) Program does not meet subcriterion (A) or (B), but is located within a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	10
Program does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	1 - 4



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: Recreation Access

Evaluation Subcriteria

Program Benefits <i>Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 30 points.</i>	30 Points
Goals and Objectives	0 - 5
Accessibility	0 - 5
Participant Recruitment	0 - 5
Connectivity	0 - 3
Interpretive Programs and Education	0 - 3
Public Safety	0 - 3
Active Recreation and Fitness	0 - 3


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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: Recreation Access

Community Involvement <i>Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</i>	20 Points max.
Project includes robust and innovative outreach strategies that will engage the identified target audience.	15 - 20
Project includes sufficient outreach strategies that will engage the identified target audience.	6 - 14
Project includes minimal and limited outreach strategies that will engage the identified target audience.	0 - 5



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: Youth and Veteran

Evaluation Categories

Projects will be scored out of 70 points total

Evaluation Criteria	Points
Level of Need	20
Program Benefits	30
Community Participation	20
TOTAL	70




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: Youth and Veteran

Evaluation Subcriteria

Level of Need	20 Points
Organization provides services to, or recruits more than 75% of their participants from, a High or Very High Need Study Area.	20
Organization provides services to, or recruits 50% to 75% of their participants from, a High or Very High Need Study Area.	15
Organization provides services to, or recruits more than 25% to 49% of their participants from, a High or Very High Need Study Area.	5

Only one of the following three subcriteria may apply to each project.



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: Youth and Veteran

Evaluation Subcriteria

Program Benefits	30 Points
Program Quality	0 - 5
Program Variety	0 - 5
Goals and Objectives	0 - 5
Participant Recruitment and Retention	0 - 5
Follow-up Services	0 - 5
History of Success and Outcomes	0 - 5

Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 30 points.



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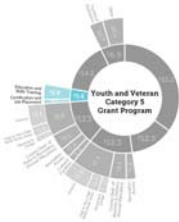
3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: Youth and Veteran

Evaluation Subcriteria

Community Participation	20 Points
Program incorporates robust and innovative outreach strategies that will engage the identified target audience.	15 - 20
Program incorporates sufficient outreach strategies that will engage the identified target audience.	6 - 14
Program incorporates minimal and limited outreach strategies that will engage the identified target audience.	0 - 5

Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.



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3. DRAFT FUNDING GUIDELINES: Calendars

Community Engagement Requirements

Information Sharing

This approach allows agencies to update their community on the status of a project or a plan without actively seeking community feedback.

This approach is most appropriate when agencies have previously engaged the community and seek to provide updates throughout the duration of the project.

Information-sharing methods should be appropriate in accessibility and visibility to the particular community.

This approach may be required at various stages of the grant administrative process.

Concurrent Engagement

This approach allows agencies to discuss Measure A-funded projects and plans in conjunction with other community meetings.

This may include meetings, scheduled around community plans, regularly scheduled council meetings, or other events that aim to engage the community and solicit feedback pertaining to spending priorities within a Study Area.

Concurrent engagement methods should be appropriate in scale and type to the particular community.

Depending on project cost, this approach may be required before or after submission of the grant application.

Participatory Engagement

This approach includes meetings, workshops, and other events that solicit community input and feedback on project priorities and how Measure A funds should be directed to those priorities.

Meetings must intentionally engage the community and solicit meaningful feedback. Participatory engagement methods should be appropriate in scale and type to the particular community.

Depending on project cost, this approach must be used either before and/or after submission of the grant application.

Find your grant type and award size to determine minimum community engagement requirements:

Annual Allocations*	Competitive Grants**
Under \$10K: IS	IS and CE
\$10K - \$50K: IS and CE	IS and CE or PE
\$50K - \$100K: IS and PE	IS and PE
Over \$100K: IS and PE	IS and PE or PE

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

** Does not apply to programmatic competitive grants such as Restorative Action (Category 3) and 4, and Category 5 Youth and Veteran grants.

Information Sharing Approach

Concurrent Engagement Approach

Participatory Engagement Approach

Engagement Approach to be Completed at Two Separate Times Before or After the Grant Award

Total Grant Amount Withdrawn for the Year for Annual Allocations and M&S Funds OR Project's Requested Grant Award Size by Award Bracket for Competitive Grants

Maintenance & Servicing (M&S) Funds

All + IS

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3. DRAFT FUNDING GUIDELINES: Calendars

Community Engagement Requirements

- **Adjusted thresholds** for competitive grants so that all projects competing against each other in an award bracket are held to the same standard of engagement
- Allowed **more flexibility** for when engagement is conducted by requiring a minimum number of occurrences without mandating that it occur before or after the application period
- Required Information Sharing **across the board**
- **Removed** requirement that **proposed project must be on the current PNA List** or consistent with an adopted planning document
- **Removed Resolution** as meaningful form of engagement



3. DRAFT FUNDING GUIDELINES: Calendars

Community Engagement Requirements



Engagement must be thoughtful and appropriate to the Study Area's community or the area being served by the project, including the following:

- Provide advanced notice of at least two weeks for concurrent and participatory engagement, through multiple platforms
- Schedule and locate meetings/events at a time/location appropriate for adequate community attendance.
- Reach out to community members living in High and Very High Need Study Areas and/or subareas as well as non-English speaking populations, if applicable.
- Provide interpretive services for languages other than English in written and/or spoken form, targeting languages that are commonly spoken in the community, if applicable.



3. DRAFT FUNDING GUIDELINES: Calendars

Community Engagement Requirements



Timing of Engagement

- Engagement that has occurred within 36 months is acceptable with verification.
- If engagement has not yet occurred, agencies must describe the comprehensive community engagement plan in their grant application and upon completion of engagement, verification must be provided to RPOSD.
- Acceptable verification for all levels of engagement may include photos, sign-in sheets, signed resolutions social media reports, and narrative descriptions of the type of outreach conducted.



• Purpose
• Policies

4. GRANTMAKING POLICY

4. GRANT MAKING POLICY

Purpose:

Lowering barriers to accessing Measure A funds



4. GRANT MAKING POLICY

- **Targeting Funds.** Thirty percent (30%) of General Competitive Category 3 and Category 4 grant funds will be targeted to projects in High and Very High Need Study Areas.
- **Evaluation Criteria.** All competitive grants will include a “Level of Need” evaluation criterion.
- **Project Types.** Competitive grant programs will fund specific project types that are in and/or serve High and Very High Need communities.

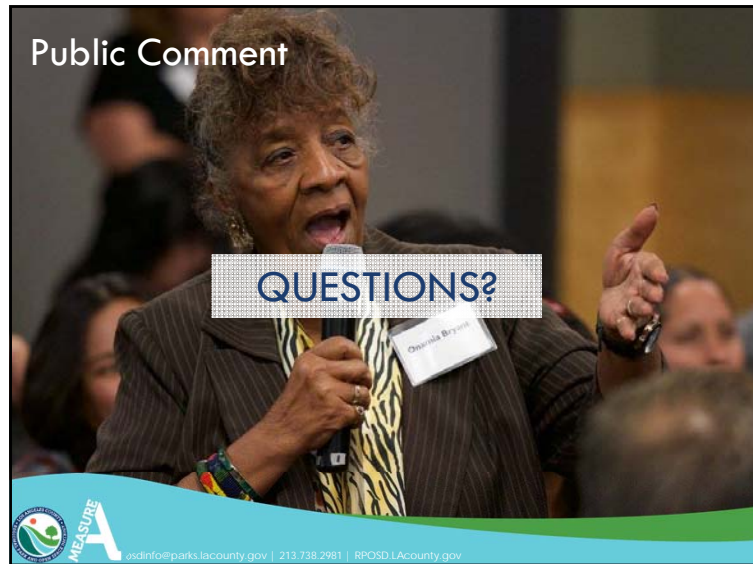
4. GRANT MAKING POLICY

- **Long-Range Planning.** Measure A funding will be consistent with Study Areas’ long-range park planning documents, such as the Needs Assessment, Parks Master Plan, community plan, or other approved planning document.
- **Community Engagement.** RPOSD will require community involvement and engagement for projects funded by Measure A.
- **Monitoring and Correction.** RPOSD will consistently monitor, track, and if necessary, correct, the distribution of both competitive funding and annual allocations.

4. GRANT MAKING POLICY

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





Upcoming Meetings

Steering Committee Meeting #7

- Policies: *Variable Funds, Bonding and Forwarding, Category 2, BoS Designated Park Projects, Consumer Price Index Update;*
- **Technical Assistance Program Refinements**

January 25th 9:30 am-12 noon
Kenneth Hahn Hall of Administration

Steering Committee Meeting #8

- Policies: *Innovation & Oversight, Nonprofit M&S 4.5% Allocation*
- **Revised Grant Guidelines**
- **Community Engagement Meetings Rollout**

February 22nd 9:30 am-12 noon
Kenneth Hahn Hall of Administration

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TAP Survey

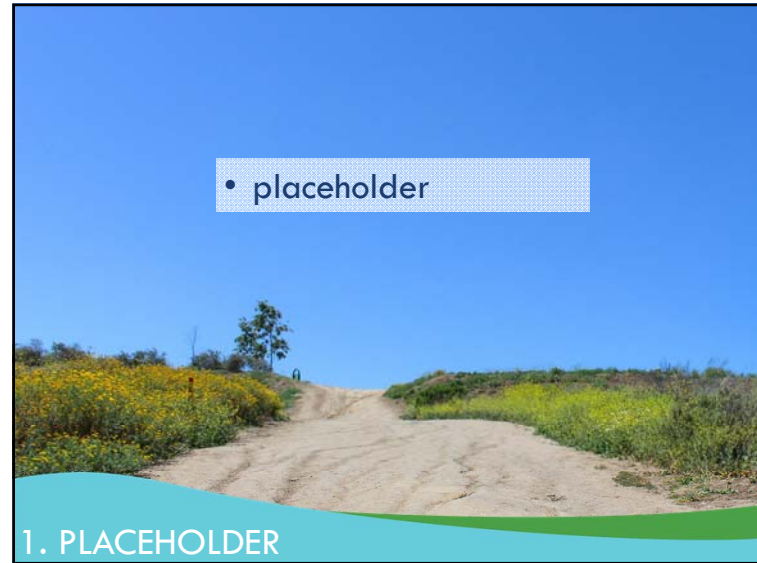
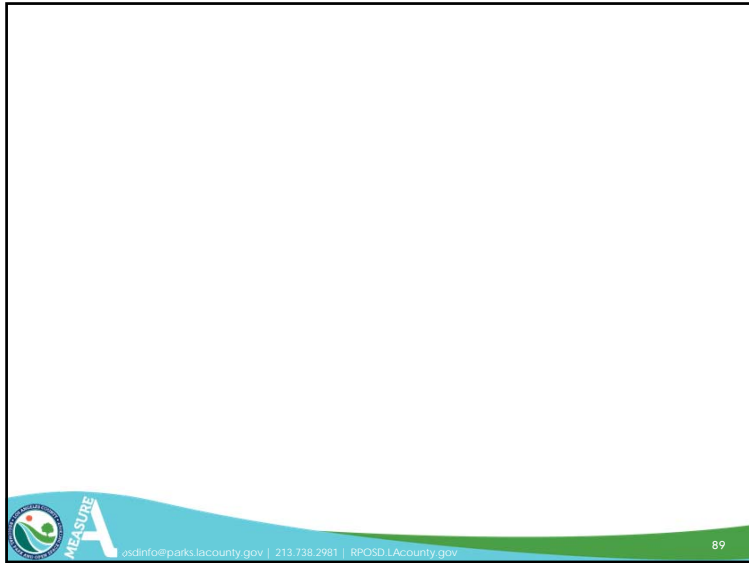
- **Deadline to respond is this Friday at 5:00pm.**
- **If you need the link again, please let Jessica Wuyek know.**

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Park Need Calculation Clarification and Subarea Need

At the September Steering Committee meeting, incorrect information was provided in response to a question about the difference between Study Area need and “subarea” need. It was incorrectly stated that population density was not considered when determining park need in subareas, and that population density was only considered in determining need in Study Areas.

In fact, population density was one of three metrics used to determine park need in subareas:



Subarea need varies within each Study Area

Study Area need was calculated primarily based on the percent of population in High and Very High need subareas within each Study Area, using the calculations for each subarea described above¹. Therefore, the three factors illustrated above were the primary factors used to identify need in both subareas and Study Areas for the 2016 Countywide Comprehensive Parks Needs Assessment (PNA).

Subarea Need

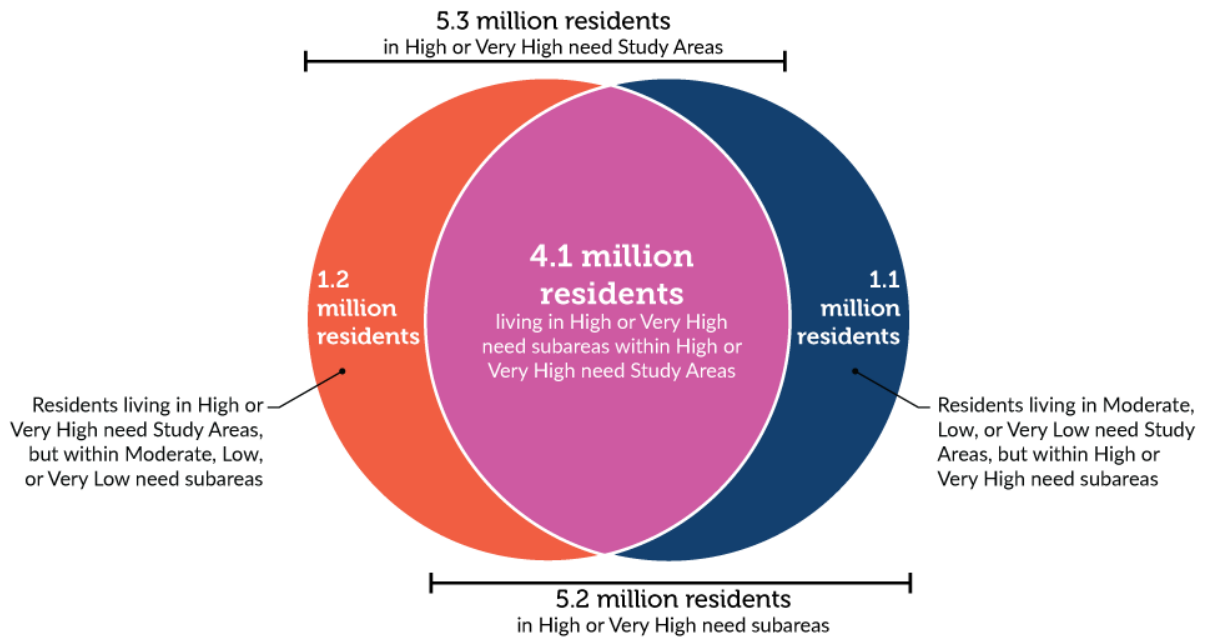
Analyzing Los Angeles County’s population by Study Area need shows that 52.6% of the County population, or approximately 5.3 million people, lives in a High or Very High need Study Area.

Analyzing the County population by subarea need level shows that a similar percentage, 51% of the County population, or approximately 5.2 million people, lives in a High or Very High need subarea.

Of residents living in a High or Very High need subarea, nearly 80%, or approximately 4.1 million residents, also live within a High or Very High need Study Area and will thus benefit from Category 2 funds. However, over 20% of

¹ Park amenity condition, lack of a park within a Study Area, and total Study Area population were further used to move Study Areas up or down one or more levels of need, but only after the percent of population in High and Very High need subareas was calculated. Twenty two Study Areas had their need level adjusted using these criteria. Of these, three Study Areas were moved from Moderate need to High need; and three were moved from High need to Very High need. No Study Areas were moved out of the High or Very High need level.

residents living in a High or Very High need subarea live in Moderate, Low, or Very Low need Study Areas. This equates to approximately 1.1 million people living in subareas of High or Very High need within Moderate, Low, or Very Low need Study Areas.



There are a total of 89 Study Areas (44 Moderate need, 32 Low need, and 13 Very Low need Study Areas) with High or Very High need subareas. The number of residents in these High or Very High need subareas in each Study Area ranges from 15 to just over 49,000 (refer to Table 1).

The consideration of High and Very High need subareas could be relevant to Los Angeles County Regional Park and Open Space District's (RPOSD's) proposed targeting of funds and to the evaluation of Level of Need for competitive grants.

Targeted Funds

RPOSD recommends that targeted funds from General Category 3 and General Category 4 competitive grants be targeted only to those Study Areas that are High or Very High need. These targeted funds are intended to ensure that agencies with the greatest need for parks are able to secure funds and thus should be focused on Study Area need.

Evaluation of Level of Need for Competitive Grants

RPOSD recommends that subarea need be considered when evaluating Level of Need in competitive grant applications, in the following manner:

1. Subarea need should only be considered if the project is located within a High or Very High need subarea and the project's Study Area contains at least 5,000 residents living in High or Very High need subareas. Using data from the 2016 PNA, this includes 40 Moderate need and 14 Low need Study Areas. No Very Low need Study Areas have 5,000 residents living in High or Very High need subareas. These 54 Study Areas include 95.8% of the 1.1 million residents who live in High or Very High need subareas within Moderate,

Low, or Very Low need Study Areas. The remaining 4.2% of residents live in Moderate, Low, or Very Low need Study Areas that do not have a substantial number of residents (less than 5,000 residents) living in High or Very High need subareas.

- Projects located in or serving High or Very High need subareas within qualifying Study Areas that are not High or Very High need should receive fewer points than projects located in High or Very High need Study Areas. As an example, for General Category 3 Grants the following scoring is suggested:

<p>Level of Need Level of need is based on the current Countywide Parks Needs Assessment determination. Projects located within or serving Study Areas or subareas with High or Very High need will receive more points than projects that do not.</p> <p>Only one of the following four subcriteria will apply to each project.</p>	<p>25 points maximum</p>
<p><i>(A) Project is located in a High or Very High need Study Area.</i></p>	<p>25</p>
<p><i>(B) Project is not located in a High or Very High need Study Area, but directly serves the residents of a High or Very High need Study Area.</i></p> <p><i>This subcriterion will be scored on a range of 6 to 15 points depending on how the project serves residents of the High or Very High need Study Area.</i></p>	<p>6-15</p>
<p><i>(C) Project does not meet subcriterion (A) or (B), but is located within a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p>	<p>10</p>
<p><i>Project does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p> <p><i>This subcriterion will be scored on a range of 1 to 4 points depending on how the project serves residents of the High or Very High need subarea.</i></p>	<p>1-4</p>

Table 1 - High and Very High Need Subarea Population within Moderate, Low, and Very Low Need Study Areas

Study Area ID	Study Area Name	Study Area Need Level	Study Area Population in High and Very High Need Subareas
183	City of LA Northeast Los Angeles - North	Moderate	49,718
182	City of Santa Monica	Moderate	45,685
179	Santa Clarita - North	Moderate	37,057
122	City of Lancaster - Westside	Moderate	36,993
121	City of LA Wilmington - Harbor City / City of LA Port of LA	Moderate	32,111
151	Santa Clarita - South	Moderate	31,543
177	City of LA Northeast Los Angeles - South	Moderate	31,100
103	City of LA Hollywood - North	Moderate	30,994
73	City of LA Granada Hills - Knollwood	Moderate	28,809
186	City of Redondo Beach	Moderate	28,488
131	City of Montebello	Moderate	28,373
134	Unincorporated South Whittier/ Uninc. East La Mirada	Moderate	28,081
160	City of West Covina	Moderate	27,022
173	City of Pasadena - Westside	Moderate	26,324
138	City of LA Silver Lake - Echo Park - Elysian Valley	Moderate	26,021
69	City of Lancaster - Eastside	Moderate	24,382
136	City of LA Encino - Tarzana	Moderate	24,315
180	City of Glendale - Northside	Low	24,027
155	City of Pomona - Northside	Moderate	23,083
98	City of Rosemead	Moderate	21,911
148	City of Monterey Park	Moderate	21,867
185	City of LA San Pedro / City of LA Port of Los Angeles / Unincorporated La Rambla	Moderate	21,798
146	City of LA West Hills - Woodland Hills \ Uninc. Canoga Park - West Hills	Moderate	21,206
96	City of LA Sylmar	Moderate	20,556
152	City of LA Chatsworth - Porter Ranch / Uninc. Chatsworth / Uninc. Northridge / Uninc. Canoga Park / Uninc. Porter Ranch-Oat Mountain	Low	19,153
129	City of LA Brentwood - Pacific Palisades	Moderate	17,896
150	City of Pomona - Southside	Moderate	17,796
92	Unincorporated Rowland Heights	Moderate	17,426
167	City of Beverly Hills	Moderate	16,634
124	City of Palmdale - Eastside / Uninc. South Antelope Valley	Low	16,205
84	City of LA Sherman Oaks - Studio City - Toluca Lake - Cahuenga Pass / Uninc. Universal City	Low	15,505

Study Area ID	Study Area Name	Study Area Need Level	Study Area Population in High/Very High Need Subareas
93	City of Covina	Moderate	14,044
110	City of Pico Rivera	Low	13,952
132	City of Pasadena - Eastside / Unincorporated Kinneloa Mesa	Moderate	13,707
176	City of Burbank	Low	12,832
111	City of San Gabriel	Moderate	12,539
166	City of Arcadia	Low	11,912
175	City of Azusa	Moderate	11,449
172	City of Culver City	Moderate	10,379
20	Unincorporated San Jose Hills	Moderate	9,600
39	Unincorporated Valinda	Moderate	9,286
91	Unincorporated Castaic	Moderate	9,144
181	City of Torrance - South	Low	8,137
127	Unincorporated Azusa	Moderate	7,942
157	City of Diamond Bar	Low	7,452
153	City of Lakewood / Unincorporated Lakewood	Low	7,202
139	City of LA Sunland - Tujunga - Lake View Ter. - Shadow Hills	Low	7,140
97	City of Long Beach Central	Low	6,791
128	City of Hermosa Beach	Moderate	6,386
62	City of Lomita	Moderate	6,249
77	City of Monrovia	Low	5,878
41	City of Hawaiian Gardens	Moderate	5,728
165	City of Long Beach East / Unincorporated Long Beach	Low	5,446
55	City of Commerce	Moderate	5,081
187	City of Whittier	Low	4,785
137	City of La Mirada	Moderate	3,866
125	City of Palmdale - Westside	Low	3,694
47	Unincorporated Altadena	Low	3,632
89	City of South Pasadena	Low	3,626
178	City of Manhattan Beach	Low	3,552
78	City of South El Monte/ Unincorporated El Monte/ Uninc. Whittier Narrows	Low	3,083
65	Unincorporated West Whittier - Los Nietos	Low	2,639
99	Unincorporated Hacienda Heights-Whittier	Low	2,251
19	Unincorporated Quartz Hill-Lancaster	Moderate	2,032
144	City of Glendora / Unincorporated Glendora	Low	1,704
63	Unincorporated Marina del Rey	Moderate	1,700
126	City of Santa Fe Springs	Low	1,274

Study Area ID	Study Area Name	Study Area Need Level	Study Area Population in High/Very High Need Subareas
171	City of Claremont / Unincorporated Claremont	Low	1,026
5	Unincorporated Covina Islands	Moderate	1,007
184	City of Cerritos \ Unincorporated Cerritos	Low	600
158	City of El Segundo	Low	599
52	Unincorporated Sunrise Village-South San Gabriel-Whittier Narrows	Low	574
29	Unincorporated Angeles National Forest	Low	531
143	City of Duarte	Low	412
33	Unincorporated Monrovia	Low	365
156	City of San Dimas / Unincorporated San Dimas	Very Low	296
25	City of Industry	Very Low	186
66	City of La Canada Flintridge	Very Low	156
170	City of Rancho Palos Verdes	Very Low	106
9	Unincorporated Acton/ Uninc. South Antelope Valley	Very Low	102
3	City of Vernon / Unincorporated Vernon	Very Low	101
49	Unincorporated Stevenson/Newhall Ranch	Very Low	70
141	City of Signal Hill	Very Low	55
8	City of San Marino	Very Low	38
159	City of La Verne / Uninc. La Verne/ Uninc. Claremont	Very Low	32
48	Unincorporated Ladera Heights / View Park - Windsor Hills	Very Low	28
86	City of Rolling Hills Estates / Unincorporated Westfield	Very Low	20
17	Unincorporated Northeast Antelope Valley	Very Low	16
10	Unincorporated Agua Dulce-Angeles National Forest-Canyon Country	Low	15

Measure A Grant Guidelines Policies and Procedures Draft Outline

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 - i. Oversight Committee
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 - i. General Information
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 - b. Technical Assistance (available)
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 - i. Spend Annually
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 - b. Award Process

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- 6. Youth and Veteran
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 - 5. Initial Site Inspection
 - 6. Amendments
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 - 1. Reporting
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 2. Budget
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 4. Payment Requests
 5. Accounting Requirements
 6. Long-term Grant Obligations
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5. Technical Assistance
 - a. Program Goals
 - b. Description of Program Elements
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 6. Glossary

DRAFT

3. Funding Guidelines

3.1 OVERVIEW

The Measure A grant program is made up of various funding categories, including both non-competitive and competitive grants, Maintenance & Servicing (M&S) funds, and Planning & Design Funds. Non-competitive grants include annual allocations to local agencies countywide, while competitive grants are made up of five different grant categories, each with different funding amounts, requirements, and evaluation criteria for projects or programs. This chapter contains details, guidelines, and requirements on Measure A's funding categories.

This chapter does not contain information about Program Innovation & Oversight funding, which includes the Technical Assistance Program (TAP). For more information about the TAP, see Chapter 5.

3.1.1 CALENDAR FOR CURRENT FUNDING CYCLE

3.1.1.1 ANNUAL ALLOCATIONS

Annual allocations will be available to those qualified agencies that have completed enrollment beginning in July 2018. Agencies can submit applications for their annual allocation funds at any time in the calendar year, except during specified blackout periods (refer to Chapter 1, Introduction, for additional detail).

Although there may be exceptions, processing times for annual allocations will be as follows:

- 6 to 8 weeks from submission of completed enrollment documents to notification of eligibility
- 6 to 8 weeks from submission of completed application to notice of grant award

3.1.1.2 COMPETITIVE GRANTS CALENDAR

Competitive grants will be available beginning in 2019. The following tables indicate the timetable for each competitive grant program.

TABLE 3-1: GENERAL COMPETITIVE GRANTS (CATEGORIES 3 & 4)

	2018										2019	
	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: RECREATION ACCESS GRANTS (CATEGORIES 3&4)

	2018						2019					
	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: YOUTH AND VETERAN GRANTS (CATEGORY 5)

	2018	2019										
	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

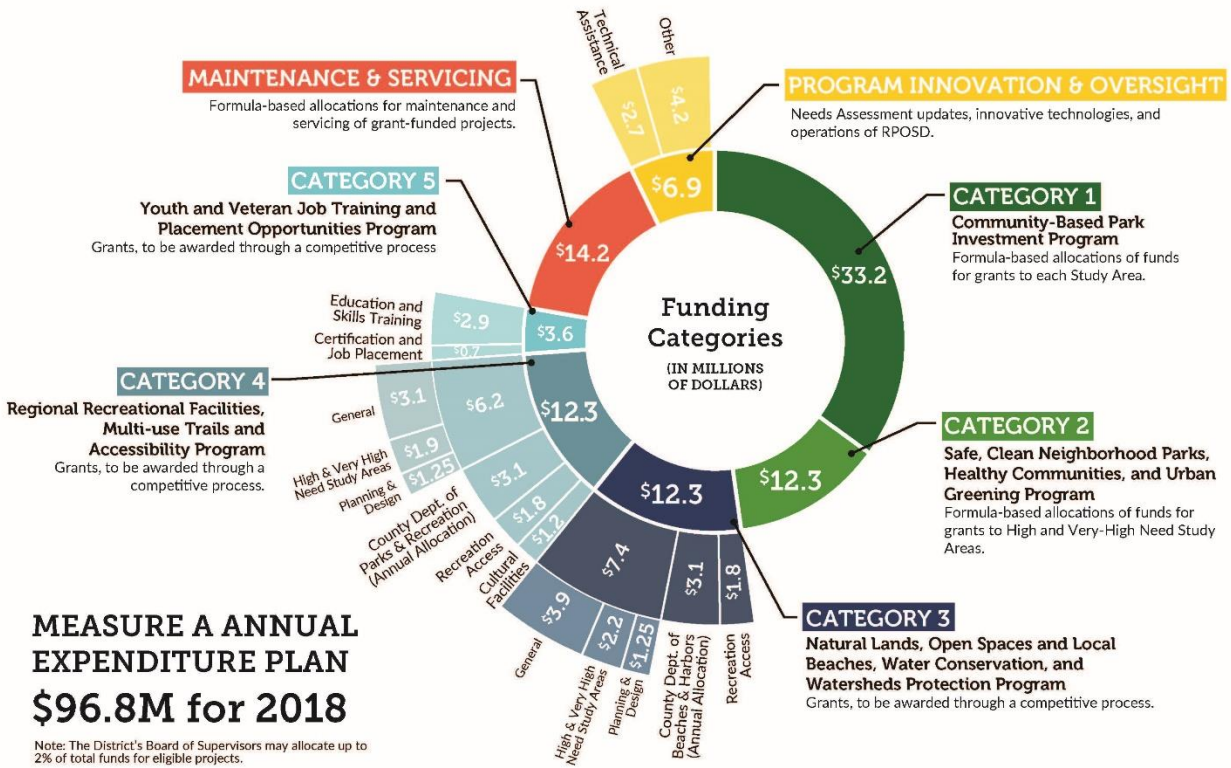
TABLE 3-4: CULTURAL FACILITIES GRANTS (CATEGORY 4)

	2020	2021										
	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 EXPENDITURE PLAN FOR CURRENT FUNDING CYCLE

The Measure A Annual Expenditure Plan, shown in Figure 3-1, shows dollar amounts allocated to each funding category in 2018. The amounts allocated to each funding category will change from year to year due to factors such as increases in tax revenue and policy changes. Funds allocated for competitive grants will be held until the grant program opens.

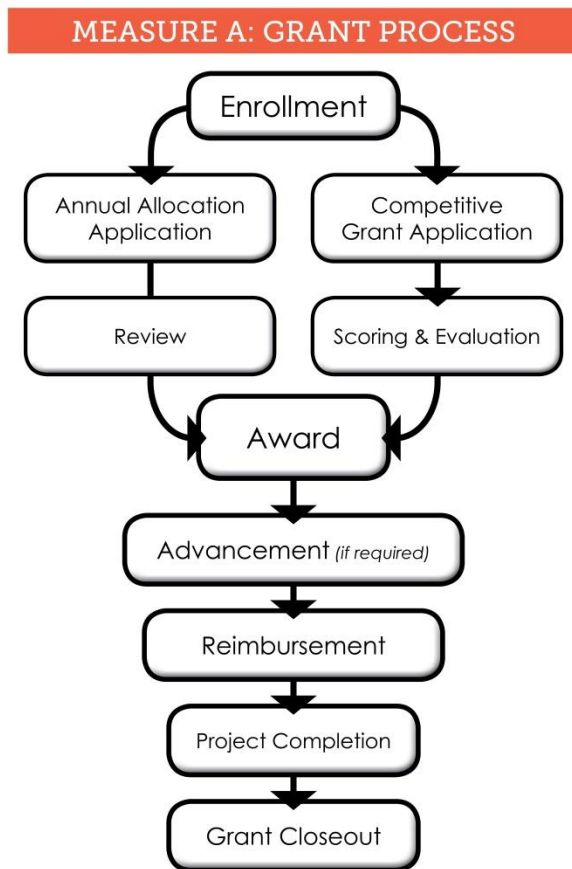
Figure 3-1: Measure A Annual Expenditure Plan



3.1.3 PROCESS FOR RECEIVING GRANT FUNDS

Figure 3-2 shows the sequential grant process of receiving Measure A grant funding. This chapter contains guidance and information on navigating the initial steps of the grant process prior to the award of a grant, including enrollment, grant requirements, and evaluation. Chapter 4, Project Delivery/Grant Administration, addresses the elements of the grant process following grant award, including application approval, advancement, reimbursement, project completion, and grant closeout.

Figure 3-2: Grant Process



3.2 ENROLLMENT AND ELIGIBILITY PROCEDURES

In order to request and receive any type of Measure A funding, agencies and organizations are required to complete the enrollment and eligibility process online via the Los Angeles County Regional Park and Open Space District's (RPOSD's or District's) website prior to applying for Measure A funds. After enrollment is completed, agencies and organizations will be notified by RPOSD of their eligibility to request Measure A funds. The following section provides more detail on requirements for enrollment and eligibility.

Once initial enrollment is complete and eligibility is established, agencies and organizations are required to renew their enrollment information annually by verifying their agency's or organization's status and the validity of their submitted materials through the RPOSD website.

3.2.1 QUALIFIED AGENCIES/ORGANIZATIONS

Only qualified agencies and organizations are able to enroll with RPOSD and establish eligibility to request and receive Measure A funds. Agency qualifications for annual allocations and competitive grants are

further explained below. Program managers (RPOSD staff) will be available to assist agencies and organizations in determining their qualification to complete the enrollment process.

PUBLIC AGENCIES

Qualifying 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.

NONPROFIT ORGANIZATIONS

Nonprofit organizations that own land or park facilities or have existing agreements or letters of intent to operate and maintain facilities are qualified to enroll with RPOSD and may apply independently for competitive grants or may pair with a governmental agency.

Qualifying 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 and Recreation Access grants).

3.2.2 ENROLLMENT AND ELIGIBILITY REQUIREMENTS

Qualified agencies and organizations are required to provide additional information/documentation during the online enrollment process via RPOSD's website to establish eligibility to request Measure A funds. If the agency or organization is eligible to request Measure A funds, RPOSD will notify the agency or organization and inform them what types of grants the agency or organization is eligible to apply for. If the agency or organization is not eligible to request Measure A funds, RPOSD will follow up and provide guidance/feedback.

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

3.2.2.1 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. Good standing means the grant project is in progress and on track to be completed on schedule and within budget.
- **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(s) of the contract that are unacceptable, identify why they are unacceptable, and submit revised contract language. If the District 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 annually 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.
- **Request Technical Assistance.** Once eligibility is established, applicants may indicate whether they desire technical assistance to complete grant applications or develop projects. RPOSD staff will work closely with those applicants that request technical assistance. See Chapter 5 to learn more about the Technical Assistance Program (TAP).

3.2.2.2 PUBLIC AGENCIES

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

- **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 deemed appropriate by applicant.
- **Review and Update Park Needs Assessment Inventory Data.** Public agencies must verify the accuracy of the agency’s 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 (i.e., new parks and/or facilities, closures, etc.), and submit the updates to RPOSD. All Study Areas are responsible for regularly updating inventory data tied to the PNA via RPOSD’s enrollment website.
- **Confirm of Intent to Apply for Annual Allocations.** Public agencies must confirm their intent to apply for annual allocations during the current year. Applicants not planning to apply for annual allocation

funds must provide an explanation that describes why they are not requesting the funds and identifies when they plan to request the funds.

- **Financial Audits.** Public agencies must provide documentation of completed financial audits to provide assurance that the agencies' financial statements are accurate and complete.
- **Capacity Review.** Public agencies must provide information demonstrating their organizational capacity, including their financial audit statement and operating structure showing number of staff, staff roles, labor hours, etc.

3.2.2.3 NONPROFIT ORGANIZATIONS

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

- **Verify Organization Mission and Operations Comply with Requirements.** Nonprofit organizations must provide documentation to prove their organization's mission statement and that it relates to those topics listed under Section 3.2.1. Organizations must also submit information about their capacity to operate a grant with items such as financials and operating structure, showing the number of staff, staff roles, labor hours, etc.
- **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.
- **Capacity Review.** Nonprofit organizations must provide information demonstrating their organizational capacity to operate a grant and complete a project, including their financial audit statement and operating structure showing number of staff, staff roles, labor hours, etc.

3.2.2.4 SCHOOLS

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

- **Provide Joint-use Agreement.** If the school has a joint-use agreement, they must provide proof that their joint-use agreements comply with the following requirements:
 - Allows for public use and access of the site;
 - Must be in place for a minimum number of years from date of application, and provides an option and/or method to extend;
 - Includes the use of indoor and/or outdoor facilities;
 - Allows third parties to operate programs; and
 - 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 have a joint-use agreement, they must provide proof that the training/education and certification/placement services provided meet requirements. This requirement is only applicable to schools applying for Youth and Veteran (Category 5) funds.

3.3 FUNDING TYPES

This section provides information about Measure A’s various funding types, which include annual allocations, competitive grants, M&S funds, and Planning & Design funds. Table 3-5 identifies the different types of annual allocations and competitive grants that fall under each grant category or program. Each category of funds is designated to a specific Measure A grant program as described below:

- 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 Watersheds Protection Program
- Category 4: Regional Recreational Facilities, Multi-use Trails, and Accessibility Program
- Category 5: Youth and Veteran Job Training and Placement Opportunities Program

TABLE 3-5: OVERVIEW OF MEASURE A ANNUAL ALLOCATIONS AND COMPETITIVE GRANTS

ANNUAL ALLOCATIONS		COMPETITIVE GRANTS	
Category 1	All grants	Category 3	Recreation Access grants
Category 2	All grants	Category 3	General Competitive grants
Category 3	Grants to Los Angeles County Department of Beaches and Harbors (DBH)	Category 4	Recreation Access grants
Category 4	Grants to Los Angeles County Department of Parks and Recreation (DPR)	Category 4	Los Angeles County Cultural Facilities grants
		Category 4	General Competitive grants
		Category 5	All grants

M&S funds and Planning & Design grants are not shown in Table 3-5; the application process for these funds are discussed at the end of this chapter in Sections 3.3.4 and 3.3.5.

RPOSD will administer the application process electronically through a grant web portal for all grant funding types. Potential grantees will be able to submit all necessary application items, enrollment information, and eligibility materials through the website. More detail about the application submittal and grant administration requirements can be found in Chapter 4, Project Delivery/Grant Administration.

3.3.1 GENERAL INFORMATION

3.3.1.1 COMMUNITY ENGAGEMENT REQUIREMENTS

Community engagement is required by each Study Area in order to request and receive grant funds, including annual allocations, competitive grants (except for programmatic grants), and M&S funds. This engagement could occur before the grant award, after the grant award, or both. Figure 3-3 describes the different levels of engagement approaches. All grant types are required to conduct the Information Sharing engagement approach.

The purpose of the community engagement requirements is to: 1) ensure that communities throughout Los Angeles County (County) are aware of, and can help set spending priorities for Measure A-funded projects; and 2) for agencies to report how previous year's allocations and awards were spent. Note that competitive grant applications will be evaluated on the degree of and approaches to community involvement beyond the minimum community engagement requirements (see "Community Involvement" evaluation criterion). Applicants meeting only the minimum requirements will score lower than applicants who conduct more robust community engagement. Applicants should follow the guidelines below to fulfill the minimum community engagement requirements:

- Applicants should follow the flowcharts shown on Figure 3-3 to determine what minimum level of engagement is required to be completed.
- Engagement must be thoughtful and appropriate to the Study Area's community, including the following:
 - Provide advanced notice of at least two weeks for concurrent and participatory engagement through multiple platforms such as by notice, mailing, flyer, postcards, door hangers, radio or television ads, social media, etc.
 - Schedule and locate meetings/events at a time/location appropriate for adequate community attendance.
 - Reach out to community members living in High and Very High need Study Areas and/or subareas as well as non-English speaking populations, if applicable.
 - Provide interpretive services for languages other than English in aural, written, and/or speech forms, targeting languages that are commonly spoken in the community.
- Engagement that has occurred within 36 months is acceptable with verification.
- If engagement has not yet occurred, agencies must describe the comprehensive community engagement plan in their grant application and upon completion of engagement, verification must be provided to RPOSD.
- Acceptable verification for all levels of engagement includes: photos, sign-in sheets, signed resolutions (if applicable), social media reports, and narrative descriptions of the type of outreach conducted.

Annual Allocations

For annual allocation funds, the level of community engagement requirements is dependent on the amount of annual allocation funds an agency is withdrawing for each Study Area that given grant year. The amount could include a single year's worth of annual allocation funds, a portion of a single year's worth of annual allocation funds, or the total or a portion of annual allocation funds accrued over multiple years (not to exceed five years, per RPOSD's requirements). The level of community engagement requirements are differentiated by three funding amount thresholds (see Figure 3-3):

- Under \$100,000
- \$100,000 to \$500,000
- Over \$500,000

Advancement of Funds

Agencies may advance up to 30 percent of their annual allocation funds, not to exceed \$20,000. Any advanced funds would count toward an agency's total withdrawal amount of annual allocation funds.

Sharing/Transferring of Funds

A Study Area may share its Category 1 and/or Category 2 funds 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 amount of shared annual allocation funds should count toward both the "sending" and "receiving" Study Areas' total annual allocation funds withdrawn for the year.

Competitive Grants

For competitive grant funds, the level of community engagement requirements is dependent on the project's requested grant award size/applicable grant award size bracket of small, medium, large, or jumbo. Note that different grant categories range in grant award size amount. For example, Category 3's small grant award size bracket range differs from Category 5's small grant award size bracket range.

Agencies requesting larger sizes of grant awards are required to conduct more instances of community engagement throughout the grant project. For example, competitive grant applications requesting a grant award size within the jumbo award bracket are required to complete participatory engagement at two separate times before or after the grant award.

M&S Funds

Agencies requesting M&S funds of any amount are only required to conduct the Information Sharing approach.

Figure 3-3: Engagement Approaches and Requirements



3.3.1.2 TECHNICAL ASSISTANCE

Technical assistance is available to potential grantees to help successfully navigate the grant process once eligibility is established. The purpose of providing technical assistance to potential grantees is to reduce barriers related to administrative capacity, and by doing so, contributing to the success of Measure A in addressing park need across the County. Potential grantees will be prompted during online enrollment to request different the types of technical assistance.

RPOSD staff will work closely with those applicants that request technical assistance through the TAP, which provides a strong suite of tools and strategies, appropriate for all stages of the grantmaking continuum, from project formulation to administration and implementation. More information about the TAP can be found in Chapter 5.

3.3.2 ANNUAL ALLOCATIONS

Allocations are available to all cities and unincorporated areas of the County, and should be used accordingly:

- Category 1: Annual allocations for all of Study Areas within the County
- Category 2: Annual allocations for only high and Very High need Study Areas within the County
- Category 3: Annual allocation for County Department of Beaches and Harbors (DBH)
- Category 4: Annual allocation for County Department of Parks and Recreation (DPR)

The use of annual allocation funds is either directly tied to an agency's designated Study Area(s), or is allocated to specific departments within the County. Refer to Section 1.1.1.2 for more information about Study Areas.

3.3.2.1 GENERAL INFORMATION

Plans to Use Annual Allocations

Agencies who receive annual allocation funds have several options on how they can use their annual allocation:

Spend Annually

Agencies can choose to receive and spend their total or a portion of their annual allocation annually. An agency's annual allocation is determined by the Per Capita and Structural Improvements Formula of the agency's Study Area(s).

Save for Predetermined Amount of Time

Agencies can choose to not receive and spend their annual allocation annually, and instead, save and accumulate their annual allocations for a number of years. Agencies choosing to save their annual allocations must inform RPOSD of their plan for the funds, including the number of years they are planning on banking the funds and the probable use of the funds. Agencies can save their annual

allocations for a maximum of ten (10) years. Each agency will be required to provide a detailed report half-way through their identified saving period that will reflect the pre-project work completed or planned. If their allocations are not spent before the twelfth year, a RPOSD program manager will work with the agency to provide technical assistance or other support needed to successfully apply for the funds and complete projects.

Bond

An agency's Study Area annual allocation of revenue from Measure A's Categories 1 and 2 funds could be used to secure bond financing. Agencies wishing to participate in the bond issuance can expect to receive between 14.2 and 15.9 times their annual allocation, depending on the specifics of the bonding amount and maturity date. For example, a city with an annual allocation of \$100,000 could expect to 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 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 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.

For additional information on bonding policies, refer to Chapter 2, Policies.

Sharing/Transferring Annual Allocations

A Study Area may share its Category 1 and/or Category 2 funds 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 "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. The "receiving" agency may apply for and spend these funds only in accordance with the requirements identified in this chapter.

Application Process

Applicants must submit a complete online application for all projects seeking Measure A funding. Supporting documents must be uploaded to the online system prior to final submission of the application.

Applicants should work closely with their designated Program Manager (RPOSD staff member) to clarify any issues, questions, or anticipated delays prior to submission of the online application. Applicants failing to submit a complete application by the application deadline may be required to wait until the next grant cycle to reapply. For more information about the requirements for applications, see Section 4.1. Sample applications with questions for each grant funding type can be found in the appendix.

3.3.2.2 CATEGORY 1

3.3.2.3 DESCRIPTION

Category 1 funding is available on an annual basis for eligible projects located in each Study Area, to all incorporated cities and unincorporated areas of the County located within the District.

To ensure that each community throughout the County will benefit from improvements consistent with those identified in the most current PNA, funds will be allocated to each Study Area based on the Per Capita and Structural Improvements Formula.

2018 Funding Amount

\$33,204,270 (35% of Measure A funds)

Project Types

Below is a non-exhaustive list of projects that may be eligible for grant funds under Category 1.

- 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 meet all of the following requirements in order to apply for a grant award:

Project Eligibility

- 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

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

- Design documents of 30% or greater are complete;
- 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 (e.g., overhead or underground utilities, toxic contamination, etc.)

- There are no adverse site conditions that would affect project implementation;
- Adverse site conditions have been characterized and the 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 Cost 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 3.3.1.1.

3.3.2.4 CATEGORY 2

Description

Category 2 funding is available on an annual basis for projects in High and Very High need Study Areas as identified in the most current PNA, based on the Per Capita and Structural Improvements Formula.

Projects 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.

2018 Funding Amount

\$12,333,014 (13% of Measure A funds)

Project Types

Below is a non-exhaustive list of projects that may be eligible for grant funds under Category 2.

- 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 meet all of the following requirements in order to apply for a grant award:

Project Eligibility

- 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

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

- Design documents of 30% 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 (e.g., overhead or underground utilities, toxic contamination, etc.)

- There are no adverse site conditions that would affect project implementation;
- Adverse site conditions have been characterized and the 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 Cost 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 3.3.1.1.

3.3.2.5 ALLOCATION TO COUNTY DEPARTMENT OF BEACHES AND HARBORS (CATEGORY 3)

Description

Measure A provides that the County Department of Beaches and Harbors (DBH) shall receive up to 25 percent (25%) of the total Category 3 funds. The funds to DBH will be treated 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.

Annual Funding Amount

\$3,083,253 (25% of Category 3 funds)

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 crosswalks and pedestrian signals that provide safer access (must be adjacent to facility)
- Trailhead improvements

Project Requirements

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

Project Eligibility

- 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

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

- Design documents of 30% 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 (e.g., overhead or underground utilities, toxic contamination, etc.)

- There are no adverse site conditions that would affect project implementation;
- Adverse site conditions have been characterized and the 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 Cost 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 3.3.1.1.

3.3.2.6 ALLOCATION TO COUNTY DEPARTMENT OF PARKS AND RECREATION (CATEGORY 4)

Description

Measure A provides that the County Department of Parks and Recreation (DPR) shall receive up to 25 percent (25%) of the total Category 4 funds. Category 4 grant 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.

2018 Funding Amount

\$3,083,253 (25% of Category 4 funds)

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 meet all of the following requirements in order to apply for a grant award:

Project Eligibility

- 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

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

- Design documents of 30% 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 (e.g., overhead or underground utilities, toxic contamination, etc.)

- There are no adverse site conditions that would affect project implementation;
- Adverse site conditions have been characterized and the 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 Cost 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 3.3.1.1.

3.3.3 COMPETITIVE GRANTS

3.3.3.1 GENERAL INFORMATION

Letter of Intent

Potential grantees have the option of submitting an informal letter of interest to RPOSD, indicating the agency or organization's intention to submit a grant application for a project, a description of the project, and the desired grant award size. RPOSD staff will review these letters and provide agencies written guidance and suggestions for crafting a strong application for the project. Note that the application process would be open to all, including organizations that chose to forego the optional informal letter of interest.

Grant Application Meeting Requirement

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

Award Process

All grant applications will be reviewed by RPOSD staff for completeness and eligibility. All complete and eligible competitive grant applications will be evaluated by a grant review panel. The grant review panel will be composed of internal and external representatives experienced with the grant subject matter, including academics, subject area experts, and jurisdictions and/or districts that are not eligible for the

round of funding being evaluated. The grant review panel will be consistent within each grant cycle. However, the panel will likely change for different funding cycles to ensure the panel's expertise matches the subject of the grant cycle. The grant review panel will evaluate the grant applications against the established scoring criteria. Applications with the highest scores will receive funding. The number of grants awarded will be dependent upon the funding pool for the grant cycle and maximum grant amount.

3.3.3.2 GENERAL COMPETITIVE (CATEGORY 3)

Description

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. Priority will be given to projects offering the greatest regional benefit, or serving the greatest regional need.

2018 Funding Amount

\$7,399,808 (Category 3 - 13% of Measure A funds; General Competitive - 60% of Category 3 funds)

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 facilities, roadways, parking lots, trailheads, etc.

Project Requirements

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

Project Eligibility

- 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.
- The project's requested grant award size is a minimum of \$50,000 and maximum of \$3,700,000.

Project Feasibility

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

- Design documents of 30% 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 (e.g., overhead or underground utilities, toxic contamination, etc.)

- There are no adverse site conditions that would affect project implementation;
- Adverse site conditions have been characterized and the 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 Cost 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 3.3.1.1.

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 and compete against each other.

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

Proposed projects will be scored and ranked on the basis of the applicant's responses to the specific criteria and subcriteria below. Note that acquisition-only projects will be scored only against other acquisition-only projects. Evaluation includes all criteria shown below excluding "Park Facility/Amenity Conditions" and "Creativity, Place-Making, & Design." Projects will be scored out of 90 points total.

EVALUATION CRITERIA	POINTS
<p>Level of Need Level of need is based on the current Countywide PNA determination. Projects located within or serving Study Areas or subareas with High or Very High need will receive more points than projects that do not.</p> <p>Only one of the following four subcriteria may apply to each project.</p>	25
<p><i>(A) Project is located in a High or Very High need Study Area.</i></p>	25
<p><i>(B) Project is not located in a High or Very High need Study Area, but directly serves the residents of a High or Very High need Study Area.</i></p> <p><i>This subcriterion will be scored on a range of 6 to 15 points depending on how the project serves residents of the High or Very High need Study Area.</i></p>	6-15
<p><i>(C) Project does not meet subcriterion (A) or (B), but is located within a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p>	10

<p><i>Project does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p> <p><i>This subcriterion will be scored on a range of 1 to 4 points depending on how the project serves residents of the High or Very High need subarea.</i></p>	1-4
<p>Regional Benefits</p> <p>Projects that provide new or improved facilities or amenities throughout the region will receive more points than projects that provide services only to local communities.</p> <p>Projects may meet one or more of the criteria below to be awarded, totaling up to 20 points maximum.</p>	20 max.
<p><i>Project will add one or more facilities/amenities that do not currently exist, or improve one or more facilities/amenities that are one of its kind, within a 25-mile radius.</i></p>	0-15
<p><i>Project will add one or more facilities/amenities that do not currently exist, or improve one or more facilities/amenities that are one of its kind, within a 15-mile radius.</i></p>	10-14
<p><i>Project will add one or more facilities/amenities that do not currently exist, or improve one or more facilities/amenities that are one of its kind, within a 10-mile radius.</i></p>	0-9
<p><i>Project involves the collaboration of at least three or more adjacent Study Areas or cities.</i></p>	5
<p>Multi-Benefit Projects</p> <p>Projects that maximize or enhance recreation opportunities and one or more of the following benefits related to sustainability: 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.</p> <p>Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 20 points.</p>	20 max.
<p>Habitat Protection and Biodiversity</p> <p><i>Project includes features to preserve important habitat areas and biodiversity.</i></p>	0-5
<p>Healthy Ecosystem</p> <p><i>Project includes the use of native California flora and fauna and provides measures to protect against disease or infestation.</i></p>	0-3
<p>Water Quality Improvements</p> <p><i>Project includes features to improve water quality which go beyond those required by State and local codes.</i></p>	0-3
<p>Stormwater Capture and Attenuation</p> <p><i>Project includes features to capture stormwater and attenuate potential flood conditions which go beyond those required by State and local codes.</i></p>	0-3

<p>Water Conservation <i>Project includes features to reduce or minimize the use of water for irrigation, recreation, and domestic use which go beyond those required by State and local codes.</i></p>	0-3
<p>Public Safety <i>Project includes features that improve safety conditions through the provision of safe equipment and facilities and the reduction or prevention of crime.</i></p>	0-3
<p>Climate Resiliency <i>Project includes features to accommodate and adapt to climate change.</i></p>	0-3
<p>Greenhouse Gas (GHG) Reductions <i>Project includes features to reduce existing GHG emissions that go beyond those required by current regulations.</i></p>	0-2
<p>Air Quality Improvements <i>Project includes features to reduce existing criterion air pollutant emissions that go beyond those required by current regulations.</i></p>	0-2
<p>Active Recreation and Fitness <i>Project includes components to promote active recreation, health, and fitness.</i></p>	0-2
<p>Food Access <i>Project includes components to enhance access to healthy food.</i></p>	0-2
<p>Carbon Sequestration <i>Project includes features to sequester carbon that go beyond typical plantings found in park projects.</i></p>	0-1
<p>Heat-Island Reduction <i>Project includes features to reduce heat-island effects, in ways that go beyond typical plantings found in park projects.</i></p>	0-1
<p>Community Involvement Applicants who have conducted or plan to conduct meaningful outreach to community members and interested stakeholders will receive points based on the degree of and approaches to community engagement conducted prior to grant application and/or planned for the period after the grant is awarded that goes beyond the project eligibility requirement for community engagement. Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</p>	20
<p><i>Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i></p>	15-20
<p><i>Project includes sufficient outreach and includes outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i></p>	6-14
<p><i>Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i></p>	0-5
<p>Park Facility/Amenity Conditions Projects that propose to fix or replace an amenity that has been identified to be in "poor" or "fair" condition, as defined by the PNA, will receive points based on the existing condition of the amenity and/or the percentage of the amenities that are in "poor" condition within the Study Area in which the project is located.</p>	5 max.

Projects may receive points from multiple applicable subcriteria below, totaling up to a maximum of 5 points.	
<i>Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in <u>poor</u> condition. More points will be given based on the scale, function, and importance of the amenity.</i>	0-5
<i>Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in <u>fair</u> condition. More points will be given based on the scale, function, and importance of the amenity.</i>	0-2
<i>Project is located in a Study Area with at least 50% of its amenities in poor condition.</i>	5
<i>Project is located in a Study Area with between 40% and 49% of its amenities in poor condition.</i>	4
<i>Project is located in a Study Area with between 30% and 39% of its amenities in poor condition.</i>	3
<i>Project is located in a Study Area with between 20% and 29% of its amenities in poor condition.</i>	2
<i>Project is located in a Study Area with between 10% and 19% of its amenities in poor condition.</i>	1
<p>Leveraging of Funds</p> <p>Measure A encourages projects that leverage public and private funding from several specific types of benefit programs. Please submit a budget indicating secured funding sources and amounts that will be leveraged for the project. Relevant funding sources specifically called out in Measure A are those that address the following:</p> <ul style="list-style-type: none"> • Water conservation and supply; water quality improvements; flood risk management; • Air quality improvements; climate pollution reduction or adaptation; carbon sequestration; heat-island reduction; habitat protection and biodiversity; • Public health; environmental justice; housing; and/or transportation access. 	5
<i>Project will receive at least 45% of the project's cost from the listed public and private funding sources.</i>	5
<i>Project will receive between 25% and 44% of the project's cost from the listed public and private funding sources.</i>	4
<i>Project will receive between 10% and 24% of the project's cost from the listed public and private funding sources.</i>	3
<p>Creativity, Place-Making, and Design</p> <p>Projects will receive points for creativity, place-making, and high quality design.</p> <p>Points will be awarded based on the evaluators' assessment of the level of creativity and quality of the design.</p>	5

<i>Project includes a high level of creativity and quality of design and place-making.</i>	4-5
<i>Project includes a moderate level of creativity and quality of design and place-making.</i>	0-3
Total Points	100

3.3.3.3 GENERAL COMPETITIVE (CATEGORY 4)

Description

Category 4 grant 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.

2018 Funding Amount

\$6,166,507 (Category 4 - 13% of Measure A funds; General Competitive - 50% of Category 4 funds)

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

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 meet all of the following requirements in order to apply for a grant award:

Project Eligibility

- 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's requested grant award size is a minimum of \$50,000 and maximum of \$3,100,000.

Project Feasibility

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

- Design documents of 30% 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 (e.g., overhead or underground utilities, toxic contamination, etc.)

- There are no adverse site conditions that would affect project implementation;
- Adverse site conditions have been characterized and the 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 Cost 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 3.3.1.1.

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 and compete against each other.

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

Proposed projects will be scored and ranked on the basis of the applicant's responses to the specific criteria and subcriteria below. Note that acquisition-only projects will be scored only against other acquisition-only projects. Evaluation includes all criteria shown below excluding "Park Facility/Amenity Conditions" and "Creativity, Place-Making, & Design." Projects will be scored out of 90 points total.

EVALUATION CRITERIA	POINTS
<p>Level of Need</p> <p>Level of need is based on the current Countywide PNA determination. Projects located within or serving Study Areas or subareas with High or Very High need will receive more points than projects that do not.</p> <p>Only one of the following four subcriteria may apply to each project.</p>	25
<p><i>(A) Project is located in a High or Very High need Study Area.</i></p>	25
<p><i>(B) Project is not located in a High or Very High need Study Area, but directly serves the residents of a High or Very High need Study Area.</i></p> <p><i>This subcriterion will be scored on a range of 6 to 15 points depending on how the project serves residents of the High or Very High need Study Area.</i></p>	6-15
<p><i>(C) Project does not meet subcriterion (A) or (B), but is located within a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p>	10
<p><i>Project does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p> <p><i>This subcriterion will be scored on a range of 1 to 4 points depending on how the project serves residents of the High or Very High need subarea.</i></p>	1-4
<p>Multi-Benefit Projects</p> <p>Projects that maximize or enhance recreation opportunities and one or more of the following benefits related to sustainability: 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.</p> <p>Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 20 points.</p>	20 max.
<p>Habitat Protection and Biodiversity</p> <p><i>Project includes features to preserve important habitat areas and biodiversity.</i></p>	0-5
<p>Healthy Ecosystem</p> <p><i>Project includes the use of native California flora and fauna and provides measures to protect against disease or infestation.</i></p>	0-3
<p>Water Quality Improvements</p> <p><i>Project includes features to improve water quality which go beyond those required by State and local codes.</i></p>	0-3
<p>Stormwater Capture and Attenuation</p> <p><i>Project includes features to capture stormwater and attenuate potential flood conditions which go beyond those required by State</i></p>	0-3

<i>and local codes.</i>	
Water Conservation <i>Project includes features to reduce or minimize the use of water for irrigation, recreation, and domestic use which go beyond those required by State and local codes.</i>	0-3
Public Safety <i>Project includes features that improve safety conditions through the provision of safe equipment and facilities and the reduction or prevention of crime.</i>	0-3
Climate Resiliency <i>Project includes features to accommodate and adapt to climate change.</i>	0-3
Greenhouse Gas (GHG) Reductions <i>Project includes features to reduce existing GHG emissions that go beyond those required by current regulations.</i>	0-2
Air Quality Improvements <i>Project includes features to reduce existing criterion air pollutant emissions that go beyond those required by current regulations.</i>	0-2
Active Recreation and Fitness <i>Project includes components to promote active recreation, health, and fitness.</i>	0-2
Food Access <i>Project includes components to enhance access to healthy food.</i>	0-2
Carbon Sequestration <i>Project includes features to sequester carbon that go beyond typical plantings found in park projects.</i>	0-1
Heat-Island Reduction <i>Project includes features to reduce heat-island effects, in ways that go beyond typical plantings found in park projects.</i>	0-1
Community Involvement Applicants who have conducted or plan to conduct meaningful outreach to community members and interested stakeholders will receive points based on the degree of and approaches to community engagement conducted prior to grant application and/or planned for the period after the grant is awarded that goes beyond the project eligibility requirement for community engagement. Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.	20
<i>Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i>	15-20
<i>Project includes sufficient outreach and includes outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i>	6-14
<i>Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i>	0-5

<p>Connectivity 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.</p> <p>Between 0 and 15 points will be awarded based on the evaluators' assessment of how the project provides connectivity to other areas.</p>	<p>15</p>
<p><i>Project provides <u>new</u> physical connections 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.</i></p>	<p>0-15</p>
<p><i>Project provides <u>improvements</u> to existing physical connections 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.</i></p>	<p>0-10</p>
<p>Accessibility Projects that provide accessibility for many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities, especially in urban areas.</p>	<p>15</p>
<p><i>Project provides access to many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities. More points will be awarded to projects that intentionally provide access to more types of users.</i></p>	<p>0-15</p>
<p><i>Project meets the subcriterion above <u>and</u> this access is provided within an urban area.</i></p>	<p>5</p>
<p>Facility/Amenity Conditions Projects that propose to fix or replace an amenity that has been identified to be in "poor" or "fair" condition, as defined by the PNA, will receive points based on the existing condition of the amenity and/or the percentage of the amenities that are in "poor" condition within the Study Area in which the project is located.</p> <p>Projects may receive points from multiple applicable subcriteria below, totaling up to a maximum of 5 points.</p>	<p>5</p>
<p><i>Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in <u>poor</u> condition. More points will be given based on the scale, function, and importance of the amenity.</i></p>	<p>0-5</p>
<p><i>Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in <u>fair</u> condition. More points will be awarded based on the scale, function, and importance of the amenity.</i></p>	<p>0-2</p>
<p><i>Project is located in a Study Area with at least 50% of its amenities in poor condition.</i></p>	<p>5</p>

<i>Project is located in a Study Area with between 40% and 49% of its amenities in poor condition.</i>	4
<i>Project is located in a Study Area with between 30% and 39% of its amenities in poor condition.</i>	3
<i>Project is located in a Study Area with between 20% and 29% of its amenities in poor condition.</i>	2
<i>Project is located in a Study Area with between 10% and 19% of its amenities in poor condition.</i>	1
Total Points	100

3.3.3.4 COUNTY CULTURAL FACILITIES (CATEGORY 4)

Description

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 ten percent (10%), on an annual basis, shall be allocated to County cultural facilities.

2018 Funding Amount

\$1,233,301 available annually (Category 4 - 13% of Measure A funds, Cultural Facilities - 10% of Category 4 funds)

Project Types

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

- 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 meet all of the following requirements in order to apply for a grant award:

Project Eligibility

- 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 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's requested grant award size is a minimum of \$50,000 and maximum of \$1,200,000.

Project Feasibility

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

- Design documents of 30% 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 (e.g., overhead or underground utilities, toxic contamination, etc.)

- There are no adverse site conditions that would affect project implementation;
- Adverse site conditions have been characterized and the 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 Cost 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 3.3.1.1.

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 and compete against each other.

Minimum: \$50,000

Maximum: \$1,200,000

Brackets

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

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

Large: \$550,000 - \$1,200,000

Evaluation Criteria

Proposed projects will be scored and ranked on the basis of the applicant's responses to the specific criteria and subcriteria below.

EVALUATION CRITERIA	POINTS
Level of Need Level of need is based on the current Countywide PNA determination. Projects located within or serving Study Areas or subareas with High or Very High need will receive more points than projects that do not. Only one of the following four subcriteria may apply to each project.	25
<i>(A) Project is located in a High or Very High need Study Area.</i>	<i>25</i>
<i>(B) Project is not located in a High or Very High need Study Area, but directly serves the residents of a High or Very High need Study Area.</i> <i>This subcriterion will be scored on a range of 6 to 15 points depending on how the project serves residents of the High or Very High need Study Area.</i>	<i>6-15</i>

<p><i>(C) Project does not meet subcriterion (A) or (B), but is located within a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p>	<p>10</p>
<p><i>Project does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p> <p><i>This subcriterion will be scored on a range of 1 to 4 points depending on how the project serves residents of the High or Very High need subarea.</i></p>	<p>1-4</p>
<p>Multi-Benefit Projects Projects that maximize or enhance recreation opportunities and one or more of the following benefits related to sustainability: 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.</p> <p>Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 20 points.</p>	<p>20 max.</p>
<p>Habitat Protection and Biodiversity <i>Project includes features to preserve important habitat areas and biodiversity.</i></p>	<p>0-5</p>
<p>Water Quality Improvements <i>Project includes features to improve water quality which go beyond those required by State and local codes.</i></p>	<p>0-3</p>
<p>Stormwater Capture and Attenuation <i>Project includes features to capture stormwater and attenuate potential flood conditions which go beyond those required by State and local codes.</i></p>	<p>0-3</p>
<p>Water Conservation <i>Project includes features to reduce or minimize the use of water for irrigation, recreation, and domestic use which go beyond those required by State and local codes.</i></p>	<p>0-3</p>
<p>Public Safety <i>Project includes features that improve safety conditions through the provision of safe equipment and facilities and the reduction or prevention of crime.</i></p>	<p>0-3</p>
<p>Climate Resiliency <i>Project includes features to accommodate and adapt to climate change.</i></p>	<p>0-3</p>
<p>Greenhouse Gas (GHG) Reductions <i>Project includes features to reduce existing GHG emissions that go beyond those required by current regulations.</i></p>	<p>0-2</p>
<p>Air Quality Improvements <i>Project includes features to reduce existing criterion air pollutant emissions that go beyond those required by current regulations.</i></p>	<p>0-2</p>

<p>Active Recreation and Fitness <i>Project includes components to promote active recreation, health, and fitness.</i></p>	0-2
<p>Food Access <i>Project includes components to enhance access to healthy food.</i></p>	0-2
<p>Carbon Sequestration <i>Project includes features to sequester carbon that go beyond typical plantings found in cultural facility projects.</i></p>	0-1
<p>Heat-Island Reduction <i>Project includes features to reduce heat-island effects, in ways that go beyond typical plantings found in cultural facility projects.</i></p>	0-1
<p>Community Involvement Applicants who have conducted or plan to conduct meaningful outreach to community members and interested stakeholders will receive points based on the degree of and approaches to community engagement conducted prior to grant application and/or planned for the period after the grant is awarded that goes beyond the project eligibility requirement for community engagement. Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</p>	20
<p><i>Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i></p>	15-20
<p><i>Project includes sufficient outreach and includes outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i></p>	6-14
<p><i>Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i></p>	0-5
<p>Accessibility Projects that provide accessibility for many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities, especially in urban areas.</p>	20
<p><i>Project provides access to many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities. More points will be awarded to projects that intentionally provide access to more types of users.</i></p>	0-20
<p><i>Project meets the subcriterion above <u>and</u> this access is provided within an urban area.</i></p>	5
<p>Creativity, Place-Making, and Design Projects will receive points for creativity, place-making, and high quality design. Between will be awarded based on the evaluators' assessment of the level of creativity and quality of the design.</p>	15
<p><i>Project includes a high level of creativity and quality of design and place-making.</i></p>	6-15
<p><i>Project includes a moderate level of creativity and quality of design and place-making.</i></p>	0-5

Total Points	100
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3.3.3.5 RECREATION ACCESS (CATEGORIES 3 & 4)

Description

Measure A allows for up to 15 percent (15%) of Category 3 and Category 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.

2018 Funding Amount

\$3,699,904 available annually (Category 3 and Category 4 - 26% of Measure A funds; Recreation Access - 15% of Category 3 and Category 4 funds)

Program Types

Below is a non-exhaustive list of programs that may be eligible for Recreation Access grant funds under Category 3 and Category 4.

- 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 meet all of the following requirements in order to apply for a grant award:

Program Eligibility

- 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 third-party program evaluation report.

Program Feasibility

The program must meet at least one of the following:

- The program has already been established.

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

Award Size

Requested grant awards must meet the minimum and maximum grant award size requirements. Grant applications will be categorized into different thresholds of award size brackets depending on the requested size of the grant award. Grant applications within the same award size bracket will be evaluated and compete against each other.

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

Proposed projects will be scored and ranked on the basis of the applicant's responses to the specific criteria and subcriteria below.

EVALUATION CRITERIA	POINTS
<p>Level of Need Level of need is based on the current Countywide PNA determination. Programs located within or serving Study Areas or subareas with High or Very High need will receive more points than projects that do not.</p> <p>Only one of the following four subcriteria may apply to each project.</p>	20
<p><i>(A) Program is located in a High or Very High need Study Area.</i></p>	20
<p><i>(B) Program is not located in a High or Very High need Study Area, but directly serves the residents of a High or Very High need Study Area.</i></p> <p><i>This subcriterion will be scored on a range of 6 to 15 points depending on how the project serves residents of the High or Very High need Study Area.</i></p>	6-15
<p><i>(C) Program does not meet subcriterion (A) or (B), but is located within a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p>	10

<p><i>Program does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p> <p><i>This subcriterion will be scored on a range of 1 to 4 points depending on how the project serves residents of the High or Very High need subarea.</i></p>	1-4
<p>Program Benefits Programs that improve accessibility, connectivity, and safety, and provide opportunities for education, interpretive services, and active recreation.</p> <p>Programs may receive full or partial credit in each subcriterion below, totaling up to a maximum of 30 points.</p>	30 max.
<p>Goals and Objectives <i>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.</i></p>	0-5
<p>Accessibility <i>Program provides accessibility for many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities, especially in urban areas. More points will be awarded to programs that intentionally provide access to more types of users, and/or targets its services to urban areas.</i></p>	0-5
<p>Participant Recruitment <i>Agency or organization actively recruits and publicizes the program to a wide range of participants within the area served.</i></p>	0-5
<p>Connectivity <i>Program connects (or offers transportation from) 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.</i></p>	0-3
<p>Interpretive Programs and Education <i>Program includes an educational component that promotes park use, the environment, the outdoors, and/or recreation.</i></p>	0-3
<p>Public Safety <i>Project includes features that improve safety conditions through the provision of safe equipment and facilities and the reduction or prevention of crime.</i></p>	0-3
<p>Active Recreation and Fitness <i>Program includes components to promote active recreation (e.g., pedestrian and bicycle travel), health, and fitness.</i></p>	0-3
<p>Community Participation Programs must incorporate outreach to community members and interested stakeholders (participants) and will receive points based on the degree of and approach to community outreach conducted.</p> <p>Between 0 and 20 points will be awarded based on the evaluators' assessment of community participation.</p>	20
<p><i>Program incorporates robust and innovative outreach strategies that will engage the identified target audience.</i></p>	15-20
<p><i>Program incorporates sufficient outreach strategies that will engage the identified target audience.</i></p>	6-14
<p><i>Program incorporates minimal and limited outreach strategies that will engage the identified target audience.</i></p>	0-5

3.3.3.6 CATEGORY 5 YOUTH AND VETERAN JOB TRAINING AND PLACEMENT OPPORTUNITIES PROGRAM

Description

Category 5 grants provide funds for two types of programs:

- **Education and Skills Training Program.** Organizations, including certified conservation corps, are eligible for funds if they administer a program within the County that provides education, skills training, and career pathway development to young adults, aged 18 to 25, or veterans, to implement park projects.
- **Certification and Job Placement Program.** Organizations, including conservation corps, are eligible for funds if they administer a program within the County 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.

2018 Funding Amount

Education and Skills Training Program

\$2,884,028 (80% of Category 5 funds)

Certification and Job Placement Program

\$721,007 (20% of Category 5 funds)

Program Types

Below is a non-exhaustive list of programs that may be eligible for grant funds under Category 5.

Education and Skills Training Program

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

Certification and Job Placement Program

- Apprenticeship programs

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

Program Requirements

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

Program Eligibility

The program must meet at least one of the following:

- The applicant is an eligible organization within the County, including certified conservation corps, that provides education, skills training, and career pathway development to young adults, aged 18 to 25, or veterans, to implement park projects; and

The program's requested grant award size is a minimum of \$50,000 and maximum of \$1,400,000.

- The applicant is an eligible organization within the County 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; and

The program's requested grant award size is a minimum of \$50,000 and maximum of \$350,000.

The program must also provide an annual third-party program evaluation report.

Program Feasibility

The program must meet at least one of the following:

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

Award Size

Requested grant awards must meet the minimum and maximum grant award size requirements. Grant applications will be categorized into different thresholds of award size brackets depending on the requested size of the grant award. Grant applications within the same award size bracket will be evaluated and compete against each other.

Education and Skills Training Program

Minimum: \$50,000

Maximum: \$1,400,000

Brackets

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

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

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

Certification and Job Placement Program

Minimum: \$50,000

Maximum: \$350,000

Brackets

Small: \$50,000 - \$99,999

Medium: \$100,000 - \$199,999

Large: \$200,000 - \$350,000

Evaluation Criteria

Proposed projects will be scored and ranked on the basis of the applicant's responses to the specific criteria and subcriteria below.

EVALUATION CRITERIA	POINTS
Level of Need Organizations that provide services to, or recruit a majority of their participants from, the areas of High and Very High need, as identified in the current Countywide PNA. Only one of the following three subcriteria may apply to each project.	20
<i>Organization provides services to, or recruits more than 75% of their participants from, a High or Very High need Study Area.</i>	<i>20</i>
<i>Organization provides services to, or recruits 50% to 75% of their participants from, a High or Very High need Study Area.</i>	<i>15</i>
<i>Organization provides services to, or recruits 25% to 49% of their participants from, a High or Very High need Study Area.</i>	<i>5</i>
Program Benefits Organization's provides 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 full or partial credit in each subcriterion below, totaling up to a maximum of 30 points. Please provide supporting documentation to demonstrate the aforementioned.	30 max.

<p>Program Quality <i>Program provided by the organization is of high quality, including having an efficient and effective organizational structure, being staffed by highly trained individuals, providing a wealth of useful resources, fostering invested mentorship relationships, etc.</i></p>	0-5
<p>Program Variety <i>Organization provides a variety of program types (e.g., education, skills training, career pathway development, job training, certification, apprenticeship, etc.) to its participants and serves a variety of participant types (e.g., youth, veterans, seniors, students, etc.).</i></p>	0-5
<p>Goals and Objectives <i>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.</i></p>	0-5
<p>Participant Recruitment and Retention <i>Organization actively recruits and publicizes its programs to a wide range of participants, including in High and Very High need Study Areas, and has a successful track record of retaining participants.</i></p>	0-5
<p>Follow-up Services <i>Organization effectively and efficiently tracks the status and outcomes of past program participants.</i></p>	0-5
<p>History of Success and Outcomes <i>Organization has defined expectations of participants, developed evaluation tools, and has a history of success through their programs that help participants thrive in their future careers, earn a steady income, and be employed with jobs that promote parks and the environment.</i></p>	0-5
<p>Community Participation Organizations must incorporate outreach to community members and interested stakeholders as a part of their program to recruit participants and will receive points based on the degree of and approach to community engagement conducted. Between 0 and 20 points will be awarded based on the evaluators' assessment of community participation.</p>	20
<p><i>Organization incorporates robust and innovative outreach strategies into its program(s) to engage the identified target audience.</i></p>	15-20
<p><i>Organization incorporates sufficient outreach strategies into its program(s) to engage the identified target audience.</i></p>	6-14
<p><i>Organization incorporates minimal and limited outreach strategies into its program(s) to engage the identified target audience.</i></p>	0-5
<p>Total Points</p>	70

3.3.4 MAINTENANCE & SERVICING FUNDS

Description

M&S funds provide maintenance and servicing funds to offset increased maintenance costs resulting from RPOSD-funded projects. M&S funds shall be allocated annually to each recipient within the District, and shall be made only to those entities which certify that:

- Such funds shall be used only to maintain and service projects funded by the District, 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.

2018 Funding Amount

\$14,230,401 (15% of Measure A funds)

M&S funds are annually allocated as follows:

- Fifty point eighty-five percent (50.85%) to cities
- Ten point fifty percent (10.50%) to the Department of Beaches and Harbors
- Thirteen point five percent (13.50%) to the Department of Parks and Recreation
- 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.

3.3.4.2 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.

3.3.4.3 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.

3.3.4.4 SHARING/TRANSFERRING OF FUNDS

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

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

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

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

3.3.5 PLANNING & DESIGN FUNDS (CATEGORIES 3 & 4)

TBD

Allocation Calendars

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

For the following programs:

- Community-Based Park Investment Program
- Safe, Clean Neighborhood Parks, Healthy Communities, and Urban Greening Program
- Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program:
Department of Beaches and Harbors (DBH) allocation
- Regional Recreation Facilities, Multi-use Trails and Accessibility Program:
Department of Parks and Recreation (DPR) allocation
- Maintenance and Servicing (M&S)

2018 Annual Allocation Calendar

MAY	JUNE	JULY	AUGUST	SEPTEMBER	OCTOBER	NOVEMBER	DECEMBER
Enrollment: Opens May 1, 2018							
	Application: Applications Available July 1, 2018						
		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 <i>Enrollment documents always accepted. Eligibility notification sent within 6 to 8 weeks of completing enrollment.</i>											
Application <i>Applications always accepted once eligibility is confirmed.</i>											
Grant Award Notification: <i>Within 6 to 8 weeks of submitting completed application.</i>											

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.



Competitive Grants Calendar

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

For the following programs:

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

COMPETITIVE GRANT PROGRAM CALENDAR

PROGRAM	FUND CATEGORY	FREQUENCY	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
General	Category 3 and 4	4 years	Q3 \$13,566,316				Q3 \$54,265,264				Q3 \$54,265,264				Q3 \$54,265,264
Recreation Access	Category 3 and 4	2 years	Q1 \$3,699,904		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808
Youth and Veteran	Category 5	3 years	Q2 \$3,605,035			Q2 \$10,815,105			Q2 \$10,815,105			Q2 \$10,815,105			Q2 \$10,815,105
Cultural Facilities	Category 4	3 years			Q2 \$3,699,903			Q2 \$3,699,903			Q2 \$3,699,903			Q2 \$3,699,903	

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



DRAFT - NOVEMBER 30, 2017

MAINTENANCE & SERVICING

Formula-based allocations for maintenance and servicing of grant-funded projects.

PROGRAM INNOVATION & OVERSIGHT

Needs Assessment updates, innovative technologies, and operations of RPOSD.

CATEGORY 5

Youth and Veteran Job Training and Placement Opportunities Program
Grants, to be awarded through a competitive process

CATEGORY 1

Community-Based Park Investment Program
Formula-based allocations of funds for grants to each Study Area.

CATEGORY 4

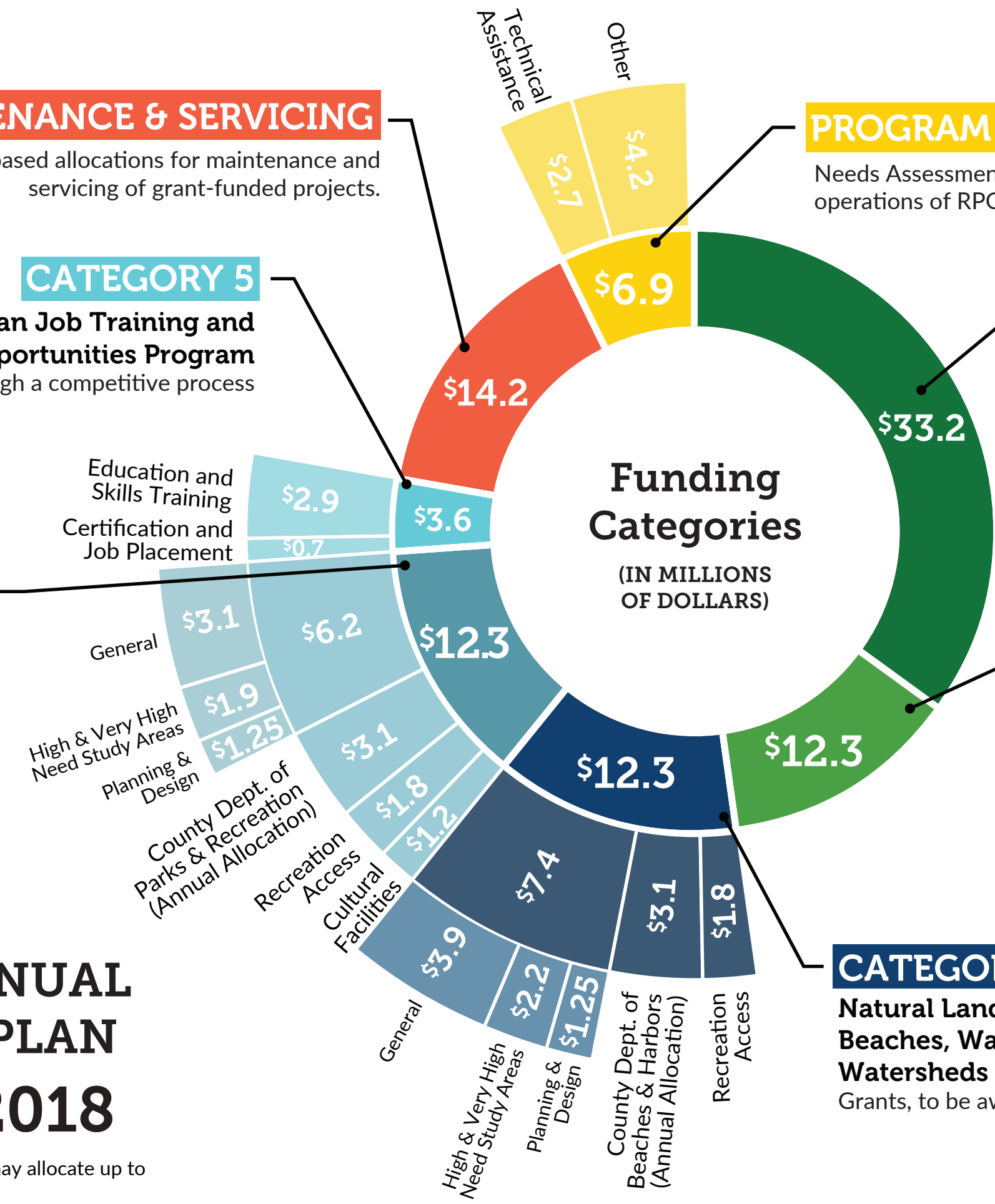
Regional Recreational Facilities, Multi-use Trails and Accessibility Program
Grants, to be awarded through a competitive process.

CATEGORY 2

Safe, Clean Neighborhood Parks, Healthy Communities, and Urban Greening Program
Formula-based allocations of funds for grants to High and Very-High Need Study Areas.

CATEGORY 3

Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watersheds Protection Program
Grants, to be awarded through a competitive process.



MEASURE A ANNUAL EXPENDITURE PLAN \$96.8M for 2018

Note: The District's Board of Supervisors may allocate up to 2% of total funds for eligible projects.



Engagement Approaches & Requirements

Information Sharing

This approach allows agencies to update their communities on the status of a project or a plan without actively seeking community feedback.

This approach is most appropriate when agencies have previously engaged the community and seek to provide updates throughout the duration of the project.

Information sharing methods should be appropriate in accessibility and visibility to the particular community.

This approach may be required at various stages of the grant administration process.

Concurrent Engagement

This approach allows agencies to discuss Measure A-funded projects and plans in conjunction with other community meetings.

This may include meetings scheduled around community plans, regularly scheduled council meetings, or other events that aim to engage the community and solicit feedback pertaining to spending priorities within a Study Area.

Concurrent engagement methods should be appropriate in scale and type to the particular community.

Depending on project cost, this approach may be required before or after submission of the grant application.

Participatory Engagement

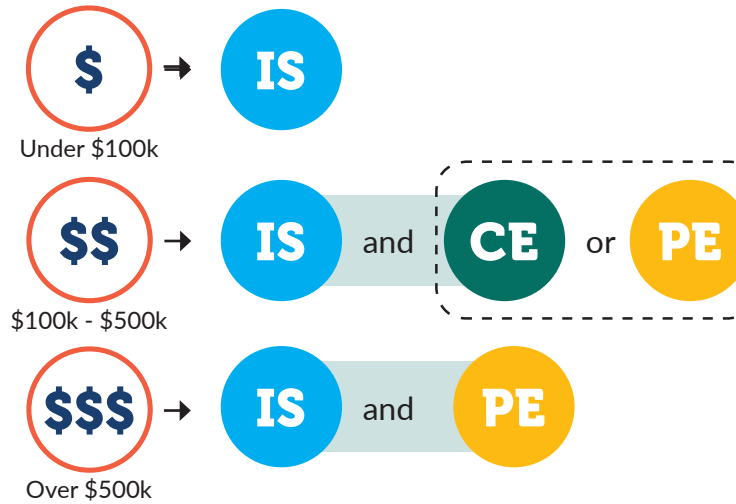
This approach includes meetings, workshops, and other events that solely discuss priority spending of Measure A funds. These events focus entirely on parks and recreation priorities and how Measure A funds should be directed to those priorities.

Meetings must intentionally engage the community and solicit meaningful feedback. Participatory engagement methods should be appropriate in scale and type to the particular community.

Depending on project cost, this approach must be used either before and/or after submission of the grant application.

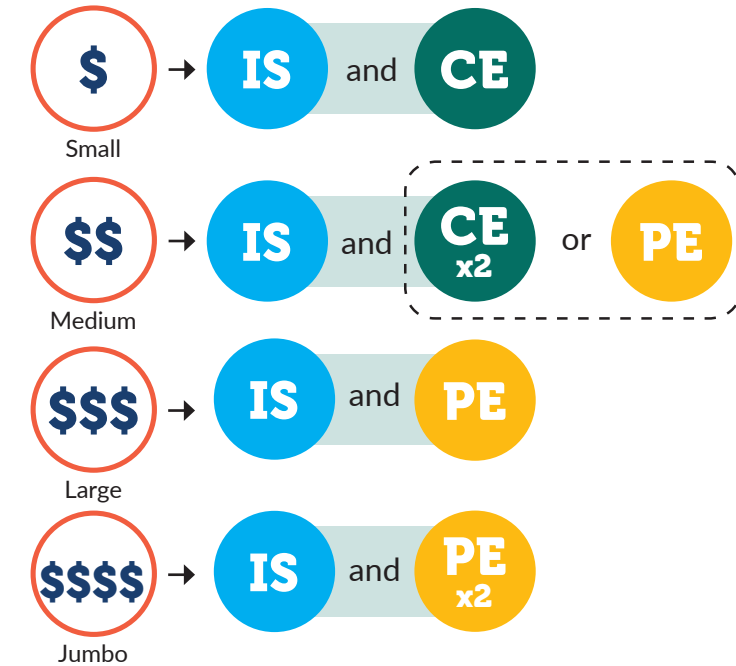
Find your grant type and award size to determine minimum community engagement requirements:

Annual Allocations*

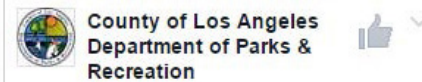


*Applies to all annual allocations, including Categories 1 and 2, as well as Category 3 Department of Beaches and Harbor (DBH) and Category 4 Department of Parks and Recreation (DPR).

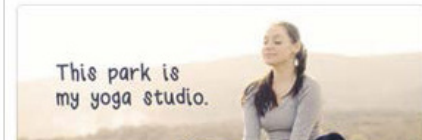
Competitive Grants**



** Does not apply to programmatic competitive grants such as Recreation Access (Category 3 and 4) and Category 5 Youth and Veteran grants.



Tell us how to spend money on our parks – make your voice heard at a community meeting!



Facebook Ad

- Social Media
- Newsletters



Pop-up Outreach

- Community Events
- City/Neighborhood Council Meetings



Community Workshop

- Workshops
- Town Hall Meetings

- IS Information Sharing Approach
- CE Concurrent Engagement Approach
- PE Participatory Engagement Approach
- x2 Engagement Approach to be Completed at Two Separate Times Before or After the Grant Award
- Total Grant Amount Withdrawn for the Year (for Annual Allocations and M&S Funds) OR Project's Requested Grant Award Size by Award Bracket (for Competitive Grants)

Maintenance & Servicing (M&S) Funds



2. Policies

2.1 OVERVIEW

In consultation with the Measure A Implementation Steering Committee, RPOSD has developed a set of policies to guide administration of Measure A funds.

2.2 GRANTMAKING POLICY

RPOSD recognizes the importance of lowering barriers to accessing and administering Measure A funds in order to meet the park need of all residents of Los Angeles County. Measure A already includes formula-based funding allocation models, particularly in Categories 1 and 2, with Category 2 focused on high and very high need communities. This will help to ensure that a portion of funds are utilized in the areas with the highest need. RPOSD has the following grantmaking policies in place for accessing and administering Measure A Funds:

- **Targeting Funds** – A portion of competitive grant funds will be designated for projects in High or Very High Need Study Areas, or serving residents of High or Very High Need Study Areas. The portion of funds to be targeted is initially set at 30%. This percent will be evaluated periodically and may increase or decrease in future years. At a minimum, the following grant programs will have targeted funds:
 - Category 3 – General Grants
 - Category 4 – General 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 will provide examples of project types that could occur in and/or serve High and Very High Need communities.
- **Evaluation Criteria** – All competitive grant programs will include a “Level of Park Need” evaluation criteria. This criterion will consider whether or not a project is in a High or Very High Need Study Area, if it serves a High or Very High Need Study Area, and if it is located in a High or Very High Need sub-area.
- **Long-Range Planning**– Measure A funding will be consistent with each Study Area’s long-range park planning documents, such as Parks Master Plan, community plan or other adopted planning document.
- **Community Engagement** – RPOSD will require appropriate community involvement and engagement for all projects funded by Measure A.

- **Monitoring and Correction** – RPOSD will consistently monitor, track, and if necessary, adjust the administration of both competitive funding and annual allocations, to ensure that the goals of Measure A are being met.
- **Technical Assistance** – RPOSD will provide technical assistance to potential applicants and grantees throughout the stages of the grant process to ensure that barriers to applying for, receiving, and administering funding are reduced.

2.3 BONDING POLICY

TBD

2.4 BOARD OF SUPERVISORS ANNUAL DESIGNATED PARK PROJECT POLICY

TBD

2.5 CONSUMER PRICE INDEX UPDATE POLICY

TBD

2.6 VARIABLE ALLOCATIONS POLICY

TBD

2.7 OVERSIGHT AND INNOVATION POLICY

TBD

2.8 MEASUREMENT AND EVALUATION POLICY

TBD

2.9 COUNTYWIDE PARKS NEEDS ASSESSMENT MAINTENANCE POLICY

TBD

2.10 ADDITIONAL POLICIES

TBD



Measure A Implementation

Los Angeles County Regional Park and Open Space District

**Summary Meeting Notes
Steering Committee Meeting #6
January 11, 2018 9:30 am – 12:00 pm**

Steering Committee Members in Attendance:

Manal Aboelata	Belinda Faustinos	Amy Lethbridge
Greg Alaniz	Esther Feldman	Linda Lowry
Jean Armbruster	Hugo Garcia	Sandra McNeil
Mark Baucum	Karen Ginsberg	Sussy Nemer
Julie Beals	Mark Glasscock	Bonnie Nikolai
Jane Beesley	Lacey Johnson	Stefan Popescu
Alina Bokde	Bill Jones	Jeff Rubin
Scott Chan	John Johns	Keri Smith
Jay Duke	Kim Lamorie	Stephanie Stone
Hugo Enciso		

Alternate Members in Attendance: Andrea Gullo, Nicole Jones, Clement Lau, Cara Meyer, Teresa Villegas

AGENDA ITEM: SUBAREA NEED CLASSIFICATION

1. **Question:** How can we assure no bias in subareas over time?
Response: Tracking is important to make sure funds aren't all going to subareas instead of study areas. Need ongoing documentation and quantifiable criteria to document how high need areas are being served.
2. **Comment:** Concern about keeping high need areas true to the measure and consistently funded so they can come up to par with other jurisdictions. Use a tiered approach initially and evaluate after 5 years if too much money is being given.
3. **Question:** How do subareas relate to the Parks Needs Assessment?
Response: Some Study Areas considered those areas and pockets of need when prioritizing projects; the data were available at all meetings.
4. **Question:** Many South Bay cities have fewer than 5,000 people in High or Very High Need subareas. Would there be any way Study Areas under 5,000 could get points?
Response: Yes, if they can show they serve adjacent high or very high need study areas.
5. **Comment:** Study Area need reflected demographic info but subareas may not and more data is needed to see. If we move definition of need to include more it, loses its meaning and dilutes help for High and Very High Need Study Areas.
6. **Comment:** High or very high subarea need in low/moderate still has more access and advantage than High or Very High Need Study Areas.
Responses Summary:
 - a. We can check demographic information. Will maintain the precedent of the PNA.

- b. Recommendation 1 is supported, recommendation 2 needs more analysis or very specific detail to prove serving regional need, and recommendation 3 is supported.

AGENDA ITEM: DRAFTING GRANT GUIDELINES

1. Comment Summary: Calendars, Bonding and Acquisition

- a. Bonding will increase pot of funds earlier. Need to expedite the timeline so we can get money sooner before things get more expensive. State programs are annual and encourage competitiveness. Very little state money comes to LA County because there are no matching funds here. Measure A can provide those matching funds, but only if we bond and have the funds available when needed.

Response Summary

- a. We already talked about bonding and decided categories 1 and 2 would be bondable but not 3 and 4. This would be a different direction. In the big picture would go 20 years without money in categories 3 and 4.
- b. Need more analysis of this and acquisition problems.
- c. Not in favor of bonding, money is needed annually. There must be other money out there for acquisition.

Comment: How would bonding address need in High or Very High Need Study Areas?

Response: Do we want to bring back looking at bonding relative to high need and acquisition? Yes

Comment: Funds need to be leveraged before they are gone. We need to do research of relevant funding and put that on a calendar of deadlines to address whether Measure A’s timeline coincides with other funding opportunities.

Response Summary

- a. Do we want bring back bonding of Category 3 and 4 as topic to a new meeting? Yes
- b. Yes, we need to reopen this due to timing and be as competitive as possible so we can pull state money into LA County.
- c. The rule of bonding annual allocations is staying but we are reopening the question of bonding against categories 3 and 4.
- d. To clarify, individual Study Areas won’t be bonding on their own against their allocations – RPOSD will pool funds and float the bonds.

Straw Vote

- a. Do we want to reconsider bonding against category 3 and 4?
 - a. Want to reopen: 21
 - b. Don’t want to reopen: 3
- b. We will reopen the discussion and add another meeting and see how the discussion and research impact our current meeting schedule.

AGENDA ITEM: GRANT PROGRAMS

1. Comment Summary: Organizational Track Record

- a. Careful about program providers needing a track record. Don’t want to preclude innovation and the entry of new organizations.

Response: With limited money, we want money going to organizations that can successfully deliver projects.
- b. Include criteria in scoring that deals with competency. Partnering increases overhead. A new organization could have very experienced staff, but are precluded from applying by these feasibility requirements.

- c. Organizations should have some type of established relationship with the community and run similar programs.
 - d. Place-based experience for program grants is extremely important and should be scored.
Response: Yes, clarifying language will be added that experience must be somewhere in Los Angeles County.
 - e. Youth and veteran programs need a threshold, and experience is key. Other programs would support these criteria tied more to evaluation criteria
 - f. If objective is to find regional approaches and partner at a regional level, we wouldn't qualify under these criteria. Too limiting and should be scored or require participation in TAP.
 - g. How does the word "service area" relate to High or Very High Need Study Areas? How are we asking an applicant to demonstrate these criteria? How will the reviewer evaluate the strength of the claim?
Response: We are assuming it's a narrative and the reviewers will have some subjectivity. Service area is whatever area they intend to serve, which will not necessarily be a Study Area.
- Straw vote:** Should there be a minimum requirement to apply for competitive program funding? We will clarify regional and build language to require experience in SA (if we keep as is).
- i. Keep as is: 12
 - ii. Keep these for Cat. 5 but not Rec. Access: 11
 - iii. Get rid of them all together and only account for capacity in the scoring: 2
- Response:** We will take under consideration and give it more thought but lean toward only having minimum criteria for Category 5
- h. Mission-based requirement to enroll excludes affordable housing organizations to obtain funding and build parks. Expand to organizations that support the goals of Measure A.
 - i. Added language about community health and housing, and active transportation missing.
 - j. Add "develop" to "operate and maintain".

AGENDA ITEM: SCORING

1. Comment Summary

- a. Where can we put language about displacement because it's not currently there?
- b. How are we doing things in relevant languages and addressing cultural sensitivity?
- c. Where is innovation and creativity? These should be scored in all categories.
- d. In "Multibenefit," what is the logic for giving some criterion more points than others?
Response: highest points are related to measure language but also feasibility and priorities/likeliness (most achievable)
- e. Accessibility – there should be a distinction between open space areas and urban areas. Open spaces can't support tons of uses, so accessibility doesn't apply in the same way.
- f. Regional benefit is valid, but the sub-criteria are way too oriented to urban projects, open space projects have different regional benefits not related to distance.
- g. Highest point values should reflect measure language and priorities and it currently doesn't.
- h. We don't have to limit scoring to 100 points. Multibenefit should drive scoring. Subcriteria for multibenefit should be consolidated. Group things together more effectively (all water, all air with climate change).
- i. Human health should be elevated through scoring and receive more points. Active recreation should be scored higher.
- j. Safe playgrounds, neighborhood parks, and gang reduction are also in the language and are not represented enough. We need to look closer and think forward about what truly reduces gang

activity. "Public safety" can be misinterpreted to mean more policing in high need areas, which we don't want.

- k. "Level of need" metrics are too subjective when a narrative is used. Scoring to award points for partnerships. Conditions criteria exclude regional facilities that weren't evaluated. Agencies are hesitant to disclose poor conditions. Creative placemaking and innovation should be scored and needs to be included in all categories
- l. Baseline is essential. Level of need is consistent with the measure
- m. Pre-work to educate committee on how parks influence social outcomes is needed before additional discussion.

Response: There are several big themes emerging here and we will schedule an additional meeting to further discuss the criteria. That means two additional meetings in the coming months. We will let you know the dates once these are scheduled.

AGENDA ITEM: PUBLIC COMMENT

1. Ken Carson

- a. The correlation between need and demographics is not an accident
- b. The high and very high need areas are low income and where people of color who have the greatest need for safe parks and parks nearer to their homes live,
- c. Also have health issues that require exercise and fitness, and parks address this
- d. The subarea classification in moderate and low need areas is a way to water down the needs assessment
- e. Applications that include plans to address health issues should receive a higher point value in the scoring criteria

2. Shona Ganguly, The Nature Conservancy

- a. 30% of competitive grants should be allocated for high and very high need areas
- b. Look at the measure and address habitat, multi-benefit, and regional issues while balancing with equity

3. Lyndsey Nolan, LA County Bicycle Coalition

- a. Committed to equity
- b. Parks are inequitable
- c. At least 30% of competitive grants should be allocated for high and very high need areas or clearly serve those areas
- d. Against designation of subareas within study areas
- e. Consider effects on displacement and fund affordable housing. Include anti-displacement policies.

4. Anisha Hingorani, Advancement Project CA

- a. Eliminate park inequality and reverse injustice
- b. Agrees that 30% of competitive grants be allocated for high and very high need areas
- c. Should direct technical assistance program to high and very high need areas
- d. Focus should be on study areas, not subareas
- e. Consider effects on displacement and if local hiring standards reduce displacement

5. Natalie Zappella (on behalf of Sissy Trinh), South East Asian Community Alliance/LA ROSAH

- a. Chinatown is very dense with overcrowded housing
- b. Equity should be included as a key metric
- c. Agrees that 30% of competitive grants be allocated for high and very high need areas
- d. Study areas, not subareas should be used to reverse injustice
- e. Set a precedent of 50% to high and very high need areas

- i. Look to Transformative Climate Communities as a precedent (100% to Disadvantaged Communities)
 - f. Green gentrification is an issue
- 6. Ramon Mendez, Enterprise Community Partners**
 - a. Well-designed houses should be affordable, and parks and housing need to be collaborative, not competitive
 - b. Prioritize areas where parks and housing are needed
 - c. More than 30% allocation of competitive grants is needed for high and very high need areas
 - d. Should encourage joint development
 - e. Acquire land for parks and housing, and have residents be stewards
 - f. Community based organizations should be included as eligible
 - g. Emphasis should be placed on monitoring
- 7. Assata Umoja, Hyde Park Organizational Partnership for Empowerment**
 - a. Level of need is critically important across all criteria as it relates to health, environment and accessibility
 - b. Development projects adversely affect areas, creating environmental hazards and poor social ecology
 - c. 52% of people are in high and very high need areas but are only getting 30% of the funds. More should be designated
 - d. Level of need should be considered in all categories
 - e. More parks are needed, but gentrification and accessibility are issues and getting to the parks is a challenge. Areas don't have space for new parks
 - f. Open space accessibility plan for people from high need areas. Need open space within high need areas
 - g. Need trees, shrubbery and flowers. Trees were cut down for Endeavor and other development
- 8. Ruth Bell, Jump Task Force, LA County Department of Public Health**
 - a. How were the top 10 projects chosen, how relevant are they now, and will this list change for funding?
 - b. Category 4 criteria don't match up with projects prioritized by community, who want active use
 - c. Health outcomes should be scored higher
 - d. Agreement for schools will not be in use prior to funding
 - e. Need to make sure everyone actually knows what the measure says
- 9. Pastor Michael Grissom, Love Mission Community Center**

The children should come first, not organizations or cities. We need to bond money. If we do so, these kids will have a better life. Red will be orange. If we take a small amount of money and spread it around, it won't be effective. Think about the future of every child that can't walk to a park and the dangers they face even if they can. Think about the children whose faces you can't see. Put aside personal needs and increase the standard of life.

- 10. Jim Stein, Lake Balboa Neighborhood Council**
 - a. Are straw votes firm or will they be discussed further? Concerned about what the revised version of the project and program requirements look like after the straw votes that were taken.
 - b. Lake Balboa has the second largest regional park, Sepulveda Basin. This creates a similar problem that the Santa Monica Mountains Conservancy was describing. We attract hundreds of thousands of people yet we only have one community park. Other needs such as community center, youth center, police facilities, infrastructure etc. are nonexistent or stretched very thin.
 - c. Do neighborhood councils meet requirements to participate? Neighborhood Councils, being the primary representative of the stakeholders, are unable to be nonprofits and can't therefore meet the requirements specified.

11. Kahlid A. Al-Alim, Park Mesa Heights Community Council

- a. Community councils should be eligible
- b. Community based organizations have disenfranchised our communities and often disrupt the community's vision
- c. New types of organizations should be considered
- d. To get results, money cannot be given to organizations with overhead
- e. We need pocket parks locally. They are vital and need to be able to compete although not usually multi-benefit
- f. Mobility and walkability to parks is important to support fitness and kids
- g. Staff is needed for maintenance and programming

12. Lisa Craypo, The Rosalinde and Arthur Gilbert Foundation

- a. Scoring criteria and policies should be based around ballot language and be revised to meet the needs of voters, i.e. safe and appealing places for families to recreate in their neighborhood

13. Nirshila Chand, NHF

- a. Much was discussed about youth voices. Please show a video on youth voices as many organizations such as NHF built program videos as part of future meetings.

14. Naomi Iwasaki, Investing in Place

- a. Investing in Place is a transportation policy and finance nonprofit working in Los Angeles County. We would like to see the methodology of the County Park Needs Assessment use Study Area rather than subarea classification as a basis for funding award. We believe this would lead to more direct benefits and access to quality open space for high-needs communities in the County.

15. Chelina Odbert, KDI

- a. Concerned that the definition and criteria used to determine need as discussed is not specific enough
- b. By allowing so many ways to meet the need criteria, it begins to dilute the focus on establishing new parks in the highest need neighborhoods and essentially allows most neighborhoods to find a way to collect those points by simply proving they will serve those with high needs. Played out to its worst-case scenario, it could lead to many new, high-need-serving parks located in low need neighborhoods which would seem to counter the goal of the Measure
- c. Scoring of Category 4, Criteria b is particularly problematic in this regard

Meeting Adjourned.



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



Measure A Implementation: Steering Committee Meeting #7

**January 25, 2018
9:30 AM – 12:00 PM**

**Kenneth Hahn Hall of Administration | Room 140 A&B
500 West Temple Street, Los Angeles, CA 90012**

1. Revised Steering Committee Meeting Schedule
2. Community Engagement Requirements
3. Revised Technical Assistance Program
4. Policies, Part I
 - a. Initial Allocation of Variable Funds
 - b. Board of Supervisors Annual Designated Park Project Policy
 - c. Consumer Price Index (CPI) Update Policy
5. Public Comment

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

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

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

**Next Steering Committee meeting is on Thursday, February 15, 2018 from 9:30am to noon
Los Angeles River Center and Gardens, 570 W. Ave. 26, Los Angeles, CA 90065**



MEASURE A
IMPLEMENTATION
STEERING COMMITTEE
MEETING #7
JANUARY 25, 2018

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TODAY'S AGENDA

1. Vote on Timing of Public Comment
2. Revised Steering Committee Meeting Topics and Calendar
3. Community Engagement Requirements
4. Revised Technical Assistance Program (TAP)
5. Policies, Part 1
 - Initial Allocations of Variable Funds
 - Board of Supervisors Annual Designated Park Projects Policy
 - Consumer Price Index (CPI) Update Policy

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1. REVISED MEETING TOPICS AND CALENDAR

1. REVISED MEETING TOPICS AND CALENDAR

Upcoming Meetings

Steering Committee Meeting #8
February 15th, 9:30 am-12 noon
Los Angeles River Center
 Bonding (Categories 1, 2, 3, and 4), Policies Part II (Category 2 Policies, "Innovation & Oversight" Category Policy, 4.5% Agency Allocation from M&S)

Steering Committee Meeting #9
March 1st, 9:30 am-12 noon
Los Angeles River Center
 Discussion of Scoring Criteria Themes from January 11th Steering Committee Meeting

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1. REVISED MEETING TOPICS AND CALENDAR

Upcoming Meetings

Steering Committee Meeting #10
March 15th, 9:30 am-12 noon
Los Angeles River Center
 Project Status and Fund Distribution Tracking, Engagement

Steering Committee Meeting #11
April 5th, 9:30 am-12 noon
Los Angeles River Center
 Competitive Grant Scoring Rubrics, Bonding and Forwarding Policy Memo, General Grantmaking Policy



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1. REVISED MEETING TOPICS AND CALENDAR

Upcoming Meetings

Steering Committee Meeting #12
April 26th, 9:30 am-12 noon
Los Angeles River Center
 Parks Needs Assessment Updates, Oversight Committee Formulation

Steering Committee Meeting #13
May 31st, 9:30 am-12 noon
Los Angeles River Center
 Final Draft Grant Guidelines Procedures and Policies, Board Letter and Summation

Potential Steering Committee Meeting #14
June 28th, 9:30 am-12 noon
Los Angeles River Center



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- Types and Requirements
- Revisions from Previous Draft of Requirements
- Thoughtful and Appropriate Engagement Guidelines
- Timing of Engagement

2. COMMUNITY ENGAGEMENT REQUIREMENTS




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2. COMMUNITY ENGAGEMENT REQUIREMENTS

Types and Requirements

Information Sharing	Concurrent Engagement	Participatory Engagement	Find your grant type and award size to determine minimum community engagement requirements:	
<p>This approach allows agencies to update their committees on the status of a project or a plan without actively seeking community feedback.</p> <p>This approach is most appropriate when agencies have previously engaged the community and seek to provide updates throughout the duration of the project.</p> <p>Information sharing methods should be appropriate in accessibility and visibility to the particular community.</p> <p>This approach may be required at various stages of the grant administration process.</p>	<p>This approach allows agencies to discuss Measure A-related projects and plans in conjunction with other community meetings.</p> <p>This way includes meetings, scheduled general community plans, regularly scheduled public meetings, or other events that aim to engage the community and solicit feedback pertaining to spending priorities within a local area.</p> <p>Concurrent engagement methods should be appropriate in scale and scope to the particular community.</p>	<p>This approach includes meetings, workshops, and other events that solicit direct input from the community and focus on parks and recreation priorities and local Measure A funds. These events focus entirely on parks and recreation priorities and local Measure A funds should be directed to those priorities.</p> <p>Meetings must intentionally engage the community and solicit meaningful feedback. Participatory engagement methods should be appropriate in scale and scope to the particular community.</p>	Annual Allocations*	Competitive Grants**
<p>County of Los Angeles Recreation & Parks Department</p> <p>This grant is for your project.</p> <p>Facebook Ad</p> <ul style="list-style-type: none"> Social Media Newsletters 	<p>Pop-up Outreach</p> <ul style="list-style-type: none"> Community Events City/Neighborhood Council Meetings 	<p>Community Workshops</p> <ul style="list-style-type: none"> Workshops Town Hall Meetings 	<p>Information Sharing Approach</p> <p>Concurrent Engagement Approach</p> <p>Participatory Engagement Approach</p> <p>Engagement Approach to be Completed at Six Separate Times</p> <p>Total Grant Annual Withdrawals for the Year for Annual Allocations and M&S Funds On Project's Required Grant Award Size by Award Bracket for Competitive Grants</p>	<p>Maintenance & Servicing (M&S) Funds</p> <p>All + IS</p>




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2. COMMUNITY ENGAGEMENT REQUIREMENTS

Revisions from Previous Draft of Requirements

- **Adjusted thresholds** for competitive grants so that all projects competing against each other in an award bracket are held to the same standard of engagement
- Allowed **more flexibility** for when engagement is conducted by requiring a minimum number of occurrences without mandating that it occur before or after the application period
- Required Information Sharing **across the board**
- **Removed** requirement that **proposed project must be on the current PNA List** or consistent with an adopted planning document
- **Removed Resolution** as meaningful form of engagement



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2. COMMUNITY ENGAGEMENT REQUIREMENTS

Thoughtful and Appropriate Engagement Guidelines

Information Sharing Concurrent Engagement Participatory Engagement

Engagement must be thoughtful and appropriate to the Study Area's community or the area being served by the project, including the following:

- Provide advanced notice of at least two weeks for concurrent and participatory engagement, through multiple platforms
- Schedule and locate meetings/events at a time/location appropriate for adequate community attendance.
- Reach out to community members living in High and Very High Need Study Areas and/or subareas as well as non-English speaking populations, if applicable.
- Provide interpretive services for languages other than English in written and/or spoken form, targeting languages that are commonly spoken in the community, if applicable.



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2. COMMUNITY ENGAGEMENT REQUIREMENTS

Timing of Engagement

Information Sharing Concurrent Engagement Participatory Engagement

- Engagement that has **occurred within 36 months** is acceptable with verification.
- If engagement has not yet occurred, agencies must describe the **comprehensive community engagement plan** in their grant application and upon completion of engagement, verification must be provided to RPOSD.
- **Acceptable verification** for all levels of engagement may include photos, sign-in sheets, signed resolutions social media reports, and narrative descriptions of the type of outreach conducted.



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- Goals
- Agency Survey Results
- TAP Elements
- Program Element Eligibility
- Accessing Technical Assistance
- Program Schedule
- Expenditure Plan and Phasing
- Monitoring and Assessment

3. REVISED TECHNICAL ASSISTANCE PROGRAM

3. REVISED TAP

Goals

- Reduce barriers to applying for and administering Measure A funds by:
 - Ensuring awareness of TAP
 - Maximizing participation from High/Very High (H/VH) Need Study Areas by providing support throughout grant continuum
 - Creating and supporting beneficial relationships between agencies/organizations and professionals/mentors
 - Supporting organizational capacity-building to increase capacity to administer grant projects
 - Emphasizing efficient delivery of completed park projects to users




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3. REVISED TAP

Agency Survey Results: Grant Experience

- 45 cities responded
 - 38% of respondents represent H/VH Need Study Areas
- Of all respondents who applied for any type of grant in the last 3 years:
 - 62% were awarded the grant
 - For H/VH Need Study Areas, 55% were awarded the grant




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3. REVISED TAP

Agency Survey Results: Grant Experience

- Most respondents who have not applied for any grants cite *limited capacity to administer grants* as the reason
- Other challenges to grant application/administration:
 - Difficulty finding appropriate grants
 - Aligning project needs with grant timing
 - Writing the grant application
- Grant Writing, Grant Administration, and Project Management were ranked as top training topics



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3. REVISED TAP

Agency Survey Results: Planning Documents

- 64% of respondents, and 58% of H/VH Need Study Areas, have some type of park planning document.
- 19 respondents reported the age of their document:

Age of Document	Number of Agencies
0-5 years old	3
6-10 years old	4
11-15 years old	5
16-20 years old	4
More than 20 years old	3

- 42% of respondents, and 37% of H/VH Need Study Areas, have plans to update existing documents




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3. REVISED TAP

Agency Survey Results: Community Engagement

- 44% of agencies engage the **general public** on an as-needed basis
 - 54% engage the general public at least once a year
- 48% of agencies engage **community partners/organizations** on an as-needed basis
 - 52% engage partners and organizations at least once a year
- No significant difference for H/VH Need Study Areas




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3. REVISED TAP

Agency Survey Results: Community Engagement

- Agencies engage the **general public** at the following rates:
 - At least once a year: 54%
 - On an as-needed basis: 44%
- Agencies engage **community partners/organizations** at the following rates:
 - At least once a year: 52%
 - On an as-needed basis: 48%
- No significant difference in rates for H/VH Need Study Areas



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3. REVISED TAP

Program Elements











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3. REVISED TAP

Resource Toolkits

- Cover a range of topics related to the grant project continuum
 - Measure A Grant Application
 - Grant Writing
 - Community Engagement and Outreach
 - Grant Project Implementation
- Additional topics will be determined based on feedback
- Updated by RPOSD as needed

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3. REVISED TAP

Technical Assistance Directory

- Online database would include both qualified professionals and mentors
- **Mentors** will be volunteers from agencies and organizations that have previously received Measure A/Prop A grant awards
- Mentors will receive training from RPOSD
- Will be responsible for helping applicants navigate the entire grant process




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3. REVISED TAP

Technical Assistance Directory

- **Professionals** will be recruited by RPOSD through a Request for Professionals process in various service areas, including:
 - Planning/design
 - Outreach
 - Construction
 - Grant Writing
 - Cost Estimating
 - Graphic Design
 - Community Engagement
 - Translation/interpretation
- Enrollees directly connect with professionals and potentially hire them for services




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3. REVISED TAP

Training and Education

- Training and education workshops held throughout the year
- Topics may include, and are not limited to:
 - Intro to Measure A/Grant Application process
 - Community Outreach and Engagement
 - Grant Writing
 - Grant Administration
 - Project Management
 - Park Planning 101
- Recordings of workshops will be available to the general public on RPOSD's website






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3. REVISED TAP

Ongoing Technical Support from RPOSD

- Management of TAP
- Ongoing technical assistance throughout the grant project continuum, including:
 - One-on-one assistance with enrollment and grant applications
 - Phone calls and in-person meetings as needed
 - One-on-one assistance with grant-related questions or needs (before or after application)
 - Liaison between applicants and outside professionals and/or mentors

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3. REVISED TAP

Professional Services

- Available to eligible agencies and organizations from professionals contracted with RPOSD
- Professional services include, but are not limited to:
 - Grant Writing
 - Community Outreach and Engagement
 - Construction Administration
- Selective process by RPOSD (80% of funding)
 - Enrollees who indicate need for professional services during enrollment
- Competitive process (20% of funding)
 - Evaluation of supplemental letters from non-selected, interested enrollees



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3. REVISED TAP

Planning and Design Funds

- Provides recipients with the financial resources for completing work in planning and/or design, including hiring professional consultants to support the effort.
- Competitive program, open to all enrollees



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3. REVISED TAP

Planning and Design Funds

Project requirements include:

Project Eligibility

- Maximum two year schedule.
- Applicant must not have an open planning/design grant with RPOSD.

Project Feasibility

- Land Access/Tenure
- Permitting and CEQA Compliance
- Adverse Site Conditions
- Project Cost and Funding
- Project Schedule



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3. REVISED TAP

Planning and Design Funds

Funding:

Annual Funding Amount

- \$2,500,000


Award Size

- Minimum: \$20,000
- Maximum: \$250,000

Award Brackets

Projects will compete and be evaluated within the following brackets:

- Small: \$20,000 - \$99,999
- Medium: \$100,000 - \$174,999
- Large: \$175,000 - \$250,000



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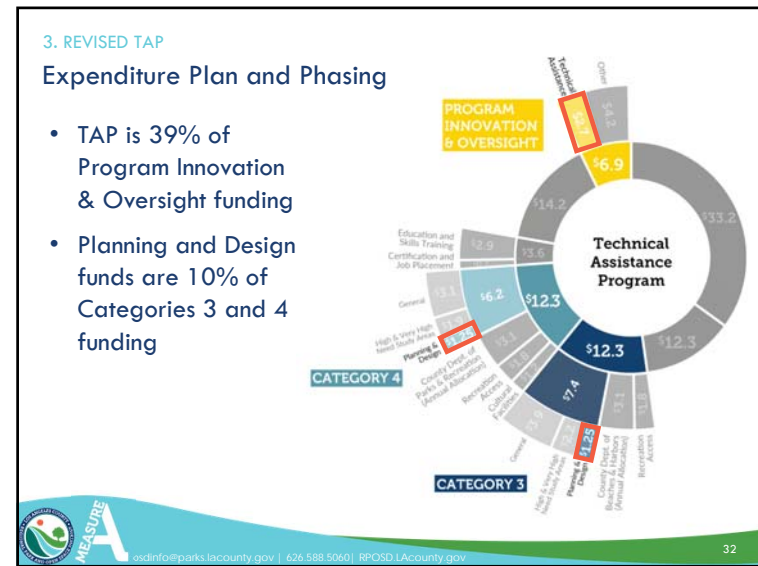
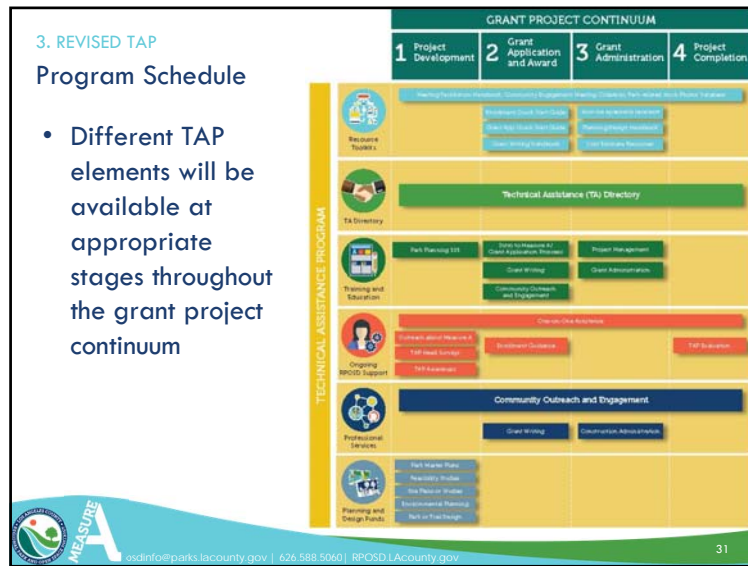
3. REVISED TAP

Program Element Eligibility

	Eligibility			
	Public	All Enrollees	Selective	Competitive
Resource Toolkits	✓			
Technical Assistance Directory		✓		
Training and Education		✓		
Ongoing Technical Support from RPOSD		✓		
Professional Services			✓	✓
Planning and Design Funds				✓

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- ### 3. REVISED TAP
- #### Accessing Technical Assistance
- During enrollment, agencies and organizations will be asked to report their need for technical assistance and indicate which TAP elements they are interested in
 - Technical Assistance Questionnaire will address:
 - Organizational capacity
 - Grant funding history
 - Previous planning and design efforts
- MEASURE A | wcdinfo@parks.lacounty.gov | 626.588.5060 | RPOSD.LAcounty.gov | 30



3. REVISED TAP
Expenditure Plan and Phasing

- TAP implementation will be phased
 - Understanding of which TAP elements are most needed
 - Resource development (e.g., toolkits and trainings)
 - Develop administrative processes that ensure easy access to TAP

- Pilot Phase**
 - Years 1 and 2: FY18/19 and FY19/20
- Full Program Phase**
 - Years 3 to 10: FY20/21 to FY27/28
- Maturity Phase**
 - After Year 10: FY28/29 and beyond

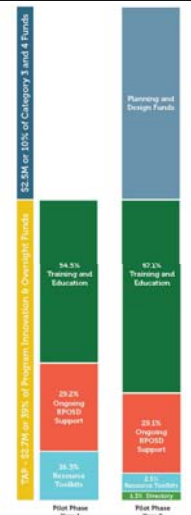



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3. REVISED TAP
Expenditure Plan and Phasing

Pilot Phase (Years 1 to 2)

- Majority of funds for training and education
- Focus on developing TAP resources
- No Planning and Design Funds in Year 1
 - \$5 million available for Planning and Design Funds in Year 2






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3. REVISED TAP
Expenditure Plan and Phasing

Full Program Phase (Years 3 to 10)

- Majority of funding dedicated to TAP will be available during this phase
- All TAP elements would be available
- Monitoring to ensure elements are meeting need; adjustments as needed





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3. REVISED TAP
Expenditure Plan and Phasing

Maturity Phase (After Year 10)

- Gradual tapering of TAP funds after Year 10
 - Agencies and organizations will have become better equipped and gain increased capacity/independence in the grant process
 - RPOSD will closely monitor and assess the outcomes of TAP to determine investment of TAP funds in the future




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3. REVISED TAP

Monitoring and Assessment

- RPOSD will closely monitor and measure outcomes of TAP against established metrics
- As needed, RPOSD will adjust TAP elements and/or resource distribution to improve outcomes
- After Year 10 of TAP, RPOSD will determine amount of funding needed for TAP based on the program's outcomes and progress from previous years



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- Initial Allocations of Variable Funds
- Board of Supervisors Annual Designated Projects Policy
- CPI Update Policy


4. POLICIES, PART I

4. POLICIES, PART I

Initial Allocations of Variable Funds

Measure Language

- Allocation of Measure A funds is subject to change on an annual basis
 - Up to 77.8% to grant programs
 - Category 3
 - Up to 25% to the County Dept. of Beaches and Harbors
 - Up to 15% to recreation access programs
 - Category 4
 - Up to 25% to the County Dept. of Parks and Recreation
 - Up to 15% to recreation access programs
 - Up to 10% to County cultural facilities
 - Category 5
 - Up to 20% to organizations that provide certifications and placement services or apprenticeship opportunities



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4. POLICIES, PART I

Initial Allocations of Variable Funds

Measure Language

- Allocation of Measure A funds is subject to change on an annual basis (cont.)
 - Up to 15% to Maintenance & Servicing (M&S)
 - Up to 7.2% to Innovation & Oversight
 - Up to 2% to Board of Supervisors Annual Designated Projects
- Beginning in 2026, the allocation for M&S may be increased up to 2% annually, with corresponding decreases for grant programs
 - M&S and grant program allocations can be adjusted until the two categories reach an equal allocation of 46.4% each



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4. POLICIES, PART I

Initial Allocations of Variable Funds

Recommendations

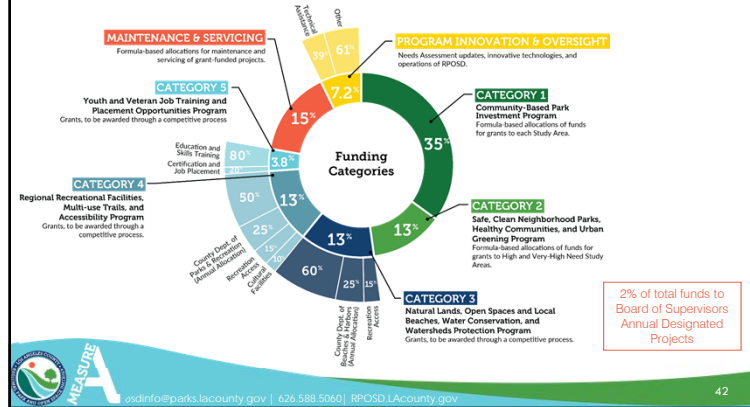
- In the first year of expenditures, rates are recommended by the Steering Committee
- In subsequent years, rates are recommended by the Citizens Oversight and Advisory Board for Measure A
- Changes to allocation rates shall be made with the overall goal of meeting Measure A's objectives and should consider:
 - Complete accounting of all allocations each year
 - Changes in level of park need throughout the County
 - Other results of periodic evaluation of Measure A

4. POLICIES, PART I

Initial Allocations of Variable Funds

Allocation Recommendations for 2018

All allocations shall be set at the maximum percentage allowable



4. POLICIES, PART I

Board of Supervisors Annual Designated Projects Policy

Measure Language

- To be used for eligible projects designated by Board of Supervisors
 - Eligible projects include the following, or any combination thereof, for any park or recreation project or improvement:
 - Pre-project assistance and feasibility
 - Planning
 - Acquisition
 - Construction
 - Development
 - Improvement
 - Restoration
 - Rehabilitation
- Percentage of revenue to be determined annually, and shall not exceed 2% of Measure A revenue

4. POLICIES, PART I

Board of Supervisors Annual Designated Projects Policy

Recommendations

- Allocation shall be set at 2%
- Each Supervisor's office shall receive 1/5th of the total amount of funds available annually
 - Supervisors may jointly fund eligible projects
 - Funds may be expended annually; or
 - Funds may accumulate for a maximum of 5 years
- Board could consider allocating a percentage of funds to:
 - Projects located in or directly serving High or Very High Need Study Areas
 - Projects that did not receive Measure A competitive Category 3, 4, or 5 grant funding in previous competitive grant cycles

4. POLICIES, PART I

CPI Update Policy

Measure Language

- Rate of tax shall be set by the Board for each fiscal year after 2017/2018
- Rate may not be set higher than the amount of 1.5 cents per square foot of development, as adjusted by any cumulative increases to the Western Urban Consumer Price Index (CPI) from July 1, 2017

4. POLICIES, PART I

CPI Update Policy

Recommendations

- Tax rate shall be automatically adjusted every 2 years, to the maximum rate allowed by any cumulative increases to the Western Urban CPI, beginning in fiscal year 2019/2020
- Board may choose, in any given year, to adjust the tax rate to a rate less than the maximum allowed
- Rate shall not be adjusted prior to the first disbursement of funds from Categories 1 and 2

Public Comment



Upcoming Meetings

Steering Committee Meeting #8

February 15th, 9:30 am-12 noon

Los Angeles River Center

Bonding (Categories 1, 2, 3, and 4), Policies Part II (Category 2 Policies, "Innovation & Oversight" Category Policy, 4.5% Agency Allocation from M&S)

Steering Committee Meeting #9

March 1st, 9:30 am-12 noon

Los Angeles River Center

Discussion of Scoring Criteria Themes from January 11th Steering Committee Meeting

Upcoming Meetings

Steering Committee Meeting #10

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Project Status and Fund Distribution Tracking, Engagement

Steering Committee Meeting #11

April 5th, 9:30 am-12 noon


Los Angeles River Center

Competitive Grant Scoring Rubrics, Bonding and Forwarding Policy
Memo, General Grantmaking Policy

Do not delete slides below – these are section dividers for longer presentations!



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4. BOARD OF SUPERVISORS DESIGNATED PARK PROJECTS POLICY



• Policy Guidelines

5. CPI UPDATE POLICY



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3. PLACEHOLDER



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5. PLACEHOLDER

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 unanimously approved.
5. The tax rate shall not be adjusted prior to the first disbursement of funds from Category 1 and Category 2.

DRAFT

4. Technical Assistance

4.1 OVERVIEW

Measure A's Technical Assistance Program (TAP) seeks to support a truly equitable grant application process by reducing barriers to applying for and administering grant funds. TAP will assist individual Study Areas, and by doing so, contribute to the success of Measure A in addressing park need across Los Angeles County.

TAP provides a strong suite of tools and strategies to help Measure A applicants to navigate all stages of the grant project continuum and build professional relationships with consultants, mentors, other professionals, and RPOSD staff. The grant project continuum includes project formulation to grant application and administration through successful project implementation and maintenance, and ultimately the potential to build organizational capacity of potential applicants throughout the County.

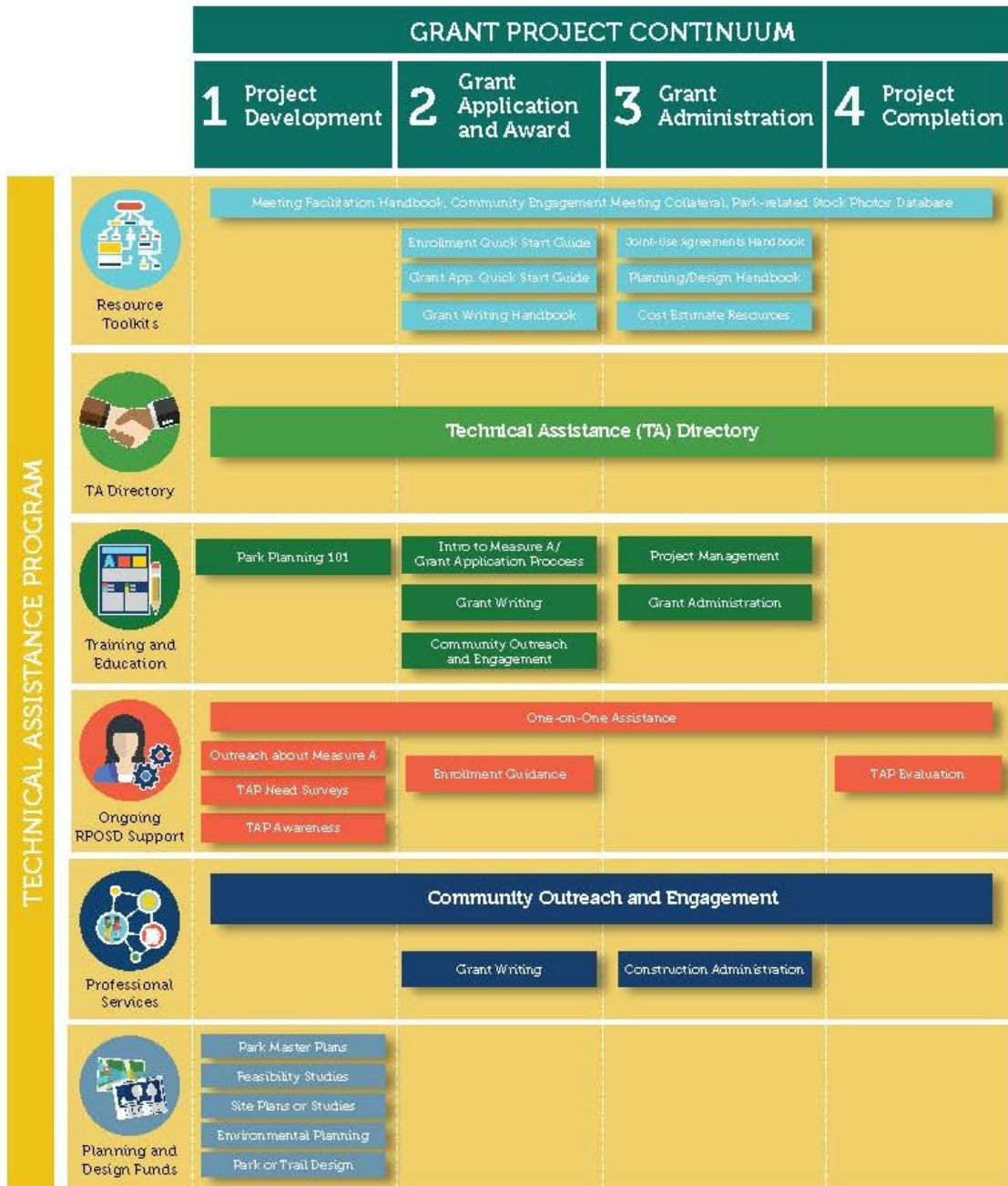
4.2 PROGRAM GOALS

The following are the primary goals of TAP:

1. Ensure that all Study Areas throughout the County are both well-informed regarding available Measure A annual allocations and competitive grant opportunities, and well-aware that TAP is available as a resource and the steps required to receive these resources.
2. Maximize participation in Measure A from High and Very High Need Study Areas by providing support throughout the lifecycle of the grant to help with applying for funding, administering grants, and completing and maintaining projects.
3. Create and support relationships between agencies/organizations and professionals/mentors throughout the County.
4. Support organizational capacity-building among Measure A applicants to increase the capacity to administer grant projects.
5. Place emphasis on delivering completed projects to park users efficiently and effectively.

4.3 PROGRAM SCHEDULE

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



As shown in Figure 4-1 above, 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 a couple months prior to the grant application due date. Resource Toolkits, the Technical Assistance Directory, and Ongoing Technical Assistance Support from RPOSD will be offered throughout the grant process.

4.4 PROGRAM EXPENDITURE PLAN AND PHASING

TAP funding makes up approximately 39 percent of Measure A's Program Innovation & Oversight funding, which is 7.2 percent of the overall Measure A annual expenditure plan (see Figure 4-2). Planning and Design funds, one of the elements part of TAP, will be funded using 17 percent and 20 percent of Category 3 and Category 4 funds, respectively. Since TAP is the first of its kind for RPOSD, ample time and preparation are required to facilitate an effective and efficient program. TAP will follow a phased schedule in its implementation (see Figures 4-3 and 4-4).

FIGURE 4-2. MEASURE A EXPENDITURE PLAN

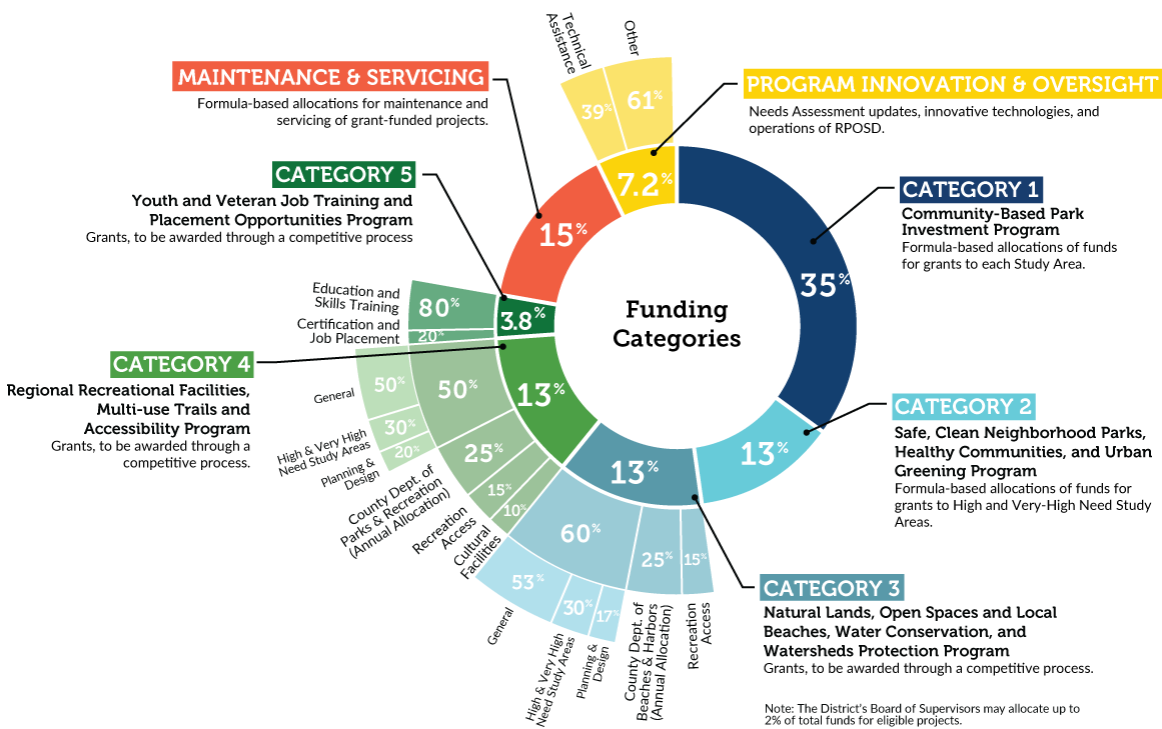


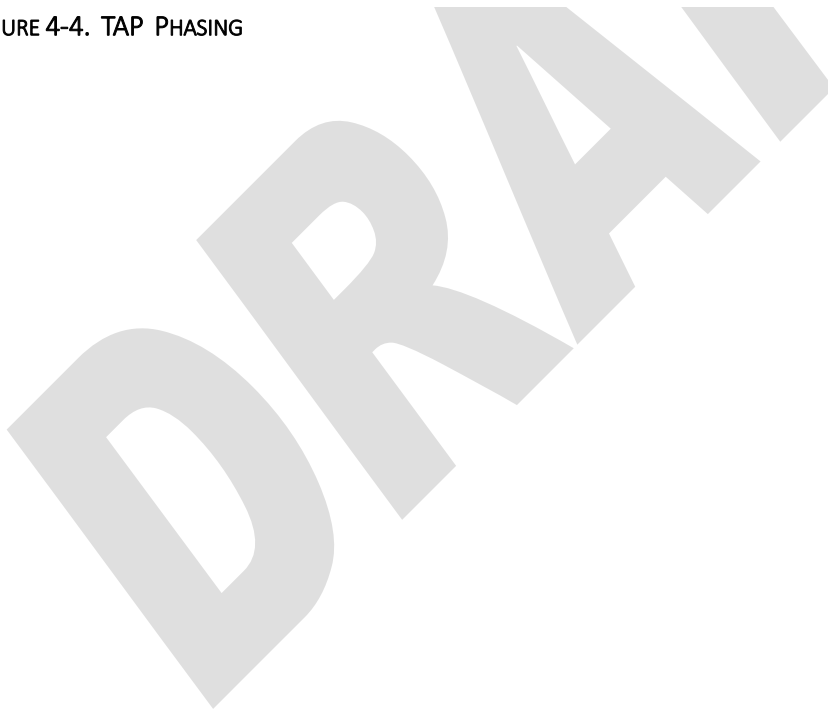
FIGURE 4-3. TAP FUNDING SCHEDULE

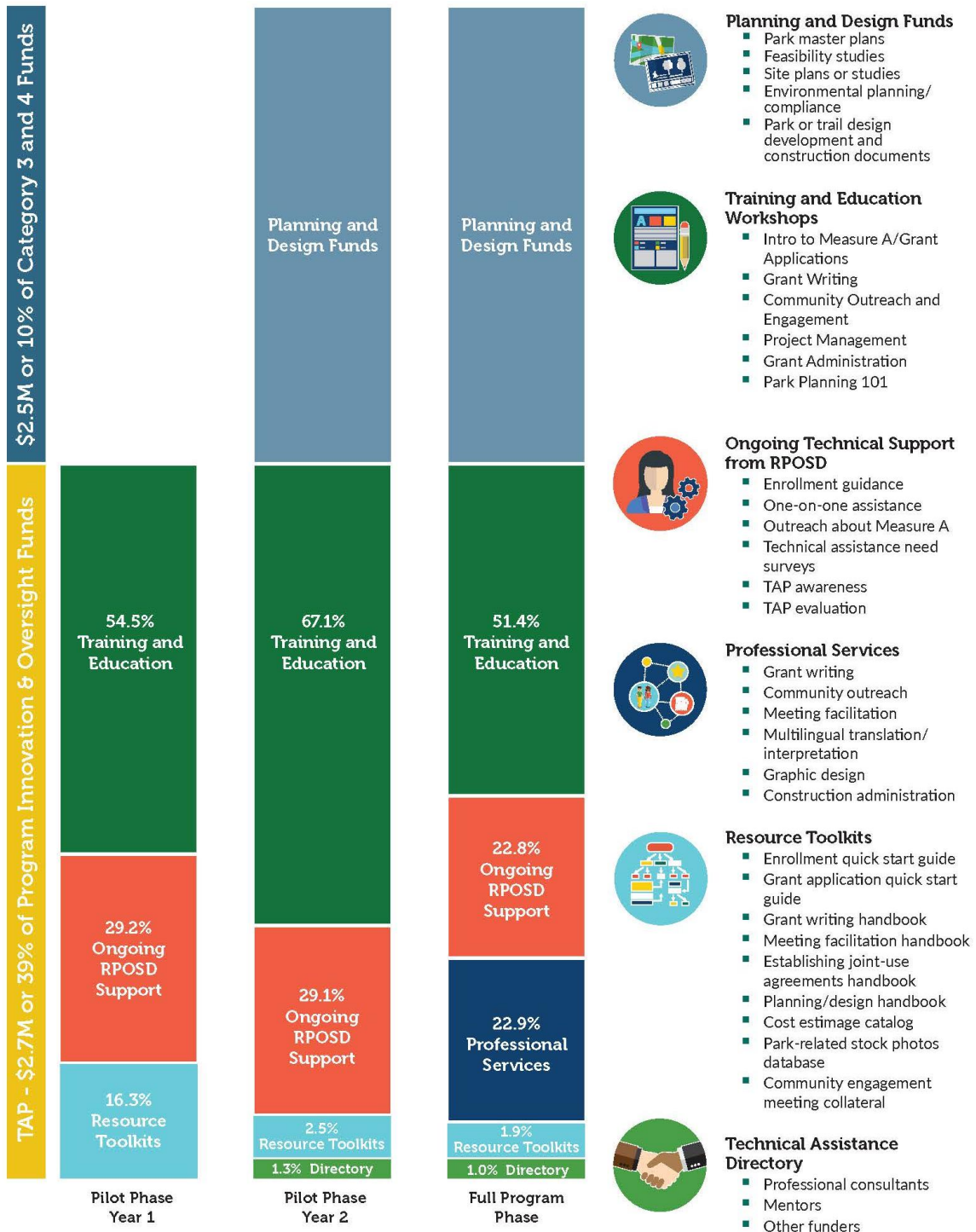
PROGRAM	FUND CATEGORY	FREQUENCY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	YEAR 11*	YEAR 12*	YEAR 13*	YEAR 14*
			2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Technical Assistance Program	Program 8 Innovation	1 year**	\$1,826,100	\$2,073,900	\$2,655,900	\$2,655,900	\$2,655,900	\$2,655,900	\$2,655,900	\$2,655,900	\$2,655,900	\$2,655,900	TBD	TBD	TBD	TBD
Planning and Design	Category 3 and 4	1 year		Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000	Q4 \$2,500,000
General	Category 3 and 4	4 years		Q3 \$13,566,316				Q3 \$54,265,264				Q3 \$54,265,264				Q3 \$54,265,264
Recreation Access	Category 3 and 4	2 years		Q1 \$3,699,904		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808
Youth and Veteran	Category 5	3 years		Q2 \$3,605,035			Q2 \$10,815,105			Q2 \$10,815,105			Q2 \$10,815,105			Q2 \$10,815,105
Cultural Facilities	Category 4	3 years				Q2 \$3,699,903			Q2 \$3,699,903			Q2 \$3,699,903			Q2 \$3,699,903	

* TAP funding after Year 10 is to be determined based on RPOSD's monitoring and assessment of the TAP. Funding is anticipated to be less per year compared to funding in previous years.
 ** TAP funding is to be spent every year with Years 1 and 2 being a pilot phase, Years 3 to 10 being the full program phase, and Years 11 and onward (as needed) to be the maturity phase.

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

FIGURE 4-4. TAP PHASING





4.4.1 PILOT PHASE - YEAR 1 AND YEAR 2

The first two years of TAP (Years 1 and 2, or 2018 and 2019) will make up the pilot phase of the program, with more limited TAP elements and investment/funds available. The pilot phase will allow RPOSD to gain

an understanding of which TAP elements or services are most needed by County 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 TAP by all applicants.

Year 1 of the program’s pilot phase will provide the basic resources related to preparing for the application of Measure A funds. The following TAP elements will be available during Year 1:

- Resource toolkits on RPOSD’s website- see Section 4.6.1 for more details
- Training and Education workshops on the following topics:
 - Introduction to Measure A /Grant Application Process
 - Community Outreach and Engagement

For Year 2 of the program’s pilot phase, RPOSD will provide the full range of Training and Education workshops (see Section 4.6.3 for a more exhaustive list), launch the Technical Assistance Directory, and initiate the Planning and Design funds program.

4.4.2 FULL PROGRAM PHASE - YEAR 3 TO YEAR 10

The majority of funding dedicated to TAP will be available during the full program phase (Years 3 to 10, or 2020 to 2027) of the Measure A grant program. Through dedicating the majority of the program’s resources and funds into this eight-year period, TAP’s goal is to help agencies and organizations gain the adequate knowledge, experience, and resources in technical assistance and increased independence in grant processes. It is assumed that during this time period, the full TAP detailed in this chapter will be available, including professional services, which will be unavailable during the program’s pilot phase.

4.4.3 MATURITY PHASE - AFTER YEAR 10

RPOSD assumes that after the program’s tenth year, or starting 2028, agencies and organizations will be better equipped in navigating the grant process and achieve independence from TAP to support their own technical assistance needs. As such, it is assumed that investment into TAP will gradually taper after each following year. See Section 4.7 on Monitoring and Assessment for more information about how the program will transition in funding and resources after Year 10.

4.5 ENROLLMENT

Agencies and organizations that enroll with RPOSD via their website (or “enrollees”) will be asked to report their need for technical assistance and indicate which TAP elements they are interested in during the enrollment process. Applicants will be asked to complete a technical assistance questionnaire about their organizational capacity, grant funding history, and previous planning and design efforts. More information about the enrollment process can be found in Section 3.2 of Chapter 3, Funding Guidelines.

To receive professional services and/or be eligible to apply for Planning and Design funds, RPOSD will assess the applicant’s responses to the technical assistance questionnaire in the enrollment application and the applicant’s Study Area park need level. Applicants will then be notified of RPOSD’s eligibility determination.

4.6 PROGRAM ELEMENTS AND ELIGIBILITY

TAP consists of six elements that support all stages of the grant project continuum: Resource Toolkits, Technical Assistance Directory, Training and Education, Ongoing Technical Support from RPOSD, Professional Services, and 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 the section below.

4.6.1 RESOURCE TOOLKITS

4.6.1.1 FUNDING AMOUNT

Pilot Phase- Year 1: 16.3% of available TAP funding

Pilot Phase- Year 2: 2.5% of available TAP funding

Full Program Phase (annual): 1.9% of available TAP funding

Refer to Figure 4-2 Measure A Expenditure Plan and Figure 4-4 TAP Phasing for visual representations of the expenditure and phasing of funding.

4.6.1.2 DESCRIPTION

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

- Community Engagement and Outreach
 - 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 Writing
 - Grant writing handbook, including grant applications case studies from past award recipients
 - Cost estimate resources
- Grant Project Implementation
 - Planning/Design handbook
 - Establishing Joint-use Agreements

- Measure A Grant Application
 - Grant application quick start guide
 - Enrollment quick start guide
- Additional Toolkits – topics to be determined based on applicant feedback

4.6.1.3 ELIGIBILITY

Resource toolkits will be available to the general public, and will be available on RPOSD’s website. Resource toolkits will be updated routinely as needed.

4.6.2 TECHNICAL ASSISTANCE DIRECTORY

4.6.2.1 FUNDING AMOUNT

Pilot Phase- Year 1: 0% of available TAP funding
Pilot Phase- Year 2: 1.3% of available TAP funding
Full Program Phase (annual): 1.0% of available TAP funding

Refer to Figure 4-2 Measure A Expenditure Plan and Figure 4-4 TAP Phasing for visual representations of the expenditure and phasing of funding.

4.6.2.2 DESCRIPTION

A key component to providing technical assistance is awareness of, and access to, a network of qualified professionals and mentors. RPOSD’s Technical Assistance Directory will serve as 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. Professionals will be recruited by RPOSD through a Request for Professionals process, and the list of qualified consultants will be routinely updated. Applicants and grantees can utilize the Technical Assistance Directory to connect with the directory’s listed professionals and potentially hire them for their services.

Mentors, who are volunteer-based, will also be part of the Technical Assistance Directory and can provide informal guidance to applicants and grantees. Mentors consist of representatives from agencies and organizations that have previously won Measure A/Proposition A grant awards and are willing to mentor and help prospective grantees through the grant process. All mentors who are part of the Technical Assistance Directory will have completed mentorship training.

4.6.2.3 ELIGIBILITY

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

4.6.3 TRAINING AND EDUCATION

4.6.3.1 FUNDING AMOUNT

Pilot Phase- Year 1: 54.5% of available TAP funding
Pilot Phase- Year 2: 67.1% of available TAP funding
Full Program Phase (annual): 51.4% of available TAP funding

Refer to Figure 4-2 Measure A Expenditure Plan and Figure 4-4 TAP Phasing for visual representations of the expenditure and phasing of funding.

4.6.3.2 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. Workshops will be led either by RPOSD or outside instructors/consultants. Workshop presentations will be recorded and posted to the RPOSD website. Workshop topics may include and are not limited to the following:

- Introduction to Measure A/Grant Application Process
- Community Outreach and Engagement
- Grant Writing
- Project Management
- Grant Administration
- Park Planning 101

4.6.3.3 ELIGIBILITY

Training and Education workshops are 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.

4.6.4 ONGOING TECHNICAL SUPPORT FROM RPOSD

4.6.4.1 FUNDING AMOUNT

Pilot Phase- Year 1: 29.2% of available TAP funding
Pilot Phase- Year 2: 29.1% of available TAP funding
Full Program Phase (annual): 22.8% of available TAP funding

Refer to Figure 4-2 Measure A Expenditure Plan and Figure 4-4 TAP Phasing for visual representations of the expenditure and phasing of funding.

4.6.4.2 DESCRIPTION

RPOSD is the facilitator and manager of TAP. RPOSD will provide ongoing technical assistance support to prospective applicants, applicants, and grantees throughout the grant process, including during enrollment, the application period, grant administration, and project/program implementation. This includes providing feedback on grant applications, being a resource about grant-related questions or needs, and acting as the liaison between applicants and outside professionals and mentors.

4.6.4.3 ELIGIBILITY

Ongoing technical support from RPOSD will be available to all enrollees.

4.6.5 PROFESSIONAL SERVICES

4.6.5.1 FUNDING AMOUNT

Pilot Phase- Year 1: 0% of available TAP funding

Pilot Phase- Year 2: 0% of available TAP funding

Full Program Phase (annual): 22.9% of available TAP funding

Refer to Figure 4-2 Measure A Expenditure Plan and Figure 4-4 TAP Phasing for visual representations of the expenditure and phasing of funding.

4.6.5.2 DESCRIPTION

Professional services in a variety of topics of expertise will be available to eligible agencies and organizations from professionals contracted with RPOSD. Professional services include, but 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 throughout the grant process. Professional services will be provided to agencies and organizations who do not have the capacity or other resources to organize and conduct their own 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 is 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.

4.6.5.3 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 technical assistance questionnaire and their Study Area park 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 twenty percent (20%) of funding for professional services through a competitive process by evaluating these enrollees' supplemental letters.

4.6.6 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 a park, trails, open space, or other recreation project. There is \$2,500,000 available annually from Category 3 and Category 4 for Planning and Design funds. The Planning and Design funds program is competitive and available to all enrollees. The program includes the following evaluation criteria:

- Level of Need
- Proposed Community Involvement
- Existing Community Support
- Existing Planning and Design Challenges
- Timeliness and Urgency
- Multi-Benefit Projects

For detailed information about Planning and Design funds, including project requirements, award size, and evaluation criteria, refer to Section 3.5.5 in Chapter 3, Funding Guidelines.

4.7 MONITORING AND ASSESSMENT

To ensure the success of TAP, RPOSD will closely monitor and measure, to the extent possible, the outcomes of agencies and organizations who receive any form of technical assistance through TAP against established metrics. The purpose of monitoring and measuring outcomes is to assess whether participation in TAP benefits agencies and organizations by enabling them to be more successful and better prepared to complete grant applications, win grant awards, engage the community, and implement projects.

After RPOSD's annual assessment of TAP and identification of any program shortcomings, RPOSD will develop a plan to improve TAP and adjust its elements and/or resource distribution accordingly to

improve outcomes. RPOSD's assessment and improvement plan will be available through a public annual report, which will contain RPOSD's assessment methodology and outcomes of the program evaluation. After Year 10 of TAP, RPOSD will determine the amount of funding needed for TAP based on the program's outcomes and progress from previous years. The objective of TAP is to initially provide agencies and organizations with a robust program that offers a variety of resources during the full program phase; as the program matures, funding for TAP should gradually decrease and then level out, assuming that agencies and organizations will become better prepared and gain increased capacity in the grant process.

[Note: This subsection will be expanded when overall Measure A monitoring and assessment guidelines are further developed]

DRAFT

Draft Technical Assistance Program (TAP) - Element Details

Technical Assistance Program Elements	Available to:	Who	Timing	Unit	Hours	Pilot Phase						Full Program Phase			Description	Assumptions
						Year 1: 2018			Year 2: 2019			Years 3 to 10: 2020 - 2027 (Annual)				
						Quantity	Total Hours	Estimated Cost	Quantity	Total Hours	Estimated Cost	Quantity	Total Hours	Estimated Cost		
Resource Toolkits						1,984	\$297,600	16.30%	340	\$51,000	2.46%	340	\$51,000	1.92%		
Enrollment Quick Start Guide	All	RPOSD staff/paid consultants	1-2 months prior to enrollment going live	One time	120	1	120	\$18,000	-	-	-	-	-	-	Step-by-step instructions for enrolling with RPOSD and description of next steps	
Grant Application Quick Start Guide	All	RPOSD staff/paid consultants	1-2 months prior to enrollment going live	One time	120	1	120	\$18,000	-	-	-	-	-	-	Step-by-step instructions for starting a grant application with RPOSD	
Grant writing handbook	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Best practices and tips on writing successful grant applications and case studies of previously awarded grant applications	
Grant writing handbook updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
Community meeting facilitation guidance handbook	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Tips on facilitating community meetings, including goals, guidelines for good and balanced discussion, and recommended protocol	
Community meeting facilitation guidance handbook updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
PowerPoint templates for community engagement meetings/workshops	All	RPOSD staff/paid consultants	2018	One time	24	1	24	\$3,600	-	-	-	-	-	-	Pre-designed PowerPoint presentation templates for community meetings and workshops	
Templates for outreach flyers, sign-in sheets, and other meeting collateral	All	RPOSD staff/paid consultants	2018	One time	100	1	100	\$15,000	-	-	-	-	-	-	Pre-designed templates for outreach collateral	
Park-related stock photos database	All	RPOSD staff/paid consultants	2018	One time	120	1	120	\$18,000	-	-	-	-	-	-	Collection of photos available for use for presentations, outreach materials, etc.	
Park-related stock photos update	All	RPOSD staff/paid consultants	2018	Annual	20	1	20	\$3,000	1	20	\$3,000	1	20	\$3,000	As-needed updates to keep photos relevant	
Planning/Design handbook development	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Resources, checklists, standards, and best practices relevant to park and open space planning	
Planning/Design handbook updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
Establishing Joint-use Agreements handbook development	All	RPOSD staff/paid consultants	2018	One time	80	1	80	\$12,000	-	-	-	-	-	-	Guide on how to establish a joint-use agreement in Los Angeles County	
Establishing Joint-use Agreements handbook updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
Cost Estimate handbook and resources	All	RPOSD staff/paid consultants	2018	One time	120	1	120	\$18,000	-	-	-	-	-	-	General guide on developing cost estimates, access to cost resources (books, online, etc.) needed to complete cost estimate	Assumes RPOSD will not maintain cost estimate catalog but will provide cost numbers from an outside source that will need to be updated at least annually
Cost estimate catalog updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
TBD resource toolkit	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Resource toolkit on a TBD topic	
TBD resource toolkit updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
TBD resource toolkit	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Resource toolkit on a TBD topic	
TBD resource toolkit updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
Professional Services						0	\$0	0.00%	0	\$0	0.00%	4,060	\$609,000	22.93%		
Grant writing assistance	Eligible enrollees (selective/competitive)	Paid consultants	Application period	Grant Application	100	-	-	-	-	-	-	10	1,000	\$150,000	Grant writer to work one-on-one with applicant to complete application; or to provide intensive grant writing workshop to agency that results in completed application	Assumes avg. of 10 applicants receive assistance per General Grants Cycle, 10 for Recreation Access/Job Training/Cultural, avg. of 100 hrs of assistance per applicant
Community outreach services	Eligible enrollees (selective/competitive)	Paid consultants	Ongoing	Meeting	40	-	-	-	-	-	-	10	400	\$60,000	Outreach to the community on behalf of the agency/organization to draw them to engagement meetings	Assumes 10 agencies per year
Facilitation services	Eligible enrollees (selective/competitive)	Paid consultants	Ongoing	Meeting	20	-	-	-	-	-	-	10	200	\$30,000	Meeting facilitation on behalf agency/city	Assumes 10 meetings per year
Multilingual translation/interpretive services	Eligible enrollees (selective/competitive)	Paid consultants	Ongoing	Meeting	6	-	-	-	-	-	-	10	60	\$9,000	Translation of outreach materials and/or multilingual interpretation at community meetings	Assumes 10 meetings per year
Graphic design services	Eligible enrollees (selective/competitive)	Paid consultants	Ongoing	Meeting	40	-	-	-	-	-	-	10	400	\$60,000	Graphic design for production of outreach materials	Assumes 10 agencies per year
Construction administration services	Eligible enrollees (selective/competitive)	Paid consultants	After grant award	Grant Application	100	-	-	-	-	-	-	5	500	\$75,000	Construction administration on behalf of the agency/organization during project's construction phase	Assumes 5 awarded grant projects per year
TBD professional services	Eligible enrollees (selective/competitive)	Paid consultants	TBD	TBD	100	-	-	-	-	-	-	5	500	\$75,000	Professional service for a TBD/needed service	Assumes 5 awarded grant projects per year
TBD professional services	Eligible enrollees (selective/competitive)	Paid consultants	TBD	TBD	100	-	-	-	-	-	-	5	500	\$75,000	Professional service for a TBD/needed service	Assumes 5 awarded grant projects per year
TBD professional services	Eligible enrollees (selective/competitive)	Paid consultants	TBD	TBD	100	-	-	-	-	-	-	5	500	\$75,000	Professional service for a TBD/needed service	Assumes 5 awarded grant projects per year
Technical Assistance Directory						0	\$0	0.00%	180	\$27,000	1.30%	180	\$27,000	1.02%		
Directory online portal development	Enrollees	RPOSD staff/paid consultants	2019	One time	100	-	-	-	1	100	\$15,000	1	100	\$15,000	Recruitment of funders, planning/design, park/garden, legal assistance providers, and mentors who could provide informal guidance on a range of grant-related topics	
Directory updates	Enrollees	RPOSD staff	Annual	Annual	20	-	-	-	1	20	\$3,000	1	20	\$3,000	Confirm status of participants, add new consultants/mentors	
Mentor training workshop/webinar	Enrollees	RPOSD staff/paid consultants	Annual	Annual	40	-	-	-	1	40	\$6,000	1	40	\$6,000	Training for volunteer participants from previous successful grant awarded applicants	
Maintain online directory portal	Enrollees	RPOSD staff/paid consultants	Annual	Annual	20	-	-	-	1	20	\$3,000	1	20	\$3,000	As-needed maintenance and updates of online directory portal	
Training and Education						6,640	\$996,000	54.54%	9,280	\$1,392,000	67.12%	9,100	\$1,365,000	51.40%		
<i>Total Number of Workshops</i>						50			110			110				
Introduction to Measure A/Grant Application Process (per grant type) workshops	Enrollees	RPOSD staff	Annual	Annual	250	20	5,000	\$750,000	20	5,000	\$750,000	20	5,000	\$750,000	Workshop to introduce recipients of Measure A funds and processes for applying for annual allocations, M&S, and competitive grants per grant type	2 rounds of workshops: 10 workshops per round - 20 workshops total. Each workshop will be a day long and cover many topics. Workshops will also be recorded and available as a webinar online.
Grant Writing workshops	Enrollees	RPOSD staff/paid consultants	3-4 months prior to competitive grant deadline	Grant Cycle	40	-	-	-	30	1,200	\$180,000	30	1,200	\$180,000	Workshop to teach grant writing skills	1 round of workshops per grant cycle: 10 workshops per grant category - 30 workshops total
Community Outreach and Engagement workshops	Enrollees	RPOSD staff/paid consultants	3-4 months prior to competitive grant deadline	Grant Cycle	40	30	1,200	\$180,000	30	1,200	\$180,000	30	1,200	\$180,000	Workshop to train agencies in outreach	Assumes 30 workshops per year
Project Management workshops	Enrollees	RPOSD staff/paid consultants	After grant award	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop to train agencies in project management	Assumes 5 workshops per year
Grant Administration workshops	Enrollees	RPOSD staff/paid consultants	After grant award	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop to train agencies in grant administration	Assumes 5 workshops per year
Park Planning 101 workshops	Enrollees	RPOSD staff/paid consultants	After grant award	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop to train agencies in park planning basics	Assumes 5 workshops per year
TBD workshops	Enrollees	RPOSD staff/paid consultants	TBD	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop on a TBD technical assistance topic	Assumes 5 workshops per year
TBD workshops	Enrollees	RPOSD staff/paid consultants	TBD	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop on a TBD technical assistance topic	Assumes 5 workshops per year
TBD workshops	Enrollees	RPOSD staff/paid consultants	TBD	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop on a TBD technical assistance topic	Assumes 5 workshops per year
Training and Education Management	N/A	RPOSD staff	Ongoing	Ongoing			440	\$66,000		680	\$102,000		500	\$75,000	Management of Training and Education workshops, including logistics, content, and outreach.	

Draft Technical Assistance Program (TAP) - Element Details

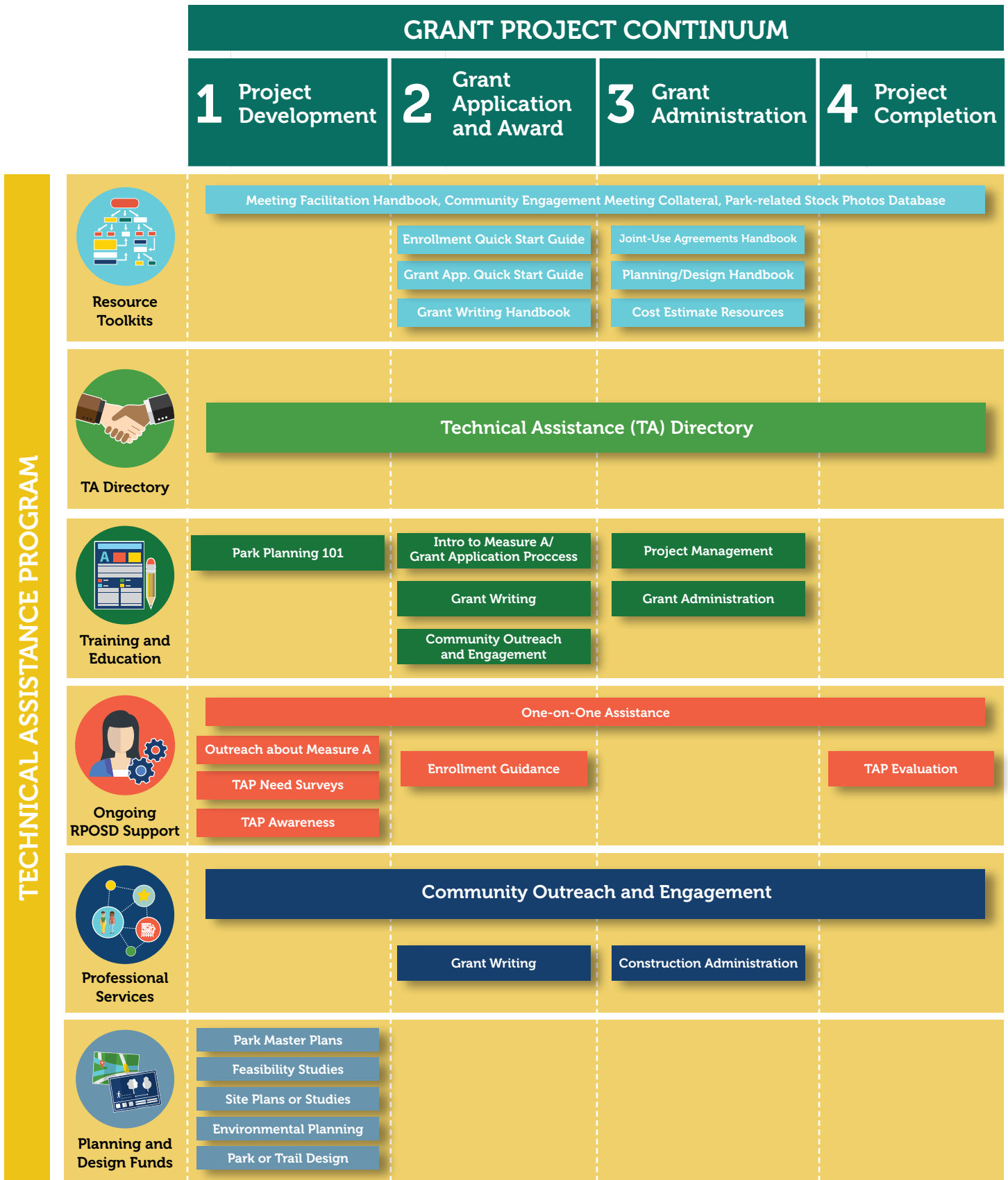
Technical Assistance Program Elements	Available to:	Who	Timing	Unit	Hours	Pilot Phase			Full Program Phase			Description	Assumptions			
						Year 1: 2018			Year 2: 2019					Years 3 to 10: 2020 - 2027 (Annual)		
						Quantity	Total Hours	Estimated Cost	Quantity	Total Hours	Estimated Cost			Quantity	Total Hours	Estimated Cost
Ongoing Technical Support from RPOSD						3,550	\$532,500	29.16%	4,026	\$603,900	22.74%					
Technical Assistance Program Director	N/A	RPOSD staff	Ongoing	Ongoing	2,080	1	2,080	\$312,000	1	2,080	\$312,000	1	2,080	\$312,000	Day-to-day management of all technical assistance programs	Full Time position for Technical Assistance Program Director
Technical Assistance Need Survey	N/A	RPOSD staff/paid consultants	Annually for allocations; 3-4 months prior to opening competitive grant applications	Grant Cycle			130	\$19,500		90	\$13,500		90	\$13,500	Online survey to be developed, analyzed, and distributed to all agencies and other potential candidates to assess technical assistance needs	
Technical Assistance Program Awareness	All	RPOSD staff	Ongoing	Ongoing			240	\$36,000		240	\$36,000		240	\$36,000	Social and traditional media outreach, workshops, webinars to inform eligible agencies about opportunities within the TAP	
Technical Assistance Program Evaluation	N/A	RPOSD staff	Annual	Annual			360	\$54,000		280	\$42,000		280	\$42,000	Monitoring and assessment of TAP to help determine program effectiveness and amount of future funding needed	
Enrollment Guidance	Enrollees	RPOSD staff	1-2 months prior to enrollment going live	Annual			160	\$24,000		160	\$24,000		160	\$24,000	Ongoing phone, email, and in-person support to offer assistance prior to and during enrollment periods	
One-on-one Assistance	Enrollees	RPOSD staff	Application period, 1-2 months prior to grant deadline	Grant Application			480	\$72,000		416	\$62,400		416	\$62,400	Grant writer to work one-on-one with applicant to complete application	Assumes average of 20 applicants receive assistance per General Grants Cycle, 10 for Recreation Access/Job Training and Cultural, average of 16 hours assistance per applicant
Outreach Facilitation	N/A	RPOSD staff/paid consultants	Ongoing	Ongoing	100	1	100	\$15,000	1	100	\$15,000	1	100	\$15,000	Facilitate outreach to public agencies, CBOs, potential and existing grantees to share information, resources, and events pertaining to Measure A	
Planning and Design Fund Management	N/A	RPOSD staff/paid consultants	Ongoing	Ongoing				\$0		660	\$99,000		660	\$99,000	Planning and Design Funds Program management	
Grand Total							12,174	\$1,826,100		13,826	\$2,073,900		17,706	\$2,655,900		

Avg. per year after Year 2 \$2,655,900

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

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

Technical Assistance Program (TAP) Schedule



DRAFT - 2018.01.18



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

Program Goals

AWARENESS

Ensure that all Study Areas throughout Los Angeles County (County) are both well-informed regarding available Measure A annual allocations and competitive grant opportunities, and well-aware that the TAP is available as a resource and the steps on how to receive these resources.

PARTICIPATION

Maximize participation from High and Very High need Study Areas by providing support throughout the lifecycle of the grant to help with applying for funding, administering grants, and completing and maintaining projects.

RELATIONSHIPS

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

CAPACITY

Support organizational capacity-building among Measure A applicants to increase the capacity to administer grant projects.

IMPLEMENTATION

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

How to Receive Assistance

STEP 1 Be aware of the eligibility requirements for the different TAP elements

	Eligibility			
	All	Enrollees	Selective	Competitive
Resource Toolkits	✓			
Technical Assistance Directory		✓		
Training and Education		✓		
Ongoing Technical Support from RPOSD		✓		
Professional Services		✓	✓	✓
Planning and Design Funds		✓		✓

STEP 2 Enroll with RPOSD and report your agency's technical assistance needs*

Fill out a questionnaire about your agency's:

- Organizational capacity
- Grant funding history
- Previous planning and design efforts

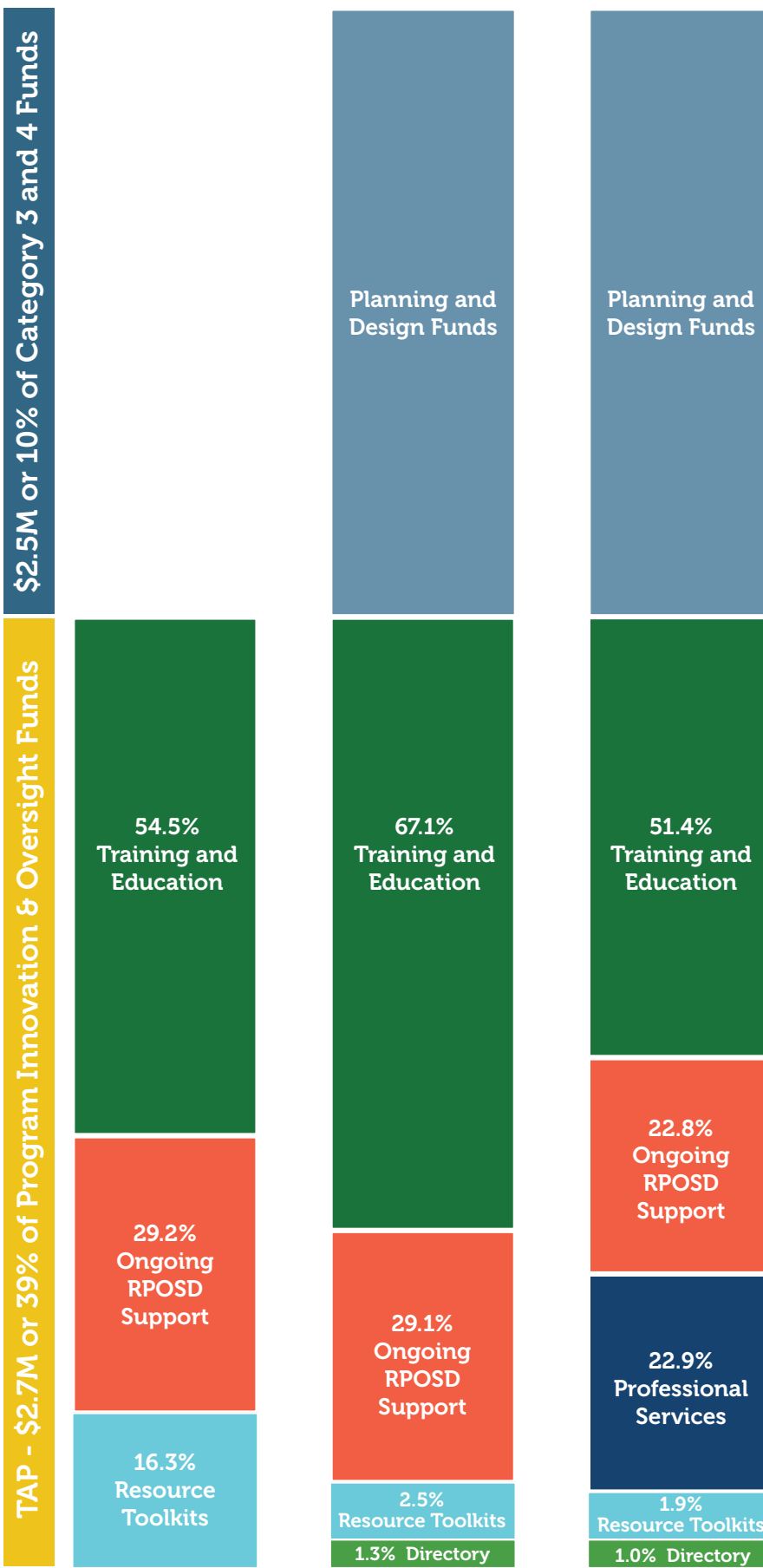
* Enrollment is required prior to applying for Measure A grant funds. All TAP elements, except for Resource Toolkits, are available to enrollees only.

STEP 3 Receive technical assistance for your eligible technical assistance needs

- Enrollees can access all non-selective and non-competitive TAP elements.
- RPOSD will notify enrollees about their eligibility for selective and competitive TAP elements and provide further guidance.*

* Planning and Design funds will not be available until Pilot Phase Year 2 and Professional Services will not be available until the Full Program Phase.

Technical Assistance Program (TAP) Elements and Funding



Pilot Phase Year 1

Pilot Phase Year 2

Full Program Phase

Planning and Design Funds

- Park master plans
- Feasibility studies
- Site plans or studies
- Environmental planning/compliance
- Park or trail design development and construction documents

Training and Education Workshops

- Intro to Measure A/Grant Applications
- Grant Writing
- Community Outreach and Engagement
- Project Management
- Grant Administration
- Park Planning 101

Ongoing Technical Support from RPOSD

- Enrollment guidance
- One-on-one assistance
- Outreach about Measure A
- Technical assistance need surveys
- TAP awareness
- TAP evaluation

Professional Services

- Grant writing
- Community outreach
- Meeting facilitation
- Multilingual translation/interpretation
- Graphic design
- Construction administration

Resource Toolkits

- Enrollment quick start guide
- Grant application quick start guide
- Grant writing handbook
- Meeting facilitation handbook
- Establishing joint-use agreements handbook
- Planning/design handbook
- Cost estimate catalog
- Park-related stock photos database
- Community engagement meeting collateral

Technical Assistance Directory

- Professional consultants
- Mentors
- Other funders

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626.588.5060



3.5.5 PLANNING AND DESIGN FUNDS (CATEGORIES 3 & 4)

Description

Planning and Design funds are a part of the Technical Assistance Program (TAP) described in Chapter 4. Planning and Design funds are intended to provide recipients with the financial resources to perform work in planning and/or designing a park, trail, open space, or other recreation project.

Planning

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

Design

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

2018 Funding Amount

\$2,500,000 (17% from Category 3 General Competitive funds and 20% from Category 4 General Competitive funds)

Project Types

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

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

- Park or trail design development and construction documents

Project Requirements

Project Eligibility

- 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

Land Access/Tenure

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

Permitting and CEQA Compliance

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

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

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

Project Cost and Funding

- Agency 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

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

Award Size

Requested fund awards must meet the minimum and maximum award size requirements. Proposed projects will be categorized into different thresholds of award size brackets depending on the requested size of the award.

Minimum: \$20,000
Maximum: \$250,000

Brackets

Small: \$20,000 - \$99,999
Medium: \$100,000 - \$174,999
Large: \$175,000 - \$250,000

Evaluation Criteria

NOTE: Evaluation criteria for Planning and Design projects have been drafted in a manner similar to those presented at the January 11th Steering Committee. These criteria will be revisited by the RPOSD and consultant team after the March 1st Steering Committee meeting, which will focus on a discussion of evaluation criteria and scoring. Revised evaluation criteria and scoring for Planning and Design grants will be shared with the Steering Committee in advance of the April 5, 2018 Steering Committee Meeting.

DRAFT



MEMORANDUM

DATE January 18, 2018
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District
SUBJECT Revised Steering Committee Calendar/Topics

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

Meeting 7 – January 25, 2018 | 9:30 am-12 pm

Location: Kenneth Hahn Hall of Administration, Room 140. 500 W. Temple Street, Los Angeles, CA 90012

1. Community Engagement Requirements
2. Revised TAP
3. Policies, Part I
 - a. Initial Allocations of Variable Funds
 - b. Board of Supervisors Annual Designated Park Projects Policy
 - c. Consumer Price Index Update Policy

Meeting 8 – February 15, 2018 | 9:30 am-12 pm

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

1. Bonding
 - a. Category 1 & 2
 - i. Timeframes
 - ii. Costs
 - iii. Recommendations
 - b. Category 3 & 4
 - i. Outside Grants/Matching Funds Requirements
 - ii. Potential Bonding Scenarios
 - iii. Implications
 1. Projects
 2. Grant Program Cycles
 3. Costs
2. Policies, Part II
 - a. Category 2 Policies
 - b. “Innovation & Oversight” Category Policy
 - c. 4.5% Agency Allocation from M&S

Meeting 9 – March 1, 2018 | 9:30 am-12 pm

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

1. Discussion: Scoring Criteria Themes from January 11th Steering Committee Meeting

Meeting 10 – March 15, 2018 | 9:30 am-12 pm

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

1. Project Status and Fund Distribution Tracking
 - a. Updates through self-reporting of Project Status
 - b. Verification System for Self-reported Data
 - c. Annual Allocation Distribution Tracking
 - i. Objectives
 - ii. Indicators
 - iii. Reporting
 - d. Competitive Grant Distribution Tracking
 - i. Objectives
 - ii. Indicators
 - iii. Reporting
2. Engagement – Community Meetings Roll Out
3. Engagement – Park Funding 103
4. Engagement – Social Media

Meeting 11 – April 5, 2018 | 9:30 am-12 pm

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

1. Review of Competitive Grants Scoring Rubrics
2. Bonding and Forwarding Strategy Policy Memo
 - a. Recommendations
3. General Grantmaking Policy

Meeting 12 – April 26, 2018 | 9:30 am-12 pm

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

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

Meeting 13 – May 31, 2018 | 9:30 am-12 pm

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

1. Final Draft Grant Guidelines Procedures and Policies Guide for RPOSD
2. Board Letter and Summation

Potential Meeting 14 – June 28, 2018 | 9:30 am-12 pm

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

Agenda: TBD, if needed



MEMORANDUM

DATE January 18, 2018
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District
SUBJECT Draft Policies, Part I

Overview

In consultation with the Measure A Implementation Steering Committee, RPOSD is developing a set of policies to guide administration of Measure A funds. The three policies below will be discussed at the January 25, 2018 Steering Committee Meeting; discussion of other policies will occur per the schedule suggested in the “Revised Steering Committee Calendar/Topics” memo included in this package.

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 innovation and oversight. Prior to allocating funds according to these percentages, up to two percent of total funds may be distributed to Board of Supervisors Annual Designated Park Projects.

Measure A identifies the following variable allocations within grant programs:

- Category 3 – up to 25% of funds shall be allocated to the County Department of Beaches and Harbors
- Category 3 – up to 15% of funds shall be allocated to recreation access programs
- Category 4 – up to 25% of funds shall be allocated to the County Department of Parks and Recreation
- Category 4 – up to 15% of funds shall be allocated to recreation access programs
- Category 4 – up to 10% of funds shall be allocated to County cultural facilities
- Category 5 – up to 20% of funds shall be allocated to organizations that provide certifications and placement services or apprenticeship opportunities

Changes made to allocation rates shall adhere to the following:

1. In the first year of expenditures, allocation rates shall be recommended by the Measure A Implementation Steering Committee, for inclusion in the annual Measure A Letter and Work Program to the Board of Supervisors

2. In subsequent years, allocation rates shall be recommended by the Citizens Oversight and Advisory Board for Measure A, for inclusion in the annual Measure A Letter and Work Program to 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 years, 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 be increase up to two percent annually, with corresponding decreases for grant programs, until the two categories reach an equal allocation of 46.4 percent each.

Board of Supervisors Annual Designated Park Projects Policy

The Board of Supervisors may, on an annual basis, allocate up to two percent of Measure A revenue for designated park projects of their choosing. This allocation shall occur as follows:

1. The percent of revenue to be allocated for designated park projects shall be determined annually and shall not exceed two percent (2%) of annual revenue.
2. Each Supervisor's office shall receive 1/5th of the total amount of funds available annually. These funds may be expended annually, or may accumulate for a maximum of five (5) years.
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 areas and/or facilities that directly serve residents of these areas, or
 - b. To projects that did not receive Category 3 or 4 funding in previous competitive grant cycles.

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 from July 1, 2017. Adjustments to the rate of tax shall 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:
$$(\$0.015) * (\text{WUCPI on July 1 of previous calendar year}) / (\text{WUCPI on July 1, 2017}) = \text{maximum adjusted tax rate per square foot, rounded to the nearest } 1/10^{\text{th}} \text{ of a cent.}$$



LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT



Measure A Implementation

Los Angeles County Regional Park and Open Space District

Summary Meeting Notes
Steering Committee Meeting #7
January 25, 2018 9:30 am – 12:00 pm

Steering Committee Members in Attendance:

Manal Aboelata	Reyna Diaz	Yvette Lopez-Ledesma
Jean Armbruster	Hugo Enciso	Linda Lowry
Mark Baucum	Hugo Garcia	Sandra McNeil
Jane Beesley	Karen Ginsberg	Delia Morales
Alina Bokde	Michael Hughes	Sussy Nemer
Scott Chan	Bill Jones	Stefan Popescu
Maria Chong-Castillo	John Johns	Barbara Romero
Cheryl Davis	Kim Lamorie	Bruce Saito
Reuben R. De Leon	Amy Lethbridge	Keri Smith

Alternate Members in Attendance: Sylvia Arredondo, Onnig Bulanikian, Omar Gomez, Nicole Jones, Clement Lau, Cara Meyer, Tamika Butler

1. Comment Summary: *Public Comment*

- No context if at beginning to capture what transpired at meeting
- If at end, all in before 12. Best at 11:15/11:30
- Keep all at once

Straw Vote: When to solicit public comment

Unanimous 11:30, then return to any outstanding items

AGENDA ITEM: COMMUNITY ENGAGEMENT REQUIREMENTS

1. Comment Summary: *Acquisition of Parks in Non-Urban Areas*

- Time sensitive, move engagement until after purchase, public interest can drive up price of land
- Timing of input sensitive to nuances in acquisition once site is secured
- Need flexibility, parcels can be away from people eliciting different engagement
- Need exceptions/compromises to 36 months engagement timeframe, possibly more for open-space, or bypass engagement
- All recreation spaces should require community engagement
- Applicant needs to make argument for exceptions on a case-by-case basis
- Geographically based adaptations to framework
- Now typically through supervisorial districts
- Proactive, transparent plan, could be generic, to inform public of acquisition
- How to protect from inverse condemnation?

Response Summary:

- a. Three potential solutions to address these concerns:
 - i. If consistent with some type of master plan that received public input, this would count as participatory or concurrent engagement
 - ii. Inclusion on a board or agency meeting agenda would count as concurrent engagement
 - iii. Potential to look into limited action to allow exceptions to move forward
- b. These solutions will be investigated and a revision to the document will be made as needed to address the concerns

2. Comment Summary: *Language Accessibility*

- a. Language translation requirements are not strong enough
- b. Federal regulations aren't appropriate in L.A. , as the standard is too broad for individual communities
- c. Look at Seattle/King Co. to synthesize best practices

Response Summary:

- a. For competitive grants, additional language outreach will receive additional points
- b. Will more clearly articulate what language requirements must be met. Will look at requirements of used for PNA and Seattle/King County.
- c. Will work to set an objective numerical floor, so that it can be clearly evaluated.
- d. Revisions will be made to the document and shared with the Steering Committee.

3. Comment Summary: *Meeting Content*

- a. Not about how many people we reach, but what we do with their feedback
- b. Need to have some type of guide or requirement about what the meeting will cover and what kinds of questions engagement will cover
- c. Meeting shouldn't focus on whether or not a park is wanted, but what kind of park and how it will be used
- d. Should be a requirement to balance expert knowledge and community desires
- e. Agency needs to know limitations on what is possible for the project and be honest with residents
- f. Need to clarify what meeting content covers, not just definition of the type of meeting
- g. Could use TAP to raise the bar for engagement. Provide training and information to enhance understanding

Response Summary:

- a. Will look at further defining meeting content, ensuring that best practices are used in planning meeting content and facilitating meetings
- b. Need to keep requirements for content flexible enough to cover many different types of projects and meetings
- c. Will emphasize use of TAP to provide training on best practices for engagement
- d. Revisions will be made to document and shared with the Steering Committee

AGENDA ITEM: TECHNICAL ASSISTANCE PROGRAM

1. Comment: *Eligibility*

- a. Accessing professional services for enrollees is unclear – who is eligible?

Response Summary:

- a. There are two Selective and/or Competitive categories that all enrollees are eligible to apply for, although not all enrollees will receive these services:

- a. Professional Services – Selective and Competitive
- b. Planning and Design - Competitive
- b. All enrollees will have access to resource toolkits, directory (mentors and professionals), training and educations, and ongoing support from RPOSD.

2. Comment: *Initial Contact & Mentorship*

- a. Need a more flexible system to achieve goal of maximum participation in High/Very High Need Study Areas, especially because at the beginning of the process all needs may not be known
- b. Needs to be available at any point in process, not just beginning
- c. Need personal contact between RPOSD and especially High/Very High Need Study Areas especially in beginning
- d. Explore barriers to accessing TAP and make clear that TAP is available to those that experience barriers
- e. Need case manager, beyond volunteer support, that sticks with applicant through entire process
- f. More development needed for volunteer role, it's hard to imagine that a volunteer will be able to provide all the help that a High/Very High Need Study Area will need
- g. Broaden who can be a mentor, no need to limit it to RPOSD recipients. It's also very important that mentors are trained and know what is expected of them.

Response Summary:

- a. The intent is that TAP is accessible at any point, the initial questionnaire is to assess initial need. Document will be revised to more clearly reflect this.
- b. Intent is that RPOSD will take an active role in figuring out what help is needed by High/Very High Need Study Areas and work to make sure the help is delivered. Document will be revised to more clearly reflect this.
- c. Intent was to include mentors with experience with RPOSD's policies and procedures, we can broaden this. Training of mentors is included in the TAP.

3. Comment: *Professional Services*

- a. Need to be aware of the legal implications of hiring consultants because agency is ultimately responsible for design and construction
- b. Estimated costs for construction administration are low and depends on the size of the project

Response Summary:

- a. Legal implications can be covered in a resource tool kit, or training. Intent is to include information on contracts and other legal issues in the TAP.
- b. We will go back and look at funding in this category

4. Comment: *Phased Program Timeline*

- a. Need for ongoing TA, even after 10 years. There is a lot of staff turnover and attrition, so there is a constant need to train and educate.
- b. Assumption that funding will decrease after 10 years may not be correct, many projects take 3-4 or even 10 years to complete and agencies may need TA for multiple projects.
- c. Also, projects that last many years have a need for continuity and documentation.
- d. Voters need built projects. Need defined evaluation period and plan, and 10 years is too long. The money should be spent on building projects.
- e. Yes, the evaluation is critical and 10 years should be a good amount of time to show if it is working. Make monitoring and evaluation requirements more explicit.
- f. Professional Services during the year 1-2 pilot would be beneficial, especially Community Engagement help as this is the period when many projects will be defined.

Response Summary:

- a. Will clarify in document that results of evaluation are unknown, remove assumption that need for TA will decrease then. Will emphasize importance of monitoring and evaluation.
- b. Monitoring and evaluation of TAP will be discussed in depth at March 15th meeting.
- c. Will look into feasibility of adding professional services during pilot phase of TAP.

5. Comment: *Effectiveness of TAP*

- a. How will agencies work with communities that don't have a support organization to push projects forward?
- b. What about TAP is fundamentally different from Prop. A to get to root causes of inequality? How do we make sure we are providing expertise and turning the ship?
- c. Necessary to bridge the gap of inequality, need to focus on safety and gang reduction – does TAP get there?
- d. TAP should address structural issue of parks-as-a-back-burner-issue in High/Very High Need Study Areas
- e. Evaluation should be more outcome-based and be evaluated through a success lens, what does success look like?

Response Summary:

- a. TAP is designed to be flexible and to provide training and education on best practices in all aspects of park planning and design, including community engagement.
- b. Can add documentation of how TAP is different from what has been done in the past. Can add additional potential topics for training and education and resource toolkits, such as best practices for gang reduction and public health. Can emphasize understanding needs of High/Very High Need Study Areas and how TAP can help those agencies and organizations.
- c. Evaluation of TAP elements can help determine effectiveness of TAP and can lead to changes in how it is offered and what is being offered.

AGENDA ITEM: PUBLIC COMMENT

1. Francisco Romero

- a. TA could really be a big factor in turning the ship
- b. Provide models: 6th St. Bridge project in Washington D.C. includes anti-displacement language
- c. Define youth component and expand on definition of intervention, what programs work
- d. Use asset mapping to look at which organizations are available to assist in each Study Area, this could be helpful to agencies

2. Chanda Singh

- a. Lacks big-picture assistance thinking and intersectionality
- b. Need to think about why High/Very High Need Study Areas are high need - systemic policies, race and social justice issues can't be ignored
- c. Would be helpful to frame why we have certain elements in the TAP and look at historical framework
- d. Would like to see evaluation assistance on specific park projects, finance, leveraging other sources
- e. RPOSD needs to work with council members to make sure staff can participate in trainings and workshops

AGENDA ITEM: POLICIES, PART I

1. Comment: *Initial Allocation of Variable Funds*

- a. No comments

Response Summary:

Does everyone agree with the policy and allocation recommendations as written? Yes, it looks like everyone does, so it will remain as written.

2. Comment: *BoS Annual Designated Projects Policy*

- a. Funds could be allocated based on proportion of need
- b. Prop. A funding going away, but this is how BoS uses those funds today. 2% is a nominal amount of funds in the big picture.

Response Summary:

- a. Does everyone agree with the policy as written? Yes, it looks like everyone does, so it will remain as written

3. Comment: *CPI Update Policy*

- a. No Comments

Response Summary:

- a. Does everyone agree with the policy as written? Yes, it looks like everyone does, so it will remain as written.

Meeting Adjourned.



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



Measure A Implementation: Steering Committee Meeting #8

February 15, 2018

9:30 AM – 12:00 PM

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

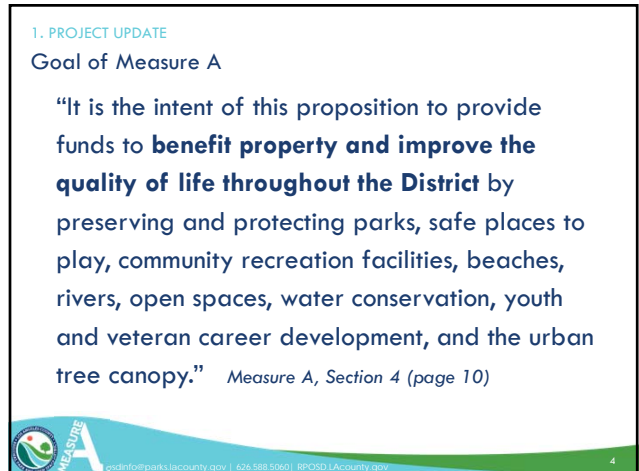
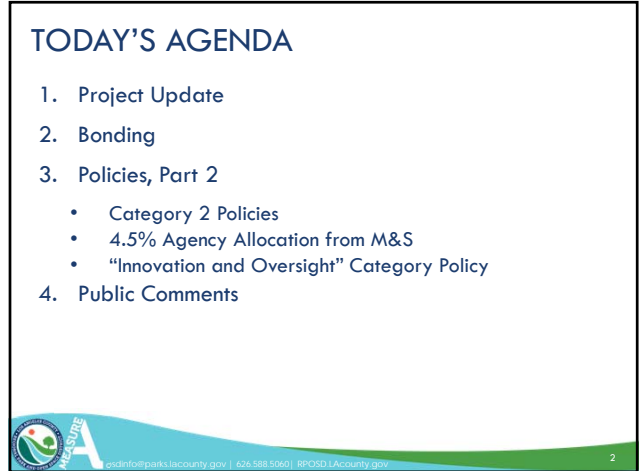
1. Bonding
2. Policies, Part II
 - a. Category 2 Policies
 - b. “Innovation and Oversight” Category Policy
 - c. 4.5% Agency Allocation from M&S
3. Public Comment

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

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

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

**Next Steering Committee meeting is on Thursday, March 1, 2018 from 9:30am to noon
Los Angeles River Center and Gardens, 570 W. Ave. 26, Los Angeles, CA 90065**



1. PROJECT UPDATE

Topics Addressed to Date

- Definition of Eligible Agencies/Organizations
- RPOSD Enrollment Process
- Expenditure Plan
- Creation of TAP, designation of funds for Planning and Design
- Community Engagement Requirements
- Competitive Grant Guidelines
 - Pre-application Process
 - Approach to Grant Cycles
 - Grant Calendars
 - Award Brackets
 - Project Requirements (Eligibility/Feasibility)
 - Evaluation Criteria



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1. PROJECT UPDATE

Topics Addressed to Date

- Policies
 - Sharing Category 1&2 Allocations Between SA Policy
 - Unincorporated Islands within City Study Areas Policy
 - Annual Allocation Bonding Policy
 - General Grantmaking Policy
 - Variable Allocations Policy
 - Board of Supervisors Annual Designated Projects Policy
 - Consumer Price Index Update Policy

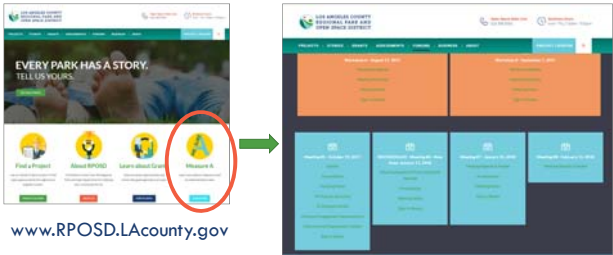


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1. PROJECT UPDATE

Topics Addressed to Date

- All meeting materials are available for download on the Measure A pages of RPOSD's website:



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1. PROJECT UPDATE

Your Comments

- Comments are considered by the RPOSD team through a process of discussion, research, considerations of implications, and finding balance to achieve goals of Measure A
- Schedule results in lag time between when comments are received and when revisions are brought back to Steering Committee
- Written comments are welcome before and after each meeting, although consideration must be given to the overall schedule
- Summary notes of meetings are available on the RPOSD website after each Steering Committee meeting




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1. PROJECT UPDATE

Remaining Work


- Continue revisions to previous work, bring revised versions back to Steering Committee
- Address remaining topics:
 - Tracking and Evaluation: Project Status, Fund Distribution, Community Engagement, and Technical Assistance
 - Park Needs Assessment Data Updates
 - Project Delivery/Grant Administration
 - Citizens Oversight Advisory Board Formulation



1. PROJECT UPDATE

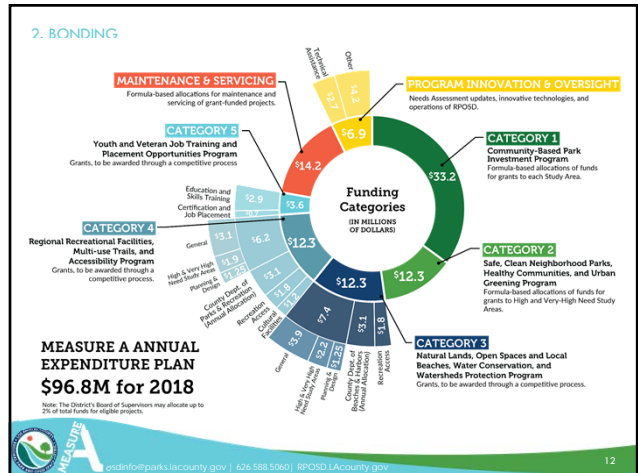
Remaining Work

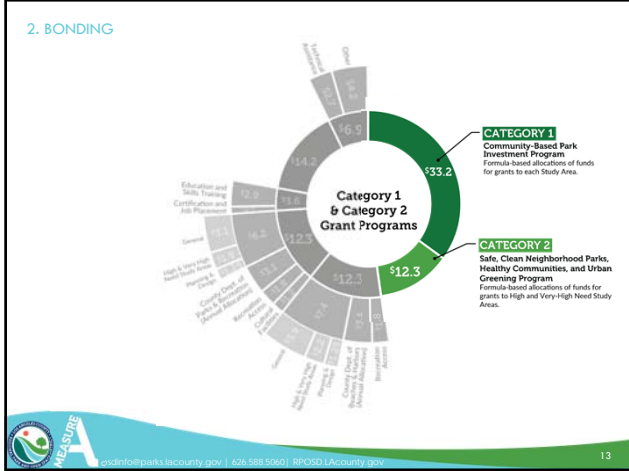
- Final Draft Grant Guidelines Procedures and Policies Recommendations document will be **sent for your review 2 weeks before final Steering Committee Meeting**
- Document will then be **reviewed by County Counsel and Board of Supervisors**; further revisions may be made
- Final Grant Guidelines Procedures and Policies will be **considered for adoption** by the Board of Supervisors acting as the Board of the Regional Park and Open Space District




• Category 1 & 2 Bonding Approach
• Category 3 & 4 Bonding Scenarios

2. BONDING



2. BONDING

Category 1 & 2 Bonding Approach

- Funds generated through bonding may be used only to finance eligible Measure A capital projects.
- Bonds will be issued by Los Angeles County on behalf of RPOSD and the requesting jurisdictions
- Local jurisdictions may choose to bond against some or all of their Category 1 and Category 2 allocations.
- RPOSD may limit the percentage of Category 1 & 2 revenue used to secure bonds to account for possible reductions in revenue over time.

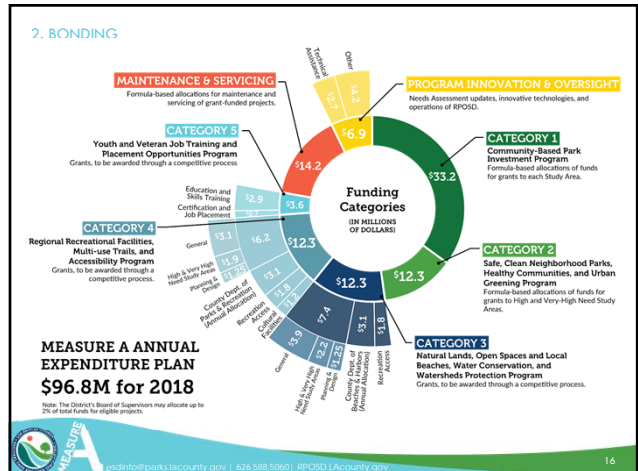
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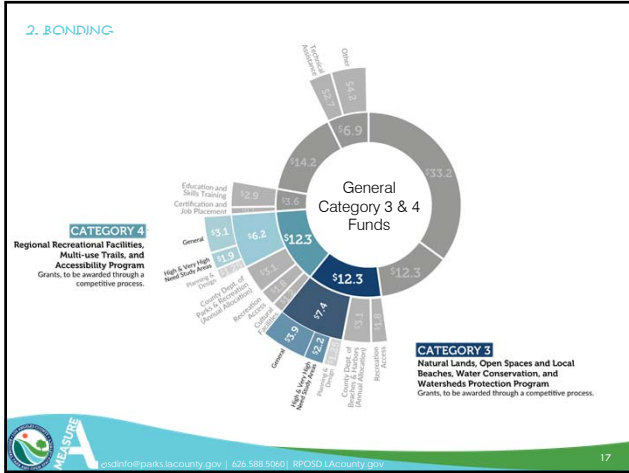
2. BONDING

Category 1 & 2 Bonding Approach

- Bonds will only be issued when the total demand from eligible jurisdictions is \$100 million or more (or an alternative amount determined by LA County Treasurer/Tax Collector to be financially prudent).
- Potential projects must meet bond counsel requirements for certification that the projects being funded qualify the interest paid on the bonds to be exempt from taxes.

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2. BONDING

Category 3 & 4 Bonding Scenarios

- **Bonded funds must be spent on capital improvements**, although up to 30% of funds can be dedicated to "soft costs."
- All projects using bonded funds **must be identified prior to the issuance** of the bond.
- All bond funds **must be expended within three years** of bond issuance.

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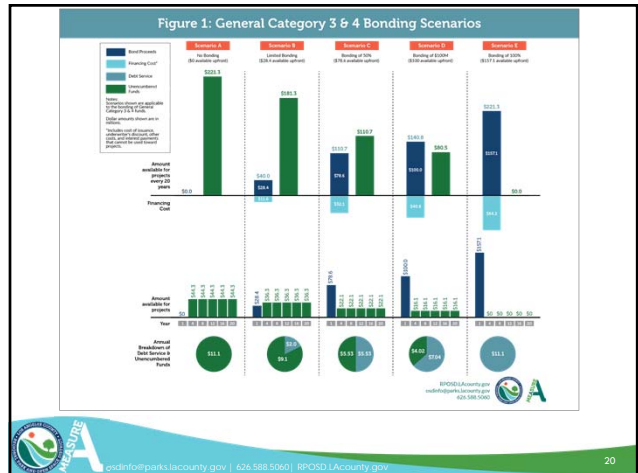
2. BONDING

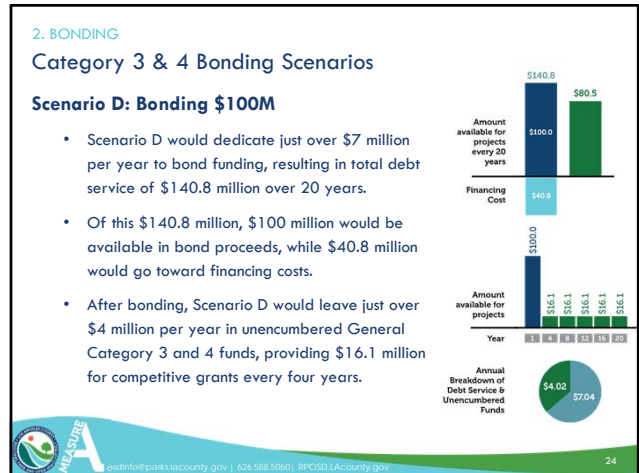
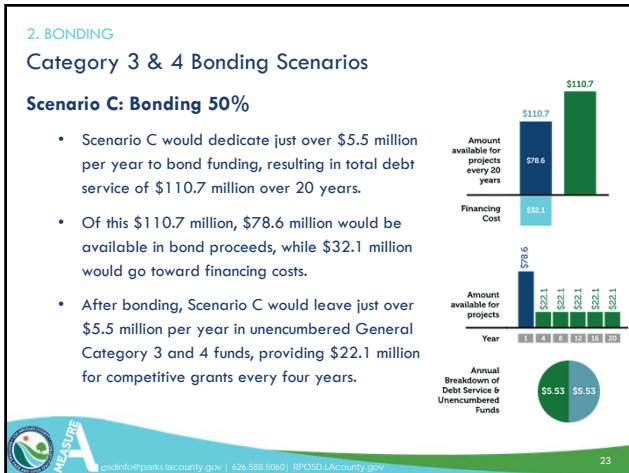
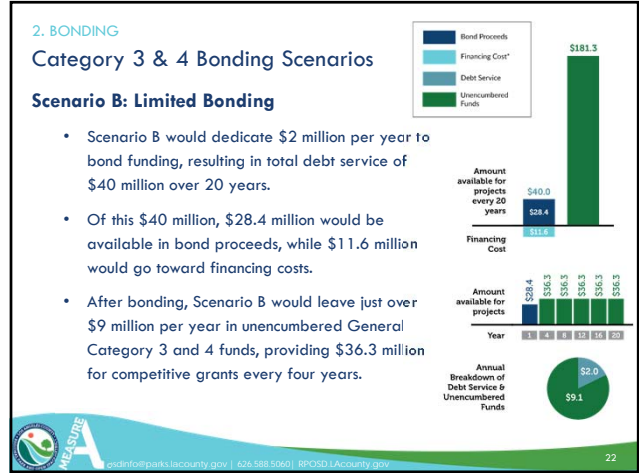
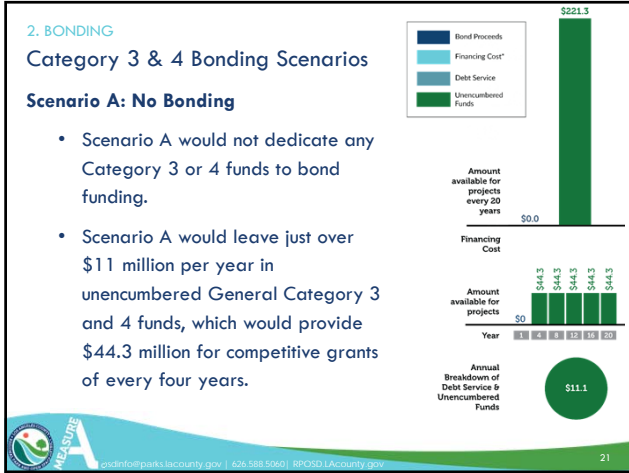
Category 3 & 4 Bonding Scenarios

Assumptions:

- In scenarios where less than \$100 million of General Category 3 and 4 funds are bonded, it is assumed that this will be supplemented by bonding of Category 1 and 2 funds to reach \$100 million.
- A 20-year maturity is assumed for all scenarios.
- The financing cost of bonding is calculated using a multiplier of 14.2 times the total amount bonded.

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2. BONDING
Category 3 & 4 Bonding Scenarios
Scenario E: Bonding 100%

- Scenario E would dedicate all General Category 3 and 4 funds (just over \$11 million per year) to bond funding, resulting in total debt service of \$221.3 million over 20 years.
- Of this \$221.3 million, \$157.1 million would be available in bond proceeds, while \$64.2 million would go toward financing costs.
- Scenario E has no unencumbered General Category 3 and 4 funds, and there would not be any General Category 3 and 4 competitive grants during the 20 year bonding period.

Amount available for projects every 20 years: \$221.3
 Financing Cost: \$64.2
 Amount available for projects: \$157.1
 Annual Breakdown of Debt Service & Unencumbered Funds: \$11.1

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2. BONDING
Category 3 & 4 Bonding Scenarios
 Key Considerations:

- Bonded funds could be used as matching funds for anticipated and existing funding programs at the federal, state, and local levels.
- Using bonded funds for projects may provide a cost benefit, as construction and acquisition costs tend to increase over time.
- Would result in completion of many “shovel-ready” projects in a short timeframe

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2. BONDING
Category 3 & 4 Bonding Scenarios
 Key Considerations:

- Bonding reduces the total amount of funds available for projects and reduces the amount of funds available for on-going grant cycles.
- Reduced amount of funds for on-going grant cycles increases competitiveness of each cycle.
- Agencies without “shovel-ready” projects may need technical assistance to develop projects, a process which may not be complete prior to the issuance of bonds.

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- Category 2 Policies
- Nonprofit M&S Allocation
- Innovation and Oversight

3. POLICIES, PART 2

3. POLICIES, PART 2

Category 2 Policies

Measure Reference

- Reducing park need levels in Los Angeles County is one of the desired outcomes of Measure A.

3. POLICIES, PART 2

Category 2 Policies

Recommendations

- 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 Category 2 funds for the longest of the following three time periods:
 1. A minimum of five years after the need level has changed; or
 2. Upon the update of the PNA; or
 3. To the extent funds are used for bond service, until the bond matures
- Study Areas that improve to Moderate or better shall no longer be eligible for targeted funds in General Category 3 & 4 competitive grants, as these are targeted to High and Very High Need Study Areas only.

3. POLICIES, PART 2

Nonprofit M&S Allocation

Measure Reference

- Of funds dedicated to M&S, 4.5% are directed to eligible nonprofit organizations that own, operate, or both, parklands consistent with the resolution

3. POLICIES, PART 2

Nonprofit M&S Allocation

Recommendations

- Funds shall be distributed proportionally, subject to District approval, based on the ratio of the amount of funding available for distribution vs. the funding amount requested by eligible applicants.
- Proposed budgets shall be reviewed by RPOSD for accuracy and all applicants shall be subject to audit of M&S funds.



Upcoming Meetings

All future meetings will be held at the LA River Center

- **Steering Committee Meeting #9**
 March 1st, 9:30 am-12 noon
 Discussion of Scoring Criteria Themes from January 11th
 Steering Committee Meeting

NOTE: If you have background information that you would like to share with the Steering Committee prior to this discussion, please send to jwuyek@placeworks.com by Tuesday, February 20th.

Background information includes reports, articles, white papers, research summaries, etc.

Please send in PDF format or hyperlink only.



Upcoming Meetings

All future meetings will be held at the LA River Center

- **Steering Committee Meeting #10**
 March 15th, 9:30 am-12 noon
 Project Status and Fund Distribution Tracking; Engagement
- **Meeting Previously Scheduled for March 29 is CANCELLED**
- **Steering Committee Meeting #11**
 April 5, 9:30 am-12 noon
 Competitive Grant Scoring Rubrics; Revised TAP; Revised
 Community Engagement Requirements; Final Bonding Policy,
 General Grantmaking Policy





MEMORANDUM

DATE September 14, 2017
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District (RPOSD)
SUBJECT Bonding and Competitive Grants Calendar

The following materials are being provided to the Steering Committee for their review and feedback:

- **“Use of Measure A Funds – Bonding” Memo.** This memo focuses on bonding as a financing mechanism for projects under Measure A. It shows Categories 1 and 2 allocations to each Study Area assuming bonding.
- **Competitive Grant Funds Calendar.** Funding in the remaining Measure A categories (Categories 3, 4, and 5) will be allocated through an annual competitive grant process. The attached draft calendar shows when different competitive grants (General, Recreation Access, Youth and Veteran, and Cultural Facilities) would be available. The calendar shows the total amount of funds that would be available without bonding.



MEMORANDUM

DATE September 14, 2017
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District (RPOSD)
SUBJECT Use of Measure A Funds - Bonding

Measure A will potentially generate \$96 million per year to fund parks, open space, beaches, rivers protection, and water conservation projects throughout Los Angeles County. This memorandum explores how bonding and other financing mechanisms could be employed to bring forward annual revenue flows to pay for capital improvements up front.

Because bonding is the most commonly used and least costly means to bring funding forward, the majority of this memo covers the bonding process. Table 1 at the end of this memo provides examples illustrating the amount of annual debt service and the proceeds from bond issuance for each study area.

The memo describes relevant provisions of Measure A and how it allocates funding based in part on information from the 2016 *Los Angeles Countywide Comprehensive Parks and Recreation Needs Assessment Final Report* (PNA). This memo assumes the reader's familiarity with the PNA.

1. MEASURE A BACKGROUND

1.1 Special Tax Revenue

Approved by Los Angeles County voters on November 8, 2016, Measure A established a special tax on improved parcels at a rate of \$0.015 per square foot of structural improvements, excluding improvements for parking. As of the 2016 Assessor Tax Roll, there were 6,453,696,929 square feet of improvements subject to the special tax. Thus, the Measure A special tax would generate \$96,805,453.

The funds generated by the tax will first become available for expenditures beginning with the fiscal year starting July 1, 2018. The first collection of the tax will be based on the 2017 Assessor Tax Roll, so the actual amount collected may be higher than \$96.8 million estimated for this memo.

The measure allows, but does not require, the Board of Supervisors to adjust the rate of the tax by an amount up to the cumulative increases in the consumer price index from July 1, 2017 onward. Thus, in future years, the tax revenue generated by Measure A can be expected to increase from increases in improvement square footage and potential increases in the tax rate.

1.2 Annual Expenditures

1.2.1 Major Functional Groups

The funds generated by the special tax will be administered by the Regional Parks and Open Space District (RPOSD) to fund eligible project types described in the measure. The measure divides annual revenue into three major functional groups with specific percentage allocations:¹

- + Projects and Programs [divided into five categories, see Section 1.2.2], 77.8 percent
- + Maintenance and Service, 15 percent
- + Administration and Planning, 7.2 percent

The measure does not identify debt service as an eligible use of funds for the second and third functional groups. Therefore, this memorandum restricts its review and analysis to the first functional group, projects and programs.

1.2.2 Expenditure Schedule for Projects and Programs

For the functional group Projects and Programs, the measure establishes five allocation categories. The data in parentheses indicate the percentage of total special tax revenue allocated to each category²:

- + Category 1: Community Based Park Investment Program (35 percent)
- + Category 2: Safe Parks, Healthy Communities, Urban Greening Program (13 percent)
- + Category 3: Protecting Open Spaces, Beaches, Watershed Program (13 percent)
- + Category 4: Regional Recreational Facilities, Trail and Accessibility Program (13 percent)
- + Category 5: Youth and Veteran Job Training Placement Opportunities (3.8 percent)

For Categories 1 and 2, the revenues are intended to be distributed to each study area based on the per capita and structural improvement formula. Category 1 includes all study areas; Category 2 includes only those study areas identified as high need and very high need in the 2016 Countywide Parks Needs Assessment.

For Category 3, Measure A requires RPOSD to prioritize the funding allocation to projects with the greatest regional benefit and projects addressing the greatest regional need. For Category 4, Measure A requires RPOSD to prioritize projects that provide linkages among various regional recreational assets. For Category 5, RPOSD will allocate funding to organizations, with a priority on areas of high need and very high need.

The measure ensures an annual allocation of revenue to each study area for Categories 1 and 2, and this annual allocation could be used to secure bond financing. RPOSD expects funding in the remaining categories to be allocated through an annual competitive grant process.

Nevertheless, Measure A clearly allows RPOSD to use funding from all five categories for debt service³. This memorandum focuses on the use of bonding for Categories 1 and 2, but the issues discussed herein would be applicable if RPOSD were to issue debt for projects in Categories 3, 4, or 5.

¹ Measure A, Sections 6(e)(1)–(3)

² Measure A, Sections 5(b)(1)–(5)

³ Measure A, Section 6(e)(1)

1.2.3 Per Capita and Structural Improvement Formula

Measure A establishes a per capita and structural improvement formula to determine the percentage of revenues allocated to each study area. Each study area’s share of revenue is based on the study area’s percentage share of the total population among study areas and its percentage share of total square footage of improvements (excluding parking) among study areas. The formula is weighted such that the allocation percentage equals two thirds the percentage share of population plus one third the percentage share of square footage of improvements ($[\text{Per Capita} + \text{Per Capita} + \text{Structural Improvements}]/3$).

Table 1 provides preliminary estimates of the ratios derived from the per capita and structural improvement formula. These estimates are intended only for the purpose of illustrating how bonding could be applied to Measure A funds. The actual ratios that RPOSD will use to allocate Measure A funds will be determined by RPOSD at a later a date.

For allocation Category 1, all study areas are included, so the total population is the total countywide population and the total structural improvements is the total countywide square footage of improvements. For allocation Category 2, only high and very high need study areas are included, so the total population is the total population across the high and very high need study areas and the total improvements is the total square footage of improvements across the high and very high need study areas.

Study Area 82, which consists of the area within the City of Alhambra provides an example. The study area’s population, 84,903, is 0.84 percent of the countywide population, 10,069,287. The total non-parking improvements in the study area, 45,795,666 square feet, is 0.73 percent of the total countywide non-parking improvements, 6,305,293,386 square feet. Thus, study area 82 would receive $(0.84 + 0.84 + 0.73) \div 3$, or 0.80 percent, of the Category 1 allocation.

For Category 2, the study area’s population is 1.60 percent of the total population across high-need and very high-need study areas, 5,294,919. The total non-parking improvements in the study area is 1.69 percent of the total non-parking improvements across the high-need and very high-need study areas, 2,713,174,198 square feet. Thus, study area 82 would receive $(1.60 + 1.60 + 1.69) / 3$, or 1.63 percent, of the Category 2 allocation.

2. FINANCING MECHANISMS GENERALLY

There are two ways that local governments can pay for projects and programs: pay-as-you-go funding and borrowing. An example of each is provided below.

A local government whose highest parks and recreation priority is repairing and upgrading existing facilities could use its annual Measure A Category 1 allocation to fund the repairs and upgrades. Depending on the extent of improvements, pay-as-you-go funding could take several years. However, all the revenue would go toward improvements, and none would go to interest payments. The local government also could supplement the Measure A revenue allocation with its general fund and with grants from other governmental agencies and nongovernmental organizations.

A local government whose highest parks and recreation priority is the construction of a new community center and public swimming pool would likely find that it is not practical to spread the construction out of the many years it would take to pay the cost with the annual Measure A allocation alone. The local government would most likely need to rely on borrowed money to pay for the improvement. The community would benefit early on from the new facility, but most, if not all, of the study area’s Measure

A special tax allocation would be used for debt service. In addition, a third of the Measure A revenue would be used for interest payments and other financing costs.

2.1 Bonding

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

Borrowing, or debt financing, is accomplished by issuing bonds to pay for specific projects or services. A bond is 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. Bond issuance is often structured with a series of bonds, in which case a different bond matures in each year over 20- to 30-year period.

Municipal bonds are very attractive to certain investors because they carry a lower risk of default than similar investment-grade corporate bonds and because the interest earned by the investor is exempt from federal and state taxes. Consequently, investors will accept a lower interest rate on tax-exempt issues, which reflects their reduced tax burden. This lower rate reduces borrowing costs for state and local governments by approximately 25 percent.

Municipal securities consist of both short-term issues (often called notes, which typically mature in one year or less) and long-term issues (commonly known as bonds, which mature in more than one year). Short-term notes are used by an issuer to raise money for a variety of reasons, but are not applicable to the present discussion of forwarding Measure A special tax revenues.

In the case of Measure A, Los Angeles County would most likely issues on behalf of RPOSD, as with previous RPOSD bonds. The office of the Los Angeles County Treasure and Tax Collector (TTC) oversees bond sales for the County, and was consulted in the preparation of this memo.

2.1.1 Key Terms

Principal

The amount that the municipality is borrowing up front, also called the “par”.

Maturity

Maturity is the date when the principal will be paid back. There are two kinds of bond maturities – term bonds mature on a single date, while serial bonds have maturities that are staggered over single years. Serial bonds are less risky for investors because they quickly begin getting principal back, and it’s cheaper for issuers because they only pay interest on the principal they have left. Usually, the final maturity is between 21 and 26 years after the bond issue.

Coupon

The coupon is the amount of interest paid to bondholders on an annual or semiannual basis. The coupon can be fixed or variable.

Callability

If a bond has a call provision, it may be “called” or paid off earlier than the maturity date, at a slight premium to par.

Revenue Bond

Revenue bonds are paid back using revenue made from the project. For example, UC school bonds are paid back using tuition, multi-family housing bonds can be paid back using rent, and toll roads can be paid back using tolls. Bonding under Measure A would be revenue bonds because revenue from the special tax would be pledged for bond repayment.

Serial Bond

A series of bonds which mature in consecutive years or other intervals and are not subject to sinking fund provisions.

Term Bond

Bonds that come due in a single maturity. The issuer usually must make payments into a sinking fund to provide for redemption of the bonds before maturity or for payment at maturity.

2.1.2 Key People

There are several important roles and responsibilities in municipal bonding. For present purposes, it is likely that County staff would fill these roles, as indicated below.

Municipal Issuer

The agency raising money through bonds. For Measure A, the County of Los Angeles would be the municipal issuer. Measure A authorizes the RPOSD to issue bonds. It may appear to be a matter of semantics, the RPOSD would be a distinct and separate entity when issuing bonds, although the same Measure A special tax would be used to secure repayment of bonds whether issued by the County or by the RPOSD. Because it would take time for the RPOSD to establish a credit rating and be certified, it is likely that at least the initial bond issuance will be through the County of Los Angeles.

Municipal Advisor

Acts in the interest of and advises the municipal issuer, and serves as the liaison between the municipality, underwriters, and credit rating agency. Utilization of a municipal advisor became more common following the Dodd-Frank Wall Street Reform and Consumer Protection Act which requires issuers to appoint a municipal advisor or file to opt out.

Bond Counsel

Legal professionals who verify the legal details and ensure the issuance complies with all applicable laws and regulations. They also draft the core documentation. The County Counsel of Los Angeles County may provide some early assistance in the bonding process, the County would retain outside counsel to serve as the official bond counsel for bond issuance.

Underwriter

Publicly administers the issuance and distributes the bonds, and serve as the bridge between the buy and sell side of the bonds. The underwriter will decide the price, return, and time span of the bonds.

Brokers

Brokers are the step between the underwriter and the bond holders. The distribution and sale of bonds relies on a legacy system that requires tremendous overhead, and so most sales are made only to high net worth individuals and organizations that will buy large quantities of bonds.

Bond Holder

Can purchase bonds at time of issuance or from other bond holders at some time after issuance. The bond holder receives payments over time, composed of interest on the invested principal (or loan) and a return of the principal itself.

2.2 Certificates of Participation

Certificates of participation (COPs) can be used to finance capital projects. COPs are sold to investors in much the same way as tax-exempt municipal bonds, and the interest earned by investors is generally exempt from taxation. COPs are typically used when local governments want to avoid a public vote, as is required for the issuance of general obligation bonds.

Because Measure A authorizes RPOSD to issue bonds and to use the special tax revenue to repay the bonds, no further public vote is necessary. Thus, COPs would have no benefit over straight-forward municipal bonding for Measure A projects.

2.3 Short-Term Notes and Loans

Short-term notes, commercial paper, and loans are financing mechanisms that local governments use to bridge the gap between the immediate opportunity for a desired project and the length of time needed to secure long-term bond financing. Short-term financing is more expensive, i.e., a larger percentage of the special tax revenue will be spent on interest and financing costs, than bonding. It seems unlikely that RPOSD will need to use short-term financing for projects funded under Measure A.

One exception may be for land acquisition for new park development. Oftentimes, opportunities to purchase land at affordable prices are time-constrained decisions. This is especially true in many Los Angeles County communities that are mostly built out. RPOSD may want to explore opportunities for short-term financing as part of a strategy to facilitate land acquisition for new parks.

3. MEASURE A BONDING - KEY ISSUES

3.1 Identification of Projects

Projects to be funded with bonds will need to be specified prior to the issuance of bonds. Not every municipally-issued bond is exempt from taxes. As part of the issuance process, the bond counsel will certify that the projects being funded qualify the interest paid on the bonds to be exempt from taxes.

This does not mean that projects cannot change. However, RPOSD will need to have a policy on the level of project description necessary for proposed projects to be included in a bond issuance.

3.2 Timely Completion of Projects

RPOSD will need to establish a policy on the readiness of proposed projects to proceed to construction as a prerequisite for inclusion in a bond issuance because projects will need to be completed within three years to comply with requirements.

A key advantage for investors in municipal bonds is that the interest payments they receive are exempt from taxes. The interest rate paid on these bonds will be lower than the interest that the County may earn when it invests the bond proceeds until they are actually spent. The difference between the interests the County earns on the short-term investment of the bond proceeds and the interests the County pays on the bonds is known as arbitrage. For the interests paid on bonds to be exempt from taxes, federal regulations limit arbitrage. While the Los Angeles County Treasurer and Tax Collector (TTC) will bear some responsibility for complying with arbitrage requirements for invested bond proceeds, a key factor in compliance will be completing projects within three years.

3.3 Changing Allocation Ratios

Study areas that experience a decline in their percentage share of population and/or their percentage share of total non-parking improvement square footage could see a reduction in their percentage share of Category 1 and 2 funds. Hopefully, the annual increase in countywide improvement square footage will outpace the possible declines in study area percentages so that no study area will experience an absolute decrease in the annual dollar amount of allocations. However, it is theoretically possible that actual dollar allocations could decrease from year to year in some study areas, affecting their individual ability to pay their share of the debt service.

The overall Measure A special tax revenue will be available for RPOSD to make debt service payments, so this should not be an issue with bond issuance. The overall special tax revenue would only decline if there were a decrease in the total improved square footage across Los Angeles County.

However, it is possible that the allocation to a study area could decline below the level of debt service attributable to that study area. RPOSD may want to consider a policy that limits the percentage of an individual study area's allocation that can be used for debt service in order to avoid problems should that allocation decline.

4. EXAMPLES OF POTENTIAL BONDING PROCEEDS

Table 1 provides two examples to illustrate the amount of funding that could be brought forward through bonding against Measure A special tax revenue for allocation Categories 1 and 2. The first example generates the minimum bond issuance recommended by the TTC, \$100 million. The second illustrates the bonding proceeds if the total anticipated Category 1 and 2 revenues were used for debt service.

The data in Table 1 assume that every study area participates in the bond issuance. In practice, not every study area will participate, and some study areas may only use a portion of their Category 1 and 2 allocation for debt service, reserving the remainder for pay-as-you-go projects. In order to issue the minimum \$100 million in bonds, RPOSD will need a sufficient number of study areas with more than the minimum amount shown in Table 1 or a combination of such study areas and projects under Categories 3, 4, and 5.

Agencies wishing to participate in the bond issuance can expect to receive between 14.2 and 15.9 times their annual allocation, depending on the specifics of the bonding amount and maturity date (refer to Sections 4.1 and 4.2 for additional information). For example, a city with an annual allocation of \$100,000 could expect to 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 until the bond reaches maturity (20 to 25 years, depending on the specifics of the bond).

Finally, it is important to note that 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.

Table 2 provides bonding samples provided by the TTC. The data in Table 1 are based on the data in Table 2. The maturity for the bonds will be based on the actual projects that are proposed and may be as long as 30 years. The data provided by TTC and the two examples use 20- and 25-year maturities. The data provided by TTC use a base case reflecting current interest rates and cases with interest rates increased by 100 basis points to reflect what market conditions might be when bonds are issued in the future. The two examples are based on the current interest rates plus 100 basis points.

4.1 Minimum Bonding Amount

The TTC has indicated that the most efficient use of bonding is a minimum of \$100 million in proceeds. A \$100,761,002.85 serial bond issuance with maturity over 20 years would generate \$100 million in proceeds. The largest annual debt service payment would be \$7,040,625.00, out of the total Category 1 and 2 allocation of \$45,537,286. The proceeds equal 14.2 times the maximum annual debt service, and the debt service represents 15.5 percent of the annual Category 1 and 2 allocation.

Table 1 provides the estimated largest annual debt service and the estimated bond proceeds for each study area, based on \$100 million bond proceeds, a 20-year maturity, and true interest cost of 3.65 percent.

4.2 Maximum Bonding Amount

The Category 1 and 2 allocation preliminarily estimated for the first year of collection of the Measure A special tax is \$45,537,286. The second example in Table 2 estimates the bond proceeds if the entire Category 1 and 2 allocation were pledged to repay the debt.

A \$729,781,236.17 serial bond issuance with maturity over 25 years would generate \$726,180,000.00 in bond proceeds. The largest annual debt service would be \$45,537,286.00. The proceeds equal 15.9 times the maximum annual debt service, and the debt service equals 100 percent of the annual Category 1 and 2 allocation. For future planning, RPOSD may use a multiplier lower than 15.9 to limit the maximum amount of Category 1 and 2 revenue that can be used for debt services, as discussed in Section 3.3.

Table 1 provides the estimated largest annual debt service and the estimated bond proceeds for each study area based on \$726 million bond proceeds, 25-year maturity, and true interest cost of 3.93 percent.

Table 1: Category 1 and 2 Allocation Ratios and Example Bond Proceeds and Debt Service, By Study Area

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
Agoura Hills	Very Low	0.2%	0.0%	81,293	12,569	178,519	81,293	1,296,371
Alhambra	High	0.8%	1.6%	468,266	72,400	1,028,313	468,266	7,467,401
Arcadia	Low	0.6%	0.0%	214,229	33,122	470,447	214,229	3,416,295
Artesia	High	0.2%	0.3%	91,126	14,089	200,113	91,126	1,453,184
Avalon / UI Channel Islands North	Very Low	0.0%	0.0%	14,549	2,249	31,950	14,549	232,016
Azusa	Moderate	0.4%	0.0%	148,172	22,909	325,386	148,172	2,362,890
Baldwin Park	Very High	0.7%	1.3%	382,706	59,171	840,423	382,706	6,102,982
Bell	Very High	0.3%	0.6%	181,022	27,988	397,524	181,022	2,886,741
Bell Gardens	Very High	0.3%	0.7%	200,165	30,948	439,562	200,165	3,192,010
Bellflower	Very High	0.7%	1.4%	392,675	60,712	862,314	392,675	6,261,955
Beverly Hills	Moderate	0.5%	0.0%	170,411	26,348	374,222	170,411	2,717,527
Bradbury / UI Bradbury	Very Low	0.0%	0.0%	5,756	890	12,640	5,756	91,791
Burbank	Low	1.2%	0.0%	388,437	60,057	853,009	388,437	6,194,379
Calabasas	Very Low	0.3%	0.0%	96,403	14,905	211,702	96,403	1,537,335
Carson	High	1.1%	2.2%	627,689	97,048	1,378,407	627,689	10,009,713
Cerritos / UI Cerritos	Low	0.6%	0.0%	195,664	30,252	429,679	195,664	3,120,246
Claremont / UI Claremont	Low	0.4%	0.0%	135,090	20,887	296,657	135,090	2,154,265
Commerce	Moderate	0.4%	0.0%	117,263	18,130	257,510	117,263	1,869,986
Compton	High	0.9%	1.8%	526,882	81,463	1,157,035	526,882	8,402,158
Covina	Moderate	0.5%	0.0%	162,057	25,056	355,879	162,057	2,584,320
Cudahy	Very High	0.2%	0.4%	112,336	17,369	246,690	112,336	1,791,412
Culver City	Moderate	0.5%	0.0%	154,370	23,868	338,998	154,370	2,461,733
Diamond Bar	Low	0.6%	0.0%	193,763	29,958	425,504	193,763	3,089,925
Downey	High	1.1%	2.2%	625,862	96,766	1,374,395	625,862	9,980,580
Duarte	Low	0.2%	0.0%	70,073	10,834	153,880	70,073	1,117,446
El Monte	Very High	1.0%	2.0%	582,303	90,031	1,278,739	582,303	9,285,947

Table 1 continued

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
El Segundo	Low	0.3%	0.0%	101,779	15,736	223,506	101,779	1,623,057
Gardena	High	0.6%	1.2%	354,993	54,886	779,566	354,993	5,661,054
Glendale - Northside	Low	1.1%	0.0%	375,954	58,127	825,595	375,954	5,995,306
Glendale - Southside	Very High	0.8%	1.7%	486,200	75,173	1,067,697	486,200	7,753,402
Glendora / UI Glendora	Low	0.5%	0.0%	175,926	27,200	386,335	175,926	2,805,484
Hawaiian Gardens	Moderate	0.1%	0.0%	39,960	6,178	87,752	39,960	637,237
Hawthorne	Very High	0.8%	1.6%	471,857	72,955	1,036,198	471,857	7,524,666
Hermosa Beach	Moderate	0.2%	0.0%	70,271	10,865	154,316	70,271	1,120,612
Hidden Hills	Not Participating	0.0%	0.0%	9,976	1,542	21,907	9,976	159,087
Huntington Park	Very High	0.5%	1.0%	294,474	45,529	646,666	294,474	4,695,962
Industry	Very Low	0.4%	0.0%	127,836	19,765	280,727	127,836	2,038,586
Inglewood	Very High	1.0%	2.1%	599,346	92,666	1,316,166	599,346	9,557,736
Irwindale	Very Low	0.1%	0.0%	27,752	4,291	60,943	27,752	442,560
LA Arleta - Pacoima	High	0.9%	1.8%	510,950	78,999	1,122,048	510,950	8,148,086
LA Baldwin Hills - Leimert - Hyde Park	High	0.8%	1.6%	454,494	70,270	998,070	454,494	7,247,788
LA Bel Air - Beverly Crest/ UN Hollywood Hills	Very Low	0.3%	0.0%	102,404	15,833	224,880	102,404	1,633,036
LA Boyle Heights	Very High	0.8%	1.6%	451,021	69,733	990,444	451,021	7,192,408
LA Brentwood - Pacific Palisades	Moderate	0.7%	0.0%	248,374	38,402	545,430	248,374	3,960,806
LA Canada Flintridge	Very Low	0.2%	0.0%	81,304	12,571	178,543	81,304	1,296,543
LA Canoga Park - Winnetka	Very High	0.9%	1.7%	494,977	76,529	1,086,970	494,977	7,893,360
LA Central City	Very High	0.8%	1.8%	498,927	77,140	1,095,644	498,927	7,956,351
LA Central City North	High	0.3%	0.6%	171,080	26,451	375,691	171,080	2,728,194
LA Chatsworth - Porter Ranch / UI Chatsworth	Low	1.2%	0.0%	389,340	60,197	854,992	389,340	6,208,781
LA Encino - Tarzana	Moderate	0.9%	0.0%	287,551	44,459	631,463	287,551	4,585,557
LA Exposition Park - University Park - Vermont Sq	Very High	1.5%	3.0%	858,224	132,692	1,884,662	858,224	13,686,036
LA Granada Hills - Knollwood	Moderate	0.6%	0.0%	203,993	31,540	447,970	203,993	3,253,070
LA Harbor Gateway	High	0.4%	0.9%	261,654	40,455	574,593	261,654	4,172,578

Table 1 continued

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
LA Hollywood - North	Moderate	1.1%	0.0%	361,479	55,889	793,808	361,479	5,764,478
LA Hollywood - South	Very High	1.0%	2.1%	596,885	92,286	1,310,760	596,885	9,518,479
LA Mission Hills - Panorama City - North Hills	Very High	1.3%	2.6%	755,630	116,830	1,659,366	755,630	12,049,981
LA North Hollywood - Valley Village	Very High	1.3%	2.7%	781,118	120,770	1,715,336	781,118	12,456,430
LA Northeast Los Angeles - North	Moderate	1.3%	0.0%	447,806	69,236	983,384	447,806	7,141,138
LA Northeast Los Angeles - South	Moderate	0.8%	0.0%	279,030	43,141	612,750	279,030	4,449,670
LA Northridge	High	0.7%	1.4%	401,770	62,119	882,289	401,770	6,407,003
LA Palms - Mar Vista - Del Rey	Very High	1.1%	2.2%	637,179	98,516	1,399,247	637,179	10,161,051
LA Reseda - West Van Nuys	High	1.0%	2.1%	610,699	94,422	1,341,096	610,699	9,738,768
LA San Pedro / Port of Los Angeles / UI La Rambla	Moderate	0.8%	0.0%	259,770	40,164	570,455	259,770	4,142,531
LA Sherman Oaks - Studio City / UI Universal City	Low	1.0%	0.0%	318,468	49,239	699,357	318,468	5,078,588
LA Silver Lake - Echo Park - Elysian Valley	Moderate	0.7%	0.0%	220,766	34,133	484,803	220,766	3,520,543
LA South Los Angeles	Very High	0.9%	1.9%	540,135	83,512	1,186,138	540,135	8,613,500
LA Southeast Los Angeles	Very High	1.3%	2.5%	721,137	111,497	1,583,620	721,137	11,499,930
LA Southeast Los Angeles - North	Very High	1.2%	2.4%	692,453	107,062	1,520,629	692,453	11,042,506
LA Sun Valley - La Tuna Canyon	High	0.9%	1.8%	514,252	79,510	1,129,298	514,252	8,200,740
LA Sunland-Tujunga-Lake View Terr-Shadow Hills	Low	0.6%	0.0%	198,859	30,746	436,695	198,859	3,171,195
LA Sylmar	Moderate	0.7%	0.0%	244,260	37,766	536,396	244,260	3,895,201
LA Valley Glen - North Sherman Oaks	High	0.8%	1.6%	456,091	70,517	1,001,577	456,091	7,273,249
LA Van Nuys - North Sherman Oaks	Very High	0.8%	1.6%	463,426	71,651	1,017,684	463,426	7,390,220
LA Venice	Very High	0.4%	0.8%	230,271	35,603	505,677	230,271	3,672,122
LA West Adams	Very High	0.9%	1.7%	504,018	77,927	1,106,825	504,018	8,037,541
LA West Hills - Woodland Hills / UI Canoga Park	Moderate	1.1%	0.0%	355,340	54,940	780,329	355,340	5,666,590
LA West Los Angeles	High	1.0%	2.0%	572,906	88,578	1,258,103	572,906	9,136,095
LA Westchester - Playa del Rey / LAX	High	0.7%	1.4%	408,550	63,167	897,177	408,550	6,515,119
LA Westlake	Very High	1.0%	2.0%	585,058	90,457	1,284,788	585,058	9,329,876
LA Westwood / UI Sawtelle VA Center	Very High	0.6%	1.1%	327,194	50,588	718,519	327,194	5,217,739

Table 1 continued

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
LA Wilmington - Harbor City / LA Port of LA	Moderate	0.7%	0.0%	234,339	36,232	514,609	234,339	3,736,989
LA Wilshire - Koreatown	Very High	1.5%	3.1%	889,752	137,567	1,953,898	889,752	14,188,817
LA Wilshire - West	High	1.4%	2.9%	812,826	125,673	1,784,967	812,826	12,962,075
La Habra Heights	Very Low	0.1%	0.0%	21,799	3,370	47,872	21,799	347,635
La Mirada	Moderate	0.5%	0.0%	175,867	27,191	386,205	175,867	2,804,545
La Puente	High	0.3%	0.7%	196,298	30,350	431,070	196,298	3,130,345
La Verne / UI La Verne/ UI Claremont	Very Low	0.4%	0.0%	118,117	18,262	259,385	118,117	1,883,598
Lakewood / UI Lakewood	Low	0.8%	0.0%	252,697	39,070	554,922	252,697	4,029,736
Lancaster - Eastside	Moderate	0.6%	0.0%	206,468	31,923	453,405	206,468	3,292,534
Lancaster - Westside	Moderate	1.0%	0.0%	320,581	49,566	703,997	320,581	5,112,289
Lawndale	Very High	0.3%	0.6%	164,810	25,482	361,923	164,810	2,628,214
Lomita	Moderate	0.2%	0.0%	64,521	9,976	141,688	64,521	1,028,911
Long Beach Central	Low	0.4%	0.0%	118,075	18,256	259,294	118,075	1,882,940
Long Beach East / UI Long Beach	Low	0.8%	0.0%	262,941	40,654	577,420	262,941	4,193,106
Long Beach North	High	0.8%	1.6%	456,476	70,577	1,002,422	456,476	7,279,389
Long Beach South	High	1.8%	3.6%	1,025,154	158,501	2,251,240	1,025,154	16,348,055
Long Beach West	Very High	0.7%	1.4%	401,297	62,045	881,249	401,297	6,399,452
Lynwood/ UI Lynwood	High	0.6%	1.2%	342,470	52,950	752,064	342,470	5,461,339
Malibu	Very Low	0.2%	0.0%	57,909	8,954	127,169	57,909	923,477
Manhattan Beach	Low	0.4%	0.0%	140,005	21,647	307,452	140,005	2,232,653
Maywood	Very High	0.2%	0.4%	126,652	19,582	278,129	126,652	2,019,718
Monrovia	Low	0.4%	0.0%	126,866	19,615	278,599	126,866	2,023,129
Montebello	Moderate	0.6%	0.0%	207,141	32,027	454,882	207,141	3,303,264
Monterey Park	Moderate	0.6%	0.0%	199,616	30,863	438,357	199,616	3,183,261
Norwalk	High	0.9%	1.9%	535,264	82,758	1,175,441	535,264	8,535,818
Palmdale - Eastside / UI South Antelope Valley	Low	0.9%	0.0%	300,766	46,502	660,484	300,766	4,796,302
Palmdale - Westside	Low	0.6%	0.0%	210,061	32,478	461,294	210,061	3,349,822

Table 1 continued

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
Palos Verdes Estates	Very Low	0.2%	0.0%	57,936	8,958	127,228	57,936	923,906
Paramount	Very High	0.5%	1.0%	290,336	44,890	637,579	290,336	4,629,968
Pasadena - Eastside / UI Kinneloa Mesa	Moderate	0.6%	0.0%	207,092	32,019	454,774	207,092	3,302,477
Pasadena - Westside	Moderate	0.9%	0.0%	311,173	48,111	683,336	311,173	4,962,250
Pico Rivera	Low	0.6%	0.0%	197,192	30,488	433,035	197,192	3,144,613
Pomona - Northside	Moderate	0.8%	0.0%	263,595	40,755	578,856	263,595	4,203,533
Pomona - Southside	Moderate	0.6%	0.0%	209,468	32,386	459,993	209,468	3,340,374
Rancho Palos Verdes	Very Low	0.5%	0.0%	160,444	24,807	352,336	160,444	2,558,593
Redondo Beach	Moderate	0.7%	0.0%	241,571	37,350	530,490	241,571	3,852,313
Rolling Hills	Not Participating	0.0%	0.0%	9,148	1,414	20,089	9,148	145,886
Rolling Hills Estates / UI Westfield	Very Low	0.1%	0.0%	42,148	6,517	92,557	42,148	672,128
Rosemead	Moderate	0.5%	0.0%	161,428	24,959	354,496	161,428	2,574,276
San Dimas / UI San Dimas	Very Low	0.4%	0.0%	124,012	19,174	272,330	124,012	1,977,606
San Fernando	High	0.2%	0.5%	129,535	20,028	284,460	129,535	2,065,690
San Gabriel	Moderate	0.4%	0.0%	126,789	19,603	278,428	126,789	2,021,890
San Marino	Very Low	0.2%	0.0%	54,263	8,390	119,163	54,263	865,336
Santa Clarita - North	Moderate	1.3%	0.0%	424,878	65,691	933,034	424,878	6,775,505
Santa Clarita - South	Moderate	1.0%	0.0%	324,638	50,193	712,907	324,638	5,176,987
Santa Fe Springs	Low	0.4%	0.0%	144,969	22,414	318,352	144,969	2,311,812
Santa Monica	Moderate	1.1%	0.0%	352,177	54,451	773,381	352,177	5,616,139
Sierra Madre	Very Low	0.1%	0.0%	39,551	6,115	86,854	39,551	630,719
Signal Hill	Very Low	0.1%	0.0%	45,670	7,061	100,290	45,670	728,289
South El Monte/ UI El Monte/ UI Whittier Narrows	Low	0.2%	0.0%	81,852	12,655	179,747	81,852	1,305,288
South Gate	Very High	0.8%	1.7%	481,402	74,431	1,057,161	481,402	7,676,889
South Pasadena	Low	0.3%	0.0%	87,950	13,598	193,139	87,950	1,402,533
Temple City	High	0.3%	0.7%	200,770	31,042	440,892	200,770	3,201,671
Torrance - North	High	0.7%	1.5%	422,858	65,379	928,597	422,858	6,743,289

Table 1 continued

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
Torrance - South	Low	0.9%	0.0%	293,749	45,417	645,074	293,749	4,684,398
UI Acton/ UI South Antelope Valley	Very Low	0.1%	0.0%	40,681	6,290	89,335	40,681	648,730
UI Agua Dulce-Angeles NF-Canyon Country	Low	0.1%	0.0%	32,374	5,005	71,094	32,374	516,273
UI Altadena	Low	0.4%	0.0%	138,774	21,456	304,747	138,774	2,213,012
UI Angeles National Forest	Low	0.0%	0.0%	7,849	1,214	17,236	7,849	125,167
UI Azusa	Moderate	0.2%	0.0%	50,256	7,770	110,362	50,256	801,424
UI Bassett-West Puente Valley	Very High	0.2%	0.4%	115,050	17,788	252,651	115,050	1,834,699
UI Castaic	Moderate	0.4%	0.0%	128,239	19,827	281,613	128,239	2,045,015
UI Charter Oak Islands	High	0.2%	0.3%	99,706	15,416	218,956	99,706	1,590,011
UI Compton	Low	0.1%	0.0%	37,736	5,834	82,868	37,736	601,772
UI Covina Islands	Moderate	0.0%	0.0%	15,350	2,373	33,709	15,350	244,785
UI Covina-San Dimas	Low	0.0%	0.0%	15,914	2,460	34,947	15,914	253,777
UI Del Aire	High	0.1%	0.2%	54,098	8,364	118,800	54,098	862,702
UI East Los Angeles - Northwest	Very High	0.6%	1.1%	320,562	49,563	703,954	320,562	5,111,975
UI East Los Angeles - Southeast	Very High	0.5%	0.9%	269,495	41,667	591,812	269,495	4,297,617
UI East Rancho Dominguez	Very High	0.1%	0.2%	70,394	10,884	154,585	70,394	1,122,562
UI East San Gabriel/ UI Arcadia	Very High	0.2%	0.4%	127,556	19,722	280,114	127,556	2,034,133
UI Florence-Firestone	Very High	0.5%	1.0%	297,109	45,937	652,452	297,109	4,737,976
UI Hacienda Heights-Whittier	Low	0.6%	0.0%	193,497	29,917	424,919	193,497	3,085,679
UI Hawthorne/ UI Alondra Park	Very High	0.1%	0.2%	55,177	8,531	121,168	55,177	879,900
UI La Crescenta - Montrose	Very Low	0.2%	0.0%	64,032	9,900	140,615	64,032	1,021,120
UI Ladera Heights / View Park - Windsor Hills	Very Low	0.2%	0.0%	65,702	10,158	144,282	65,702	1,047,747
UI Lake LA\ UI Pearblossom\UI Liano\UI Valyermo	Very Low	0.1%	0.0%	45,440	7,026	99,787	45,440	724,630
UI Lennox	Very High	0.2%	0.4%	104,307	16,127	229,057	104,307	1,663,369
UI Leona Valley/ UI Lake Hughes	Low	0.0%	0.0%	12,163	1,880	26,709	12,163	193,955
UI Littlerock	Very Low	0.1%	0.0%	27,804	4,299	61,059	27,804	443,396
UI Malibu	Low	0.1%	0.0%	20,398	3,154	44,794	20,398	325,283

Table 1 continued

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
UI Marina del Rey	Moderate	0.1%	0.0%	17,235	2,665	37,847	17,235	274,840
UI Monrovia	Low	0.1%	0.0%	47,213	7,300	103,679	47,213	752,898
UI Northeast Antelope Valley	Very Low	0.1%	0.0%	27,244	4,212	59,828	27,244	434,461
UI Northwest Antelope Valley	Low	0.1%	0.0%	17,616	2,724	38,684	17,616	280,915
UI Pellissier Village-Avocado Heights	Very Low	0.1%	0.0%	49,032	7,581	107,675	49,032	781,912
UI Quartz Hill-Lancaster	Moderate	0.2%	0.0%	60,514	9,356	132,890	60,514	965,019
UI Rowland Heights	Moderate	0.5%	0.0%	171,043	26,445	375,612	171,043	2,727,617
UI San Jose Hills	Moderate	0.2%	0.0%	54,801	8,473	120,343	54,801	873,907
UI San Pasqual/ UI East Pasadena	Very Low	0.1%	0.0%	29,748	4,599	65,326	29,748	474,386
UI Santa Monica Mountains/ UI Triunfo Canyon	Very Low	0.1%	0.0%	27,082	4,187	59,472	27,082	431,874
UI South Whittier/ UI East La Mirada	Moderate	0.6%	0.0%	193,305	29,887	424,499	193,305	3,082,624
UI Stevenson/Newhall Ranch	Very Low	0.2%	0.0%	74,681	11,547	163,999	74,681	1,190,928
UI Sunrise Village-S. San Gabriel-Whittier Narrows	Low	0.1%	0.0%	27,129	4,195	59,576	27,129	432,627
UI Topanga Canyon / Topanga	Very Low	0.1%	0.0%	26,722	4,132	58,682	26,722	426,135
UI Valinda	Moderate	0.2%	0.0%	64,178	9,923	140,934	64,178	1,023,437
UI Walnut Park	Very High	0.1%	0.3%	74,060	11,451	162,636	74,060	1,181,027
UI West Athens-Westmont	Very High	0.3%	0.7%	200,916	31,064	441,212	200,916	3,203,996
UI West Carson	High	0.2%	0.4%	125,788	19,448	276,231	125,788	2,005,936
UI West Rancho Dominguez	Very Low	0.1%	0.0%	32,773	5,067	71,969	32,773	522,622
UI West Whittier - Los Nietos	Low	0.2%	0.0%	74,652	11,542	163,935	74,652	1,190,466
UI Willowbrook	High	0.4%	0.7%	206,093	31,865	452,581	206,093	3,286,553
Vernon / UI Vernon	Very Low	0.3%	0.0%	85,100	13,158	186,881	85,100	1,357,092
Walnut	Very Low	0.3%	0.0%	105,252	16,273	231,134	105,252	1,678,452
West Covina	Moderate	1.0%	0.0%	340,068	52,579	746,790	340,068	5,423,037
West Hollywood	Very High	0.4%	0.9%	241,692	37,368	530,755	241,692	3,854,239
Westlake Village	Very Low	0.1%	0.0%	42,464	6,565	93,252	42,464	677,174
Whittier	Low	0.8%	0.0%	282,131	43,621	619,560	282,131	4,499,119

Table 1 continued

Study Area Name	Need Category	Category 1 Allocation Ratio (Estimate)	Category 2 Allocation Ratio (Estimate)	Categories 1 & 2 Allocation (Estimate)	\$100M 20 years 3.65%		\$726 M 25 years 3.93%	
					Maximum Annual Debt Service	Bond Proceeds	Maximum Annual Debt Service	Bond Proceeds
TOTAL		100.0%	100.0%	45,537,286	7,040,625	100,000,000	45,537,286	726,180,000

Table 2: Bonding Scenarios Analysis

General Assumptions:

- + Issue Date: 7/3/2017
- + Credit Rating: AAA
- + Reserve Fund: None
- + UW Discount: \$4/bond
- + Rates as of: 6/28/2017

Group 1: \$100 million deposit				
	A. 20 years, Base Case	B. 25 years, Base Case	C. 20 years, + 100bps	D. 25 years, + 100bps
Sources				
Par	\$ 82,830,000.00	\$ 83,245,000.00	\$ 88,995,000.00	\$ 89,720,000.00
Premium	17,901,358.15	17,489,193.70	11,766,002.85	11,042,009.85
Total	\$ 100,731,358.15	\$ 100,734,193.70	\$ 100,761,002.85	\$ 100,762,009.85
Uses				
Project Fund	\$ 100,000,000.00	\$ 100,000,000.00	\$ 100,000,000.00	\$ 100,000,000.00
COI + Add'l Proceeds	400,038.15	401,213.70	405,022.85	403,129.85
UW Discount	331,320.00	332,980.00	355,980.00	358,880.00
Total	\$ 100,731,358.15	\$ 100,734,193.70	\$ 100,761,002.85	\$ 100,762,009.85
True Interest Cost	2.884750%	3.251610%	3.652970%	3.932230%
Total D/S	\$ 134,103,616.67	\$148,922,188.89	\$144,080,966.67	\$160,506,327.78
Maximum Annual D/S	\$ 6,553,625.00	\$ 5,835,250.00	\$ 7,040,625.00	\$ 6,289,875.00
Other Assumptions:	\$400,000 COI			

Table 2 continued

Group 2: \$200 million deposit				
	A. 20 years, Base Case	B. 25 years, Base Case	C. 20 years, + 100bps	D. 25 years, + 100bps
Sources				
Par	\$165,415,000.00	\$166,240,000.00	\$177,720,000.00	\$179,165,000.00
Premium	35,749,293.05	34,926,398.60	23,495,868.70	22,051,820.35
Total	\$ 201,164,293.05	\$ 201,166,398.60	\$ 201,215,868.70	\$ 201,216,820.35
Uses				
Project Fund	\$200,000,000.00	\$200,000,000.00	\$200,000,000.00	\$200,000,000.00
COI + Add'l Proceeds	502,633.05	501,438.60	504,988.70	500,160.35
UW Discount	661,660.00	664,960.00	710,880.00	716,660.00
Total	\$ 201,164,293.05	\$ 201,166,398.60	\$ 201,215,868.70	\$ 201,216,820.35
True Interest Cost	2.884730%	3.251630%	3.653050%	3.932210%
Total D/S	\$267,808,488.89	\$297,402,072.22	\$287,730,633.33	\$320,527,794.44
Maximum Annual D/S	\$ 13,084,250.00	\$ 11,651,250.00	\$ 14,058,125.00	\$ 12,556,750.00
Other Assumptions:	\$500,000 COI			

Table 2 continued

Group 2: \$300 million deposit				
	A. 20 years, Base Case	B. 25 years, Base Case	C. 20 years, + 100bps	D. 25 years, + 100bps
Sources				
Par	\$247,995,000.00	\$249,235,000.00	\$266,445,000.00	\$268,615,000.00
Premium	53,597,029.95	52,363,041.45	35,225,450.65	33,060,715.90
Total	\$ 301,592,029.95	\$ 301,598,041.45	\$ 301,670,450.65	\$ 301,675,715.90
Uses				
Project Fund	\$300,000,000.00	\$300,000,000.00	\$300,000,000.00	\$300,000,000.00
COI + Add'l Proceeds	600,049.95	601,101.45	604,670.65	601,255.90
UW Discount	991,980.00	996,940.00	1,065,780.00	1,074,460.00
Total	\$ 301,592,029.95	\$ 301,598,041.45	\$ 301,670,450.65	\$ 301,675,715.90
True Interest Cost	2.884680%	3.251610%	3.653040%	3.932190%
Total D/S	\$401,503,550.00	\$445,874,205.56	\$431,374,050.00	\$480,545,072.22
Maximum Annual D/S	\$ 19,616,250.00	\$ 17,466,000.00	\$ 21,075,750.00	\$ 18,824,125.00
Other Assumptions:	\$600,000 COI			

Competitive Grants Calendar

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

For the following programs:

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

COMPETITIVE GRANT PROGRAM CALENDAR

PROGRAM	FUND CATEGORY	FREQUENCY	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
General	Category 3 and 4	4 years	Q3 \$13,566,317				Q3 \$54,265,268				Q3 \$54,265,268				Q3 \$54,265,268
Recreation Access	Category 3 and 4	2 years	Q1 \$3,699,904		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808		Q1 \$7,399,808
Job Training/ Education	Category 5	3 years	Q2 \$3,605,035			Q2 \$10,815,105			Q2 \$10,815,105			Q2 \$10,815,105			Q2 \$10,815,105
Cultural Facilities	Category 4	3 years			Q2 \$3,699,906			Q2 \$3,699,906			Q2 \$3,699,906			Q2 \$3,699,906	

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





MEMORANDUM

DATE February 8, 2018
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District
SUBJECT Use of Category 3 and 4 Funds - Bonding

The potential for bonding Measure A funds was explored at Steering Committee Meeting #4, on September 28th. The discussion at that meeting resulted in the recommendation to allow local jurisdictions to bond against Category 1 and Category 2 annual allocations and against agency allocations in Categories 3 and 4, in order to make funds available for large projects. Bonding against General Category 3 and 4 competitive grant funds was not recommended, since the Committee felt that adequate funding could be made available during every grant cycle on a “pay as you go basis,” and avoidance of bonding would save interest and bond origination costs.¹ The memorandum that was prepared for Meeting #4, “Use of Measure A Funds – Bonding,” is attached here for your reference. It provided background information on bonding.

Based on feedback received at Steering Committee Meeting #6, held on January 11, 2018, the Committee decided to reopen the question of bonding against General Category 3 and 4 funds. This memorandum explores the potential implications of such bonding.

As you review the information in this memo, please keep in mind that the use of bonded funds must comply with the following requirements:

1. Bonded funds must be spent on capital improvements, although up to 30% of funds can be dedicated to “soft costs.”
2. All projects using bonded funds must be identified prior to the issuance of the bond.
3. All bond funds must be expended within three years of bond issuance.

1. FINANCIAL IMPLICATIONS OF BONDING

The total amount of funding available in General Category 3 is approximately \$5 million annually, and the amount in General Category 4 is approximately \$6 million annually. Bonding these funds, or a portion of these funds, would create a relatively larger pool of funds for immediate expenditure, but would reduce the funds available for regular grant cycles during the bonding period.

¹ It is not possible to bond against funds in Category 5, or those targeted for maintenance and servicing or oversight and innovation, since those are all programs. Bonding can only be used for capital projects.

The likely financial implications of bonding a portion of General Category 3 and Category 4 funds are evaluated below and in Table 1 and Figure 1 under five scenarios. All scenarios assume the following:

- As described in the “Use of Measure A Funds – Bonding” memorandum, the most efficient use of bonding is a minimum of \$100 million in proceeds. Therefore, in scenarios where less than \$100 million of General Category 3 and 4 funds are bonded, it is assumed that this will be supplemented by bonding of Category 1 and 2 funds to reach \$100 million.
- A 20-year maturity is assumed for all scenarios. Bonds are sometimes issued for 25 or 30 years, which results in more upfront money but a longer period for repayment and hence a longer period when funds are not available for other uses.
- The financing cost of bonding is calculated using a multiplier of 14.2 times the total amount bonded, as described in section 4.1 of the “Use of Measure A Funds – Bonding Memo.” Even though it would take 20 years’ worth of funds to pay off the bonds, our research shows that only 14.2 times as much money as the annual repayment would be generated. The difference between these two amounts (amounting to about 29% of the total cash stream) would cover financing costs, which include the costs of issuance, underwriter’s discount, and interest payments.

The five scenarios illustrate the implications of bonding different amounts of General Category 3 and 4 funds and are briefly described below:

- Scenario A - no bonding of General Category 3 and 4 funds.
- Scenario B – limited bonding of General Category 3 and 4 funds, with an expenditure of \$2 million per year to finance the bonds.
- Scenario C – bonding half of General Category 3 and 4 funds, with an expenditure of \$5.5 million per year to finance the bonds.
- Scenario D – bonding to result in \$100 million proceeds of General Category 3 and 4 funds, which requires an expenditure of approximately \$7 million per year to finance the bonds.²
- Scenario E – bonding all of General Category 3 and 4 funds, with an expenditure of \$11 million per year to finance the bonds.

For each scenario, the graphics illustrate the amount of bond proceeds and unencumbered funds available, if any. In scenarios with available unencumbered funds, those funds would be available on a four-year cycle, as described in the Competitive Grants Calendar shared previously. Appendix A explains in words the meaning of Table 1 and Figure 1.

Increasing the amount of bonded General Category 3 and 4 funds results in a greater amount of funds available upfront for acquisition projects and projects that are “shovel-ready” when the bonds are issued, as well as for leveraging other grant funds. At the same time, increasing the amount of bonded funds reduces the unencumbered funds available during competitive grant cycles for projects not included in the bond.

² The \$100 million bond volume is a guideline for illustrative purposes, and the determination of exactly how much to bond will depend on a variety of factors such as the readiness of the projects, bond market conditions, etc.

2. KEY CONSIDERATIONS FOR BONDING GENERAL CATEGORY 3 AND 4 FUNDS

Bonding General Category 3 and 4 funds would create a source of funds for immediate use on capital projects, while reducing the amount of funds available in subsequent competitive grants cycles and the total amount of funds available for projects over the life of the bonds. The following implications should be considered when discussing the potential for bonding General Category 3 and 4 funds.

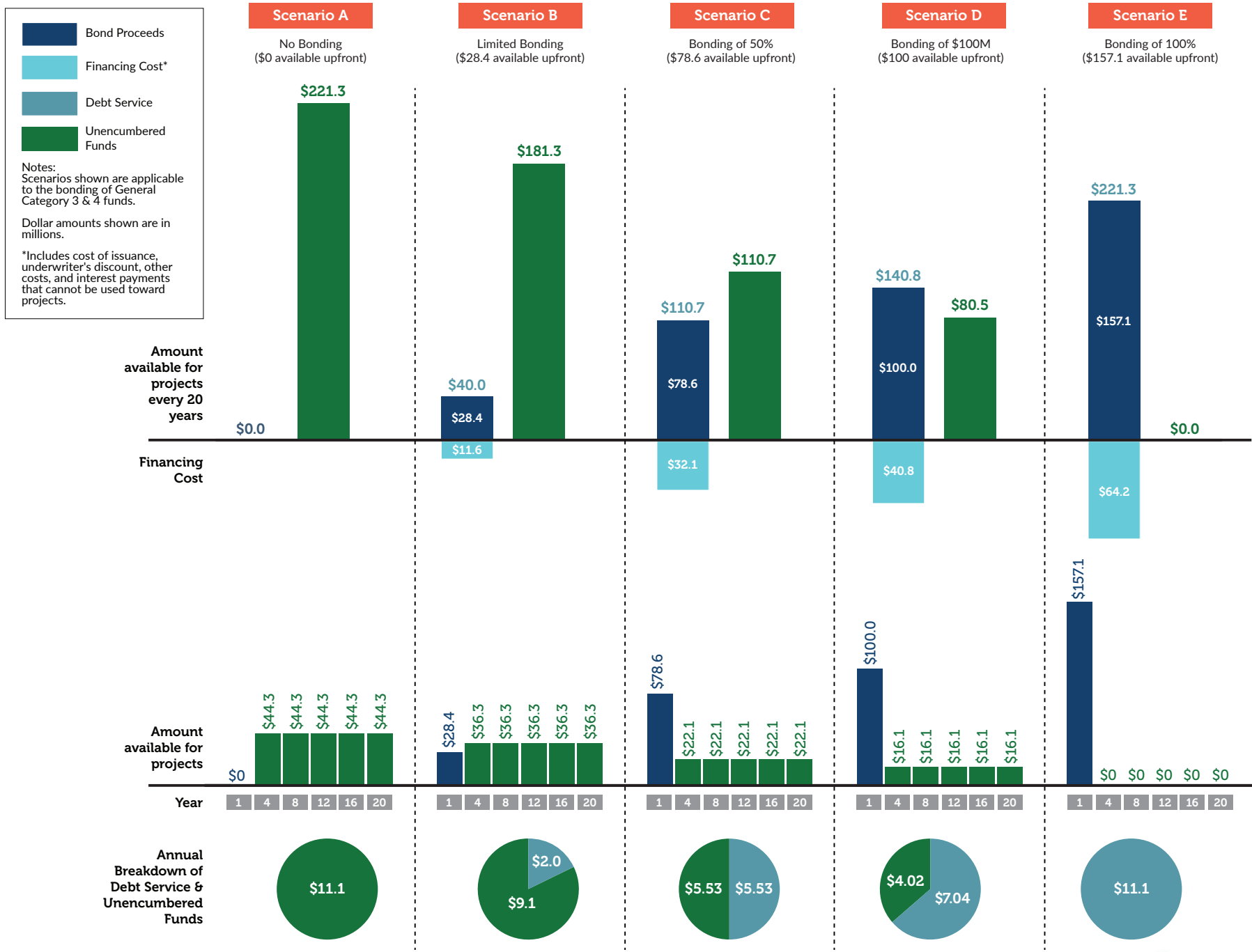
1. Bonded funds could be used as matching funds for several anticipated and existing parks and open space funding programs at the federal, state, and local levels. It is anticipated that many of these grant programs will require matching funds, which could be provided by Measure A. Appendix B contains a list of some such funding programs.
2. Using bonded funds for projects may provide a cost benefit, as construction and acquisition costs tend to increase over time. Bonded funds could be used immediately, while costs are relatively low, instead of requiring waiting until funds are accumulated for expenditure on a “pay as you go” basis, at which time construction costs are likely to have risen.
3. While using bonded funds would result in the completion of many projects within a relatively short timeframe, increasing the amount of bonded funds would reduce the total amount of Measure A funds available, and would also reduce the amount of funds available in on-going grant cycles.
4. Because bonded funds must be expended within three years of bond issuance, only “shovel-ready” projects could generally be included in the bond. Agencies without “shovel-ready” projects when the bonds are issued would have to compete for a decreased amount of unencumbered funding (if any is available) over the life of the bond.
5. Many agencies without “shovel-ready” projects may need technical assistance to build capacity and develop their projects, a process which could take several years and may not be complete prior to the issuance of bonds.

Table 1: General Category 3 & 4 Bonding Scenarios

		Scenario 1 No Bonding	Scenario 2 Limited Bonding	Scenario 3 Bonding of 50%	Scenario 4 Bonding of \$100M	Scenario 5 Bonding of 100%
Bonded Funds	Annual					
	General Category 3 Debt Service	\$0	\$1,000,000	\$3,074,904	\$3,841,229	\$6,149,809
	General Category 4 Debt Service	\$0	\$1,000,000	\$2,458,254	\$3,201,024	\$4,916,507
	Total Debt Service	\$0	\$2,000,000	\$5,533,158	\$7,042,254	\$11,066,316
	Every 20 Years					
	General Category 3 Debt Service	\$0	\$20,000,000	\$61,498,089	\$76,824,584	\$122,996,178
	General Category 4 Debt Service	\$0	\$20,000,000	\$49,165,074	\$64,020,487	\$98,330,148
	Total Debt Service	\$0	\$40,000,000	\$110,663,163	\$140,845,070	\$221,326,326
	Total Bond Proceeds	\$0	\$28,400,000	\$78,570,846	\$100,000,000	\$157,141,692
	Total Bond Financing Cost	\$0	\$11,600,000	\$32,092,317	\$40,845,070	\$64,184,635
Unencumbered Funds	Annual					
	Unencumbered General Category 3 Funds	\$6,149,809	\$5,149,809	\$3,074,904	\$2,308,580	\$0
	Unencumbered General Category 4 Funds	\$4,916,507	\$3,916,507	\$2,458,254	\$1,715,483	\$0
	Total Unencumbered Funds	\$11,066,316	\$9,066,316	\$5,533,158	\$4,024,063	\$0
	Every 4 Years					
	Unencumbered General Category 3 Funds	\$24,599,236	\$20,599,236	\$12,299,618	\$9,234,319	\$0
	Unencumbered General Category 4 Funds	\$19,666,030	\$15,666,030	\$9,833,015	\$6,861,932	\$0
	Total Unencumbered Funds	\$44,265,265	\$36,265,265	\$22,132,633	\$16,096,251	\$0
	Every 20 Years					
	Unencumbered General Category 3 Funds	\$122,996,178	\$102,996,178	\$61,498,089	\$46,171,594	\$0
	Unencumbered General Category 4 Funds	\$98,330,148	\$78,330,148	\$49,165,074	\$34,309,662	\$0
	Total Unencumbered Funds	\$221,326,326	\$181,326,326	\$110,663,163	\$80,481,256	\$0



Figure 1: General Category 3 & 4 Bonding Scenarios



APPENDIX A: EXPLANATION OF TABLE 1 AND FIGURE 1

Table 1 and Figure 1 show the same information for each of the five scenarios.

Scenario A

- Scenario A would not dedicate any Category 3 or 4 funds to bond funding.
- Scenario A would leave just over \$11 million per year in unencumbered General Category 3 and 4 bonds, which would provide \$44.3 million for competitive grants of every four years.

Scenario B:

- Scenario B would dedicate \$2 million per year to bond funding, resulting in total cash flow of \$40 million over 20 years.
- Of this \$40 million, \$28.4 million would be available in bond proceeds, while \$11.6 million would go toward financing costs.
- After bonding, Scenario B would leave just over \$9 million per year in unencumbered General Category 3 and 4 funds, providing \$36.3 million for competitive grants every four years.

Scenario C

- Scenario C would dedicate just over \$5.5 million per year to bond funding, resulting in total cash flow of \$110.7 million over 20 years.
- Of this \$110.7 million, \$78.6 million would be available in bond proceeds, while \$32.1 million would go toward financing costs.
- After bonding, Scenario C would leave just over \$5.5 million per year in unencumbered General Category 3 and 4 funds, providing \$22.1 million for competitive grants every four years.

Scenario D

- Scenario D would dedicate just over \$7 million per year to bond funding, resulting in total cash flow of \$140.8 million over 20 years.
- Of this \$140.8 million, \$100 million would be available in bond proceeds, while \$40.8 million would go toward financing costs.
- After bonding, Scenario D would leave just over \$4 million per year in unencumbered General Category 3 and 4 funds, providing \$16.1 million for competitive grants every four years.

Scenario E

- Scenario E would dedicate all General Category 3 and 4 funds (just over \$11 million per year) to bond funding, resulting in total cash flow of \$221.3 million over 20 years.
- Of this \$221.3 million, \$157.1 million would be available in bond proceeds, while \$64.2 million would go toward financing costs.
- Scenario E has no unencumbered General Category 3 and 4 funds, and there would not be any General Category 3 and 4 competitive grants during the 20 year bonding period.

APPENDIX B: SAMPLE OF FUNDING SOURCES WITH POTENTIAL TO USE MEASURE A AS MATCHING FUNDS

The funding sources listed below provide a sample of the programs that could be used to leverage Measure A funds.

California Senate Bill No. 5

Senate Bill No.5 (SB 5), the California Drought, Water, Parks, Climate, Coastal Protection, and Outdoor Access for All Act of 2018, would authorize the issuance of approximately \$4 billion in bonds to finance a “drought, water, parks, climate, coastal protection, and outdoor access for all program.” SB 5 was approved by Governor Brown on October 15, 2017 and will be on the June 5, 2018 statewide primary ballot as Proposition 68.

The General Provisions of SB 5 state that “To the extent practicable, priority for funding pursuant to this division will be given to local parks projects that have obtained all required permits and entitlements and a commitment of matching funds, if required.” Programs included under SB-5 provide more specific guidelines for matching funds.

Land and Water Conservation Fund

Since 1964, The Land and Water Conservation Fund (LWCF) has directed earnings from offshore oil and gas leasing to federal, state, and local lands and waters. LWCF’s “State Side” program provides matching grants to states and local governments for the acquisition and development of public outdoor recreation areas and facilities. LWCF grants require matched funds of at least 50 percent.

Although the LWCF will expire on September 30, 2018 unless Congress takes action, legislation has been introduced in Congress to permanently reauthorize LCWF and it is feasible that this program will continue with some modifications.

LA Metro Measure M

The recently passed Measure M, resulting in \$120 billion for transit improvements, includes funds for trails and other projects that could use Measure A funds as matching funds. The amount of funds available for park and trail projects, and requirements for matching funds are not currently known.

Habitat Conservation Fund

The Habitat Conservation Fund is a program under the California Wildlife Protection Act of 1990 that provides grants to “to protect fish, wildlife, and native plant resources, to acquire or develop wildlife corridors and trails, and to provide for nature interpretation programs and other programs which bring urban residents into park and wildlife areas.” The Fund allocates approximately \$2 million on an annual basis to local entities, and requires matching funds of 50 percent.

Environmental Enhancement and Mitigation Program

The Environmental Enhancement and Mitigation Program is for projects that mitigate the environmental effects of transportation facilities. The state legislature is authorized to allocate up to \$7 million annually for this program. Applicants are not required to have matching funds, but projects with matching funds will be considered more competitive.

California Climate Investments – Urban Greening Program

The California Climate Investments’ Urban Greening Program is a program under SB 859, which was signed into law September, 2016 and authorized Cap and Trade revenues to be directed towards

projects that reduce GHG emissions. The California Natural Resources Agency manages the Urban Greening Program, allocating appropriations towards green infrastructure projects that reduce GHG emissions and provide multiple benefits. Through Fiscal Year 2017-2018, \$106 million Cap-and-Trade proceeds had been appropriated to the Urban Greening Program. While matched funds are not required for projects seeking grants under this program, projects with matched funds may be more competitive. Round Two is currently open, and additional funding cycles are anticipated.

2. Policies: Part II

2.1 OVERSIGHT AND INNOVATION POLICY

Measure A allows up to 7.2% of revenue to be designated for strategic planning, updates to the 2016 Countywide Parks Needs Assessment, 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, 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%.
2. These funds shall be expendable on strategic planning, updates to the Countywide Parks Needs Assessment, and District operations including, but not limited to, management, technical assistance, outreach, and oversight, including personnel, to administer all Measure A programs.

2.2 NONPROFIT M&S ALLOCATION

Measure A allocates 4.5% of available maintenance and servicing funds for eligible nonprofit organizations that own, operate, or both, parklands consistent with the measure. These funds shall be allocated as follows:

1. Eligible nonprofit organizations that own and/or operate parklands consistent with the measure may apply for Maintenance and Servicing funds annually, following the established procedures and requirements for Maintenance and Servicing Funds, including any subsequent updates.
2. Funds shall be distributed proportionally, subject to District 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.

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2.3 ADDITIONAL POLICIES

2.3.1 CATEGORY 2 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 Category 2 funds to reduce park need level, as the challenges facing High and Very High need Study Areas as they work to reduce park need are many and complex.

In order to best support Study Areas receiving Category 2 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 Category 2 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 Category 2 funds for a project that results in its need level improving to Moderate or better will continue to have its Category 2 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 General Category 3 and General Category 4 competitive grants, as these 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 5 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.



LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT



Measure A Implementation

Los Angeles County Regional Park and Open Space District

Summary Meeting Notes
Steering Committee Meeting #8
February 15, 2018 9:30 am – 12:00 pm

Steering Committee Members in Attendance:

Greg Alaniz	Belinda Faustinos	Sandra McNeil
Jean Armbruster	Hugo Garcia	Sussy Nemer
Mark Baucum	Michael Hughes	Bonnie Nikolai
Jane Beesley	Lacey Johnson	Dilia Ortega
Alina Bokde	John Johns	Stefan Popescu
Scott Chan	Nicole Jones	Barbara Romero
Cheryl Davis	Kim Lamorie	Bruce Saito
Reyna Diaz	Amy Lethbridge	Keri Smith
Jay Duke	Yvette Lopez-Ledesma	
Hugo Enciso	Linda Lowry	

Alternate Members in Attendance: Onnig Bulanikian, Tamika Butler, Andrea Gullo, Robin Mark, Cara Meyer, Max Podemski, Steven Tran

AGENDA ITEM: BONDING

- 1. Comment Summary: Categories 1 & 2 and Annual Allocations**
 - Steering Committee discussions are public information and should be reported back to cities, especially COG reps
 - The decision to bond will be voluntary and by agency.
 - Bonding requirements will depend on how many cities want to bond. County DPR and DBH funds can be bonded because they are allocations
- 2. Comment Summary: Categories 3 & 4**
 - Question:** What happens if the money is not spent in 3 years?
Response: It is against the law and penalty taxes must be paid. Also could create issues with voters.
Comment: Should further discuss issues of arbitrage and develop project criteria to define implications of bonding
 - Question:** Is a letter of intent enough to define a project? What is a shovel-ready project?
Response: Projects need a plan, statement, or description of what will be purchased or built. For acquisition, assume that a willing seller must exist and the price must be generally known. For construction, assume that the land must be owned by the entity implementing the project, drawings must be substantially completed, and a cost estimate must be completed.
 - Question:** Is there a methodology to compare cost of bonding vs inflation?

Response: The future is largely unknown and difficult to predict. Some years construction costs fluctuate monthly; some years they don't change much at all. In general, it is probable that the cost of construction will increase over time.

- d. **Comment:** Some cities don't have High or Very High Need Study Areas so bonding all funds could harm them.

Response: Assumption is that bonded and unbonded funds will meet 30% target to these areas, so 70% remaining could flow to areas that are not High or Very High Need Study Areas.

- e. **Question:** In Prop A, what bonding was done, how was it handled, and what impact did it have on funding projects?

Response: Prop A called out very specific projects in very specific amounts. Bonding occurred in full for those identified projects. Excess funds available in recent years derived from tax penalties and increase in revenue.

- f. **Question:** Can we bond several study area funds from categories 1 & 2?

Response: Yes, bonding is allowed by Study Area for Category 1 and Category 2 funds. However, any sharing of funds, whether bonded or not, between Study Areas, must meet the requirements of the fund sharing policy that the Steering Committee approved.

3. **Comment Summary: Categories 3 & 4 Bonding Scenarios**

- a. **Comment:** Bonding is a good opportunity to address lack of parks with funds available. In favor of bonding a significant amount, in line with Scenario C. Should then reassess in 20 years and see if additional bonding is needed.

- b. **Question:** Would choosing Scenario C or E allow sufficient time to get projects ready and get technical assistance?

Response: You could choose Scenario C and delay the issuance of bonds until year 3 to give agencies time to develop projects. We have been assuming bonding would happen immediately, but issuance time period could be redefined by the committee.

- c. **Comment:** Bonding has significant implications for High or Very High Need Study Areas because it is likely these areas need a high level of TA and do not have shovel-ready projects. If any bonding is done, Scenario B should be favored.

Response: Could also decide to bond a portion in the first year and wait a few years to bond more.

- d. **Comment:** Not bonding anything is problematic in not having enough money for big projects but bonding too much leaves out High and Very High Need Study Areas that can't get up to speed. Favor Scenarios C or D.

- e. **Comment:** Could we do one cycle of competitive grants for \$22.1m and then issue bonds?

Response: Yes, that could be done. It sounds like most people are leaning toward one of the scenarios in the middle.

- f. **Comment:** For purposes of acquisition, bonding is critical, especially in High or Very High Need Study Areas.

- g. **Comment:** Getting projects ready and delivering capital projects takes a lot of time due to capacity issues. Even with high land costs, more money can be spent on interest. In favor of Scenario A. No bonding now, then reassess in 3 years.

- h. **Comment:** If we have shovel-ready projects now we should build them, so voters know that Measure A is working?

- i. **Question:** How much acquisition is in the High or Very High Need Study Areas?

- j. **Response:** Believe it is around 60% but we will have to confirm that number. Reviewed PNA data to evaluate the overall demand for acquisition projects.

- k. **Comment:** High or Very High Need Study Areas will have a lengthy project process due to capacity. Could spend a lot of money on interest if bonding.

- l. **Comment:** Support Scenario D. Should have been planning for projects since the PNA and have to deliver to voters. There is urgency to leverage Measure A funds with state and other dollars.
- m. **Comment:** Very lengthy process to get a project ready. Money spent should be vetted in a way that produces quality projects. In favor of a more conservative approach. More time is needed to re-address engagement. Financing should be discussed each year.
- n. **Comment:** Cities can bond categories 1 and 2 if they want to go through a lengthy process.
- o. **Comment:** Money without bonding is not enough. Measure was sold as buying last open space in the County.

Straw Vote

- i. How many think a significant amount should be bonded immediately?
 - 1. Yes: 14
 - 2. No: 12
- ii. If we were to bond a significant amount, how many would want 100% of it immediately vs some delay for some portion to develop projects? For example, if we went with Scenario C, the first \$40 million would be bonded immediately and the other \$40m would be bonded later.
 - 1. Some delay: 21
 - 2. No delay: 2

Comment Summary:

- p. The TAP as defined won't get started in full until the 3rd year. Bonding in 4 years would still provide little time, so the delay should be further out.
- q. Need a more granular picture of where acquisition projects are and distribution among High or Very High Need Study Areas.
- r. There is a rationale for getting projects out, but a real concern about the TAP availability. More money is needed for TA early on to get projects out in time for bonding.
- s. Don't want to lose High or Very High Need Study Areas just because they need TA. Maybe don't bond for 6 years to allow TA to unroll and give High or Very High Need Study Areas areas time for capacity and project development.
- t. One process is based on finances and the other on equity. It is more equitable to wait.
- u. Acquisition isn't everything and can't be handled until after infrastructure is taken care of. Treat what we have with immediate priority. Voters see an immediate impact from those small infrastructure projects. We are already struggling to maintain what we have. Should delay bonding for 3-4 years.
- v. Scenario D gives us flexibility that is critical up front. We need a flexible scenario that is a hybrid of C and D. We can leverage that with competitive dollars. We should speed things up if we can.
- w. SB5 is on the ballot for June so it will be beneficial to have Measure A money early on for leveraging.

Response Summary:

- a. Need a policy to work under, not all of the details.
- b. Will assume that if we bond, at least ½ will be delayed so High or Very High Need Study Areas can develop projects.
- c. It will take time to ramp up TA, and this should be considered when determining the timing of bonding.
- d. Surely have \$40 million in acquisition projects that are ready to go. Tradeoff is going quickly and missing some projects vs. going slow and not showing results.
- e. Bonding isn't exclusive to acquisition and can be used for all projects, including infrastructure

- f. Middle ground is between C and D with half bonded now and half at some point down the road.

Straw Vote:

- 1. Scenario B-ish: 7
- 2. Scenario C/D-ish (\$40m right away, \$40m later; \$20m available every year): 11
- 3. Abstain: 6

Comment Summary: *Abstainers*

- a. Root of conflict is about immediate need, not money. One group is focused on available projects and the other on equity.
- b. Push it out 5 years, then bond. No one is ready right now.
- c. My department is neutral on this issue.
- d. Backlog of projects and need to be responsive to voters but it takes much longer to get High or Very High Need Study Areas ready. 4-year grant cycles are challenging. Little compromise on balance
- e. More advantageous to wait. Shouldn't isolate competitive funding into bonding.
- f. How do we create urgency? Must start organizing our cities now and gain support around projects. Not acceptable to say we need 4 years to deliver projects. Have to get organized now and not leave communities behind.
- g. Should be a reasonable time frame with respect to TA so High or Very High Need Study Areas don't lose out on projects.

Response Summary:

- a. All goes to the board for final approval. Everyone here is in consensus that we need to find a way to bring along High or Very High Need Study Area communities and make sure all cities are competitive. We don't have consensus about how much to bond. We should report to the board and let them decide how much to bond with the caveat that if significant bonding is done, there is a need to reserve some for projects that develop over time to allow TA to be effective.
- b. Clarify to focus on the number of years needed to develop and deliver TA. 3-5 years may not be sufficient.

AGENDA ITEM: *Policies, Part II*

1. Comment: *Category 2*

- a. When are we reassessing?
- b. Don't want to delay success. No further extension. Complete, deliver and move on.

Response:

- a. Want time to stabilize gains funded by Category 2 funds.
- b. General agreement with this policy as written.

2. Comment Summary: *M & S*

- a. Is the M & S money tied to a project?
- b. Are there CBOs here that would be a recipient of this?
 - a. Yes, don't want a competitive process. There should be a general bar that has to be met. Stronger language on what constitutes 'good standing'
- c. Different types of projects have different M&S needs
- d. Beneficial for cities to partner with non-profits. Is this money exclusive of that? Is it above and beyond what city gets?

- e. Money should be for projects not sponsored by the city where the city doesn't own the land
 - a. Disadvantages non-profits already in agreement with cities and discourages partnerships. Shouldn't restrict funds. CBOs can move projects along quicker
- f. Policy says non-profits must apply annually for M&S, but need to be able to budget several years upfront
- g. How does this fit into the public agency model?

Response Summary:

- a. Money is tied to the agency, and in this case, non-city agencies
- b. RPOSD needs to do a basic vetting of non-profits; this will be completed during the enrollment phase.
- c. M&S is based on actual facility and amenity needs. Everyone will get a % of what they request.
- d. Cities can assign funds to non-profit for lease or ownership rights
- e. If an organization has long term agreement and is responsible for maintenance, they are eligible to use these funds
- f. The policy is a draft
- g. M&S is set through the measure and you can predict how much each city will receive. Cities don't have the same issues as non-profits that are splitting this 4.5%
- h. Consensus on the bullets here, but questions on who is eligible based on who owns the land. We will research this and re-look at Measure language to clarify.

AGENDA ITEM: PUBLIC COMMENT

1. Sissy Trinh: SEACA

- a. Supports bonding some money now
- b. Monitoring expenditure process with Measure H and Measure HHH and sees anger that homelessness isn't solved yet
- c. Communities aren't ready to apply for projects. High or Very High Need Study Areas need time to develop
- d. Consider equity concerns. How we spend money impacts land values. Announcement of available funds increases land prices and rents. Public investments spur homelessness.
- e. Concern for anti-displacement strategy as part of expenditure plan.

Comment: *Invite speakers to talk to committee?*

- a. Manuel Pastor to talk about framework of equity to inform committee and assist in resolving issues.
- b. Also in favor of asking other speakers
- c. All but 2 in favor of Manuel, or an associate, speaking

Meeting Adjourned.



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



Measure A Implementation: Steering Committee Meeting #9

March 1, 2018

9:30 AM – 12:00 PM

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

1. Introduction
2. Evaluation Criteria Scoring Themes Overview
3. Small Group Discussion
4. Large Group Discussion
5. Public Comment

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

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

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

**Next Steering Committee meeting is on Thursday, March 15, 2018 from 9:30am to noon
Los Angeles River Center and Gardens, 570 W. Ave. 26, Los Angeles, CA 90065**

MEASURE A
IMPLEMENTATION
STEERING COMMITTEE
MEETING #9
MARCH 1, 2018

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

TODAY'S AGENDA

1. Introduction
2. Evaluation Criteria:
Scoring Themes Overview
3. Small Group Discussion
4. Large Group Discussion
5. Public Comment

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- Meeting Outcomes
- Future Committee Work on Scoring
- Timeline

1. INTRODUCTION

1. INTRODUCTION
 Meeting Outcomes

- **Focus on and discuss the scoring criteria themes** from the January 25th Steering Committee meeting
- Provide PlaceWorks and RPOSD staff with input on **how the Steering Committee views the key issues** and the **relative importance** of each
- PlaceWorks will use this information to **draft revised scoring rubrics** for each grant program
 - To be shared at April 5th meeting

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MEASURE A IMPLEMENTATION
STEERING COMMITTEE
MEETING #9
MARCH 1, 2018

Safe, clean neighborhood parks, open space, beaches,
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TODAY'S AGENDA

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- Meeting Outcomes
- Future Committee Work on Scoring
- Timeline

1. INTRODUCTION

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Meeting Outcomes


- **Focus on and discuss the scoring criteria themes** from the January 25th Steering Committee meeting
- Provide PlaceWorks and RPOSD staff with input on **how the Steering Committee views the key issues** and the **relative importance** of each
- PlaceWorks will use this information to **draft revised scoring rubrics** for each grant program
 - To be shared at April 5th meeting

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1. INTRODUCTION

Future Committee Work on Scoring Criteria

- Possible identification of a **funding stream dedicated to acquisition-only grant projects** with separate scoring criteria
 - March 15 meeting
- Review of revised scoring rubrics
 - April 5 meeting




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1. INTRODUCTION

Future Committee Work on Scoring Criteria

- If Committee cannot come to consensus, it is possible that the final recommendations to the Board of Supervisors will include a minority report, detailing minority views.




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1. INTRODUCTION

Timeline

- On track to approve Final Draft Grant Guidelines Procedures and Policies Recommendations on or before June 29th meeting
 - Schedule cannot slip any farther
- Need to get through all of the topics today – meeting may feel rushed
- Additional comments on **Scoring Criteria should be submitted by March 8th** for consideration in revised scoring rubrics



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A. Scoring Process

B. Themes:

1. Category Type	6. Community Engagement
2. Level of Need	7. Leveraging Funds and Partnerships
3. Multi-benefit Criteria	8. Innovation
4. Social Outcomes	9. Subjectivity
5. Evaluation of Open Space and Local Park Projects	

2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Grant Application Scoring Process

1. RPOSD will create a Competitive Grants Evaluation Panel for each competitive grant program.
2. RPOSD will complete an administrative review to evaluate all applications.
3. Complete applications meeting all requirements will be forwarded to the Competitive Grants Evaluation Panel for scoring.



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Grant Application Scoring Process

4. RPOSD staff will meet with the Competitive Grants Evaluation Panel to review each grant application and arrive at a composite score for each application, resulting in a preliminary ranked list of applications.
5. RPOSD staff and the Competitive Grants Evaluation Panel will schedule and complete site visits for those applications receiving top scores in the preliminary ranking.



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Grant Application Scoring Process

6. RPOSD staff and Evaluation Panel members will convene to finalize recommendations for grant funding.
7. Final funding recommendations will be approved by the Board of Supervisors, meeting as the RPOSD Board.



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 1 - Category Type

- Scoring criteria need to reflect how well the project matches the category name.
- Category 3: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watersheds Protection Program**
- Category 4: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program**
- Category 5: **Youth and Veteran Job Training and Placement Opportunities Program**
- Scoring criteria should reflect the overall goals of Measure A, including issues such as equity and meeting identified needs



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 2 - Level of Need

- Consider importance of “Level of Need” as scoring criteria, given the recommendation that 30% of General Category 3 & 4 funds be targeted to projects in High and Very High Need Study Areas
- Consideration of subarea need, if any
- Evaluation of “direct benefit to High/Very High Study Area”



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 3 - Multi-benefit Criteria

- Criteria need to more closely match the measure language
- Criteria should be grouped into “water” and “air” categories, rather than broken down into small parts
- The relative number of points among criteria need to be adjusted



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 4 - Social Outcomes

- Consider awarding points for:
 - Gang prevention
 - Health and physical activity
 - Language and cultural sensitivity
 - Displacement prevention
 - Other social outcomes



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 5 - Evaluation of Open Space and Local Park Projects

- Regional Benefit: the scoring system does not work for open space projects as these projects have different requirements
- Amenity Condition: if an agency didn't participate in the PNA, they can't score here. Additionally, many open space projects don't have amenities and so can't score even if they participated in the PNA



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 5 - Evaluation of Open Space and Local Park Projects

- **Accessibility:** open space areas that are primarily for wildlife shouldn't be expected to have lots of access, as it's not always appropriate
- Consider evaluating and scoring acquisition-only grant projects, including for both open space and urban projects, separately and differently from other competitive Category 3 and 4 grant projects



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 6 - Community Engagement

- Consider importance of Community Engagement as an evaluation criteria when most Measure A grants have minimum community engagement requirements
- Currently, *Youth and Veteran Job Training and Placement Opportunities Program (Category 5)* and *Recreation Access (Categories 3 & 4)* do not have minimum community engagement requirements for applying



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 7 - Leveraging Funds and Partnerships

- Importance of leveraging funds as mechanism to ensure park need is met
- Challenges of leveraging funds, especially for agencies with low capacity



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 8 - Innovation

- Needs to be rewarded with more points in all grant programs, and all evaluation categories



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 9 - Subjectivity

- Scoring should be as objective as possible, with subjective criteria limited to the greatest extent possible.




3. SMALL GROUP DISCUSSION

- Meet in small groups for approximately 30 minutes to discuss the themes in more detail
- Purpose of discussion:
 - Allow Steering Committee members to hear from each other
 - Refine personal ideas regarding the themes to engage in the subsequent large group discussion



4. LARGE GROUP DISCUSSION

- Facilitated large group discussion of each theme
 - Approximately 10 minutes to consider each theme
- Discussion of the relative importance (e.g., high, medium, low, or zero) of the themes and/or scoring criteria



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Public Comment



QUESTIONS?



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Upcoming Meetings

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

- **Steering Committee Meeting #10 - March 15th**
Project Status and Fund Distribution Tracking; Acquisition-Only Grants, RPOSD Engagement Update
- **Meeting Previously Scheduled for March 29 is CANCELLED**
- **Steering Committee Meeting #11 – April 5**
Revised Competitive Grant Scoring Rubrics; Revised TAP; Revised Community Engagement Requirements; Bonding Policy; General Grantmaking Policy
- **Steering Committee Meeting #12 – April 26**
Park Needs Assessment Updates; Citizen Oversight Advisory Board Formulation



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MEASURE A IMPLEMENTATION STEERING COMMITTEE MEETING #9 MARCH 1, 2018



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




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)



Evaluation Criteria
Projects will be scored out of 100 points total


Evaluation Category	Points
Level of Need	25
Regional Benefits	20
Multi-Benefit Projects	20
Community Involvement	20
Park Facility/Amenity Condition	5
Leveraging of Funds	5
Creativity, Place-Making, and Design	5
TOTAL	100




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)




Level of Need	25 Points max.
<i>Only one of the following four subcriteria may apply to each project.</i>	
(A) Project/program is located in a High or Very High Need Study Area.	25
(B) Project/program is not located in a High or Very High Need Study Area, but directly serves the residents of a High or Very High Need Study Area.	6 - 15
(C) Project/program does not meet subcriterion (A) or (B), but is located within a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	10
Project/program does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	1 - 4




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)




Regional Benefits	20 Points max.
<i>Projects may meet one or more of the criteria below to be awarded, totaling up to 20 points maximum.</i>	
Project will add one or more facilities/amenities that do not currently exist, or improve one or more facilities/amenities that are one of its kind, within a:	
25-mile radius	15
15-mile radius	10 - 14
10-mile radius	0 - 9
Project involves the collaboration of at least three or more adjacent Study Areas or cities.	5



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)




Multi-Benefit Projects	20 Points max.
<i>Projects may receive full or partial credit in each subcriteria below, totaling up to a maximum of 20 points.</i>	
Habitat Protection and Biodiversity	0 - 5
Healthy Ecosystem	0 - 3
Water Quality Improvements	0 - 3
Stormwater Capture and Attenuation	0 - 3
Water Conservation	0 - 3
Public Safety	0 - 3
Climate Resiliency	0 - 3
Greenhouse Gas Reductions	0 - 2
Air Quality Improvements	0 - 2
Active Recreation and Fitness	0 - 2
Food Access	0 - 2
Carbon Sequestration	0 - 1
Heat-Island Reduction	0 - 1

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)




Community Involvement	20 Points max.
<i>Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</i>	
Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	15 - 20
Project includes sufficient outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	6 - 14
Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	0 - 5

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)




Facility/Amenity Conditions	5 Points max
<i>Projects may receive points from multiple applicable subcriteria below, totaling up to a maximum of 5 points.</i>	
Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in poor condition . More points will be given based on the scale, function, and importance of the amenity.	0 - 5
Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in fair condition . More points will be given based on the scale, function, and importance of the amenity.	0 - 2
Project is located in a Study Area with at least 50% of its amenities in poor condition.	5
"..." between 40% and 49% of its amenities in poor condition.	4
"..." between 30% and 39% of its amenities in poor condition.	3
"..." between 20% and 29% of its amenities in poor condition.	2
"..." between 10% and 19% of its amenities in poor condition.	1

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)




Leveraging of Funds	5 Points
<i>Public and private funding from several specific types of benefit programs.</i>	
Project will receive at least 45% of the project's cost from the listed public and private funding sources.	5
Project will receive between 25% and 44% of the project's cost from the listed public and private funding sources.	4
Project will receive between 10% and 24% of the project's cost from the listed public and private funding sources.	3


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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)




Creativity, Place-making, and Design	5 Points
<i>Points will be awarded based on the evaluators' assessment of the level of creativity and quality of design.</i>	
Project includes a high level of creativity and quality of design and place-making.	4 - 5
Project includes a moderate level of creativity and quality of design and place-making.	0 - 3

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3. DRAFT FUNDING GUIDELINES: Grant Programs


Competitive Grants: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program** (General Category 4)



Evaluation Criteria


Projects will be scored out of 100 points total

Evaluation Criteria	Points
Level of Need	25
Multi-Benefit Projects	20
Community Involvement	20
Connectivity	15
Accessibility	15
Park Facility/Amenity Condition	5
TOTAL	100


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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program** (General Category 4)




Level of Need	25 Points max.
<i>Only one of the following four subcriteria may apply to each project.</i>	
(A) Project/program is located in a High or Very High Need Study Area.	25
(B) Project/program is not located in a High or Very High Need Study Area, but directly serves the residents of a High or Very High Need Study Area.	6 - 15
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Project/program does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	1 - 4


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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program** (General Category 4)




Multi-Benefit Projects	20 Points max.
<i>Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 20 points.</i>	
Habitat Protection and Biodiversity	0 - 5
Healthy Ecosystem	0 - 3
Water Quality Improvements	0 - 3
Stormwater Capture and Attenuation	0 - 3
Water Conservation	0 - 3
Public Safety	0 - 3
Climate Resiliency	0 - 3
Greenhouse Gas Reductions	0 - 2
Air Quality Improvements	0 - 2
Active Recreation and Fitness	0 - 2
Food Access	0 - 2
Carbon Sequestration	0 - 1
Heat-Island Reduction	0 - 1


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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program** (General Category 4)



Community Involvement	20 Points max.
Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.	
Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	15 - 20
Project includes sufficient outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	6 - 14
Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	0 - 5




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program** (General Category 4)



Connectivity	15 Points
Between 0 and 15 points will be awarded based on the evaluators' assessment of how the project provides connectivity to other areas.	
Project provides new physical connections 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.	0 - 15
Project provides improvements to existing physical connections 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.	0 - 10




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program** (General Category 4)



Accessibility	15 Points
Provides access to many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities. More points will be awarded to projects that intentionally provide access to more types of users.	0 - 15
Project meets the subcriteria above and this access is provided within an urban area.	0 - 10




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program** (General Category 4)



Facility/Amenity Conditions	5 Points max
Projects may receive points from multiple applicable subcriteria below, totaling up to a maximum of 5 points.	
Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in poor condition . More points will be given based on the scale, function, and importance of the amenity.	0 - 5
Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in fair condition . More points will be given based on the scale, function, and importance of the amenity.	0 - 2
Project is located in a Study Area with at least 50% of its amenities in poor condition.	5
"..." between 40% and 49% of its amenities in poor condition.	4
"..." between 30% and 39% of its amenities in poor condition.	3
"..." between 20% and 29% of its amenities in poor condition.	2
"..." between 10% and 19% of its amenities in poor condition.	1



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: County Cultural Facilities

Evaluation Categories
Projects will be scored out of 100 points total

Evaluation Criteria	Points
Level of Need	25
Multi-Benefit Projects	20
Community Involvement	20
Accessibility	20
Creativity, Place-Making, and Design	15
TOTAL	100




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: County Cultural Facilities

Level of Need	25 Points max.
<i>Only one of the following four subcriteria may apply to each project.</i>	
(A) Project/program is located in a High or Very High Need Study Area.	25
(B) Project/program is not located in a High or Very High Need Study Area, but directly serves the residents of a High or Very High Need Study Area.	6 - 15
(C) Project/program does not meet subcriterion (A) or (B), but is located within a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	10
Project/program does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	1 - 4




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: County Cultural Facilities

Multi-Benefit Projects	20 Points max.
<i>Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 20 points.</i>	
Habitat Protection and Biodiversity	0 - 5
Healthy Ecosystem	0 - 3
Water Quality Improvements	0 - 3
Stormwater Capture and Attenuation	0 - 3
Water Conservation	0 - 3
Public Safety	0 - 3
Climate Resiliency	0 - 3
Greenhouse Gas Reductions	0 - 2
Air Quality Improvements	0 - 2
Active Recreation and Fitness	0 - 2
Food Access	0 - 2
Carbon Sequestration	0 - 1
Heat-Island Reduction	0 - 1




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: County Cultural Facilities

Community Involvement	20 Points max.
<i>Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</i>	
Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	15 - 20
Project includes sufficient outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	6 - 14
Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	0 - 5



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: County Cultural Facilities

Evaluation Subcriteria

Accessibility	15 Points
Provides access to many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities. More points will be awarded to projects that intentionally provide access to more types of users.	0 - 15
Project meets the subcriteria above and this access is provided within an urban area.	0 - 10

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: County Cultural Facilities

Evaluation Subcriteria

Creativity, Place-making, and Design	5 Points
<i>Points will be awarded based on the evaluators' assessment of the level of creativity and quality of design.</i>	
Project includes a high level of creativity and quality of design and place-making.	4 - 5
Project includes a moderate level of creativity and quality of design and place-making.	0 - 3

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: Recreation Access

Evaluation Categories

Projects will be scored out of 70 points total

Evaluation Criteria	Points
Level of Need	20
Program Benefits	30
Community Participation	20
TOTAL	70

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: Recreation Access

Level of Need	25 Points max.
<i>Only one of the following four subcriteria may apply to each project.</i>	
(A) Program is located 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 the residents of a High or Very High Need Study Area.	6 - 15
(C) Program does not meet subcriterion (A) or (B), but is located within a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	10
Program does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	1 - 4

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Recreation Access**

Evaluation Subcriteria

Program Benefits	30 Points
<i>Projects may receive full or partial credit in each subcriteria below, totaling up to a maximum of 30 points.</i>	
Goals and Objectives	0 - 5
Accessibility	0 - 5
Participant Recruitment	0 - 5
Connectivity	0 - 3
Interpretive Programs and Education	0 - 3
Public Safety	0 - 3
Active Recreation and Fitness	0 - 3



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Recreation Access**

Community Involvement	20 Points max.
<i>Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</i>	
Project includes robust and innovative outreach strategies that will engage the identified target audience.	15 - 20
Project includes sufficient outreach strategies that will engage the identified target audience.	6 - 14
Project includes minimal and limited outreach strategies that will engage the identified target audience.	0 - 5

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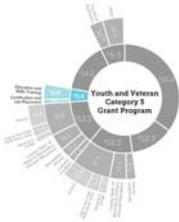

3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Youth and Veteran Job Training and Placement Opportunities Program (Category 5)**

Evaluation Categories

Projects will be scored out of 70 points total

Evaluation Criteria	Points
Level of Need	20
Program Benefits	30
Community Participation	20
TOTAL	70



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Youth and Veteran Job Training and Placement Opportunities Program (Category 5)**

Level of Need	20 Points
<i>Only one of the following three subcriteria may apply to each project.</i>	
Organization provides services to, or recruits more than 75% of their participants from, a High or Very High Need Study Area.	20
Organization provides services to, or recruits 50% to 75% of their participants from, a High or Very High Need Study Area.	15
Organization provides services to, or recruits more than 25% to 49% of their participants from, a High or Very High Need Study Area.	5

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Youth and Veteran Job Training and Placement Opportunities Program** (Category 5)



Program Benefits	30 Points
<i>Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 30 points.</i>	
Program Quality	0 - 5
Program Variety	0 - 5
Goals and Objectives	0 - 5
Participant Recruitment and Retention	0 - 5
Follow-up Services	0 - 5
History of Success and Outcomes	0 - 5

3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Youth and Veteran Job Training and Placement Opportunities Program** (Category 5)




Community Participation	20 Points
<i>Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</i>	
Program incorporates robust and innovative outreach strategies that will engage the identified target audience.	15 - 20
Program incorporates sufficient outreach strategies that will engage the identified target audience.	6 - 14
Program incorporates minimal and limited outreach strategies that will engage the identified target audience.	0 - 5

1. INTRODUCTION

Future Committee Work on Scoring Criteria

- Possible identification of a **funding stream dedicated to acquisition-only grant projects** with separate scoring criteria
 - March 15 meeting
- Review of revised scoring rubrics
 - April 5 meeting




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1. INTRODUCTION

Future Committee Work on Scoring Criteria

- If Committee cannot come to consensus, it is possible that the final recommendations to the Board of Supervisors will include a minority report, detailing minority views.




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1. INTRODUCTION

Timeline

- On track to approve Final Draft Grant Guidelines Procedures and Policies Recommendations on or before June 29th meeting
 - Schedule cannot slip any farther
- Need to get through all of the topics today – meeting may feel rushed
- Additional comments on **Scoring Criteria should be submitted by March 8th** for consideration in revised scoring rubrics



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A. Scoring Process

B. Themes:

1. Category Type	6. Community Engagement
2. Level of Need	7. Leveraging Funds and Partnerships
3. Multi-benefit Criteria	8. Innovation
4. Social Outcomes	9. Subjectivity
5. Evaluation of Open Space and Local Park Projects	

2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Grant Application Scoring Process

1. RPOSD will create a Competitive Grants Evaluation Panel for each competitive grant program.
2. RPOSD will complete an administrative review to evaluate all applications.
3. Complete applications meeting all requirements will be forwarded to the Competitive Grants Evaluation Panel for scoring.



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Grant Application Scoring Process

4. RPOSD staff will meet with the Competitive Grants Evaluation Panel to review each grant application and arrive at a composite score for each application, resulting in a preliminary ranked list of applications.
5. RPOSD staff and the Competitive Grants Evaluation Panel will schedule and complete site visits for those applications receiving top scores in the preliminary ranking.



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Grant Application Scoring Process

6. RPOSD staff and Evaluation Panel members will convene to finalize recommendations for grant funding.
7. Final funding recommendations will be approved by the Board of Supervisors, meeting as the RPOSD Board.



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 1 - Category Type

- Scoring criteria need to reflect how well the project matches the category name.
- Category 3: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watersheds Protection Program**
- Category 4: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program**
- Category 5: **Youth and Veteran Job Training and Placement Opportunities Program**
- Scoring criteria should reflect the overall goals of Measure A, including issues such as equity and meeting identified needs



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 2 - Level of Need

- Consider importance of “Level of Need” as scoring criteria, given the recommendation that 30% of General Category 3 & 4 funds be targeted to projects in High and Very High Need Study Areas
- Consideration of subarea need, if any
- Evaluation of “direct benefit to High/Very High Study Area”



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2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 3 - Multi-benefit Criteria

- Criteria need to more closely match the measure language
- Criteria should be grouped into “water” and “air” categories, rather than broken down into small parts
- The relative number of points among criteria need to be adjusted



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2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 4 - Social Outcomes

- Consider awarding points for:
 - Gang prevention
 - Health and physical activity
 - Language and cultural sensitivity
 - Displacement prevention
 - Other social outcomes



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2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 5 - Evaluation of Open Space and Local Park Projects

- Regional Benefit: the scoring system does not work for open space projects as these projects have different requirements
- Amenity Condition: if an agency didn't participate in the PNA, they can't score here. Additionally, many open space projects don't have amenities and so can't score even if they participated in the PNA



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2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 5 - Evaluation of Open Space and Local Park Projects

- Accessibility: open space areas that are primarily for wildlife shouldn't be expected to have lots of access, as it's not always appropriate
- Consider evaluating and scoring acquisition-only grant projects, including for both open space and urban projects, separately and differently from other competitive Category 3 and 4 grant projects



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 6 - Community Engagement

- Consider importance of Community Engagement as an evaluation criteria when most Measure A grants have minimum community engagement requirements
- Currently, *Youth and Veteran Job Training and Placement Opportunities Program (Category 5)* and *Recreation Access (Categories 3 & 4)* do not have minimum community engagement requirements for applying



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 7 - Leveraging Funds and Partnerships

- Importance of leveraging funds as mechanism to ensure park need is met
- Challenges of leveraging funds, especially for agencies with low capacity



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 8 - Innovation

- Needs to be rewarded with more points in all grant programs, and all evaluation categories



2. EVALUATION CRITERIA SCORING THEMES OVERVIEW

Theme 9 - Subjectivity

- Scoring should be as objective as possible, with subjective criteria limited to the greatest extent possible.




3. SMALL GROUP DISCUSSION

- Meet in small groups for approximately 30 minutes to discuss the themes in more detail
- Purpose of discussion:
 - Allow Steering Committee members to hear from each other
 - Refine personal ideas regarding the themes to engage in the subsequent large group discussion



4. LARGE GROUP DISCUSSION

- Facilitated large group discussion of each theme
 - Approximately 10 minutes to consider each theme
- Discussion of the relative importance (e.g., high, medium, low, or zero) of the themes and/or scoring criteria



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Public Comment



QUESTIONS?



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Upcoming Meetings

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

- **Steering Committee Meeting #10 - March 15th**
Project Status and Fund Distribution Tracking; Acquisition-Only Grants, RPOSD Engagement Update
- **Meeting Previously Scheduled for March 29 is CANCELLED**
- **Steering Committee Meeting #11 – April 5**
Revised Competitive Grant Scoring Rubrics; Revised TAP; Revised Community Engagement Requirements; Bonding Policy; General Grantmaking Policy
- **Steering Committee Meeting #12 – April 26**
Park Needs Assessment Updates; Citizen Oversight Advisory Board Formulation



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MEASURE A IMPLEMENTATION STEERING COMMITTEE MEETING #9 MARCH 1, 2018



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




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)




Evaluation Criteria
Projects will be scored out of 100 points total

Evaluation Category	Points
Level of Need	25
Regional Benefits	20
Multi-Benefit Projects	20
Community Involvement	20
Park Facility/Amenity Condition	5
Leveraging of Funds	5
Creativity, Place-Making, and Design	5
TOTAL	100




3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)




Level of Need	25 Points max.
<i>Only one of the following four subcriteria may apply to each project.</i>	
(A) Project/program is located in a High or Very High Need Study Area.	25
(B) Project/program is not located in a High or Very High Need Study Area, but directly serves the residents of a High or Very High Need Study Area.	6 - 15
(C) Project/program does not meet subcriterion (A) or (B), but is located within a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	10
Project/program does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	1 - 4




3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)




Regional Benefits	20 Points max.
<i>Projects may meet one or more of the criteria below to be awarded, totaling up to 20 points maximum.</i>	
Project will add one or more facilities/amenities that do not currently exist, or improve one or more facilities/amenities that are one of its kind, within a:	
25-mile radius	15
15-mile radius	10 - 14
10-mile radius	0 - 9
Project involves the collaboration of at least three or more adjacent Study Areas or cities.	5



3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)




Multi-Benefit Projects <i>Projects may receive full or partial credit in each subcriteria below, totaling up to a maximum of 20 points.</i>	20 Points max.
Habitat Protection and Biodiversity	0 - 5
Healthy Ecosystem	0 - 3
Water Quality Improvements	0 - 3
Stormwater Capture and Attenuation	0 - 3
Water Conservation	0 - 3
Public Safety	0 - 3
Climate Resiliency	0 - 3
Greenhouse Gas Reductions	0 - 2
Air Quality Improvements	0 - 2
Active Recreation and Fitness	0 - 2
Food Access	0 - 2
Carbon Sequestration	0 - 1
Heat-Island Reduction	0 - 1

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)




Community Involvement <i>Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</i>	20 Points max.
Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	15 - 20
Project includes sufficient outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	6 - 14
Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	0 - 5

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)




Facility/Amenity Conditions <i>Projects may receive points from multiple applicable subcriteria below, totaling up to a maximum of 5 points.</i>	5 Points max
Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in poor condition . More points will be given based on the scale, function, and importance of the amenity.	0 - 5
Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in fair condition . More points will be given based on the scale, function, and importance of the amenity.	0 - 2
Project is located in a Study Area with at least 50% of its amenities in poor condition.	5
"..." between 40% and 49% of its amenities in poor condition.	4
"..." between 30% and 39% of its amenities in poor condition.	3
"..." between 20% and 29% of its amenities in poor condition.	2
"..." between 10% and 19% of its amenities in poor condition.	1

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)




Leveraging of Funds <i>Public and private funding from several specific types of benefit programs.</i>	5 Points
Project will receive at least 45% of the project's cost from the listed public and private funding sources.	5
Project will receive between 25% and 44% of the project's cost from the listed public and private funding sources.	4
Project will receive between 10% and 24% of the project's cost from the listed public and private funding sources.	3

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Natural Lands, Open Spaces and Local Beaches, Water Conservation, and Watershed Protection Program** (General Category 3)



Creativity, Place-making, and Design <i>Points will be awarded based on the evaluators' assessment of the level of creativity and quality of design.</i>	5 Points
Project includes a high level of creativity and quality of design and place-making.	4 - 5
Project includes a moderate level of creativity and quality of design and place-making.	0 - 3




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program** (General Category 4)



Evaluation Criteria
Projects will be scored out of 100 points total

Evaluation Criteria	Points
Level of Need	25
Multi-Benefit Projects	20
Community Involvement	20
Connectivity	15
Accessibility	15
Park Facility/Amenity Condition	5
TOTAL	100




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program** (General Category 4)



Level of Need <i>Only one of the following four subcriteria may apply to each project.</i>	25 Points max.
(A) Project/program is located in a High or Very High Need Study Area.	25
(B) Project/program is not located in a High or Very High Need Study Area, but directly serves the residents of a High or Very High Need Study Area.	6 - 15
(C) Project/program does not meet subcriterion (A) or (B), but is located within a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	10
Project/program does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	1 - 4




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program** (General Category 4)



Multi-Benefit Projects <i>Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 20 points.</i>	20 Points max.
Habitat Protection and Biodiversity	0 - 5
Healthy Ecosystem	0 - 3
Water Quality Improvements	0 - 3
Stormwater Capture and Attenuation	0 - 3
Water Conservation	0 - 3
Public Safety	0 - 3
Climate Resiliency	0 - 3
Greenhouse Gas Reductions	0 - 2
Air Quality Improvements	0 - 2
Active Recreation and Fitness	0 - 2
Food Access	0 - 2
Carbon Sequestration	0 - 1
Heat-Island Reduction	0 - 1




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program** (General Category 4)



Community Involvement	20 Points max.
Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.	
Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	15 - 20
Project includes sufficient outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	6 - 14
Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	0 - 5




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program** (General Category 4)



Connectivity	15 Points
Between 0 and 15 points will be awarded based on the evaluators' assessment of how the project provides connectivity to other areas.	
Project provides new physical connections 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.	0 - 15
Project provides improvements to existing physical connections 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.	0 - 10




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program** (General Category 4)



Accessibility	15 Points
Provides access to many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities. More points will be awarded to projects that intentionally provide access to more types of users.	0 - 15
Project meets the subcriteria above and this access is provided within an urban area.	0 - 10




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: **Regional Recreational Facilities, Multi-use Trails and Accessibility Program** (General Category 4)



Facility/Amenity Conditions	5 Points max
Projects may receive points from multiple applicable subcriteria below, totaling up to a maximum of 5 points.	
Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in poor condition . More points will be given based on the scale, function, and importance of the amenity.	0 - 5
Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in fair condition . More points will be given based on the scale, function, and importance of the amenity.	0 - 2
Project is located in a Study Area with at least 50% of its amenities in poor condition.	5
"..." between 40% and 49% of its amenities in poor condition.	4
"..." between 30% and 39% of its amenities in poor condition.	3
"..." between 20% and 29% of its amenities in poor condition.	2
"..." between 10% and 19% of its amenities in poor condition.	1



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grants: County Cultural Facilities

Evaluation Categories
Projects will be scored out of 100 points total

Evaluation Criteria	Points
Level of Need	25
Multi-Benefit Projects	20
Community Involvement	20
Accessibility	20
Creativity, Place-Making, and Design	15
TOTAL	100



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: County Cultural Facilities

Level of Need	25 Points max.
Only one of the following four subcriteria may apply to each project.	
(A) Project/program is located in a High or Very High Need Study Area.	25
(B) Project/program is not located in a High or Very High Need Study Area, but directly serves the residents of a High or Very High Need Study Area.	6 - 15
(C) Project/program does not meet subcriterion (A) or (B), but is located within a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	10
Project/program does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	1 - 4



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: County Cultural Facilities

Multi-Benefit Projects	20 Points max.
<i>Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 20 points.</i>	
Habitat Protection and Biodiversity	0 - 5
Healthy Ecosystem	0 - 3
Water Quality Improvements	0 - 3
Stormwater Capture and Attenuation	0 - 3
Water Conservation	0 - 3
Public Safety	0 - 3
Climate Resiliency	0 - 3
Greenhouse Gas Reductions	0 - 2
Air Quality Improvements	0 - 2
Active Recreation and Fitness	0 - 2
Food Access	0 - 2
Carbon Sequestration	0 - 1
Heat-Island Reduction	0 - 1



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: County Cultural Facilities

Community Involvement	20 Points max.
<i>Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</i>	
Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	15 - 20
Project includes sufficient outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	6 - 14
Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.	0 - 5

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: County Cultural Facilities

Evaluation Subcriteria

Accessibility	15 Points
Provides access to many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities. More points will be awarded to projects that intentionally provide access to more types of users.	0 - 15
Project meets the subcriteria above and this access is provided within an urban area.	0 - 10



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: County Cultural Facilities

Evaluation Subcriteria

Creativity, Place-making, and Design	5 Points
<i>Points will be awarded based on the evaluators' assessment of the level of creativity and quality of design.</i>	
Project includes a high level of creativity and quality of design and place-making.	4 - 5
Project includes a moderate level of creativity and quality of design and place-making.	0 - 3



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: Recreation Access

Evaluation Categories

Projects will be scored out of 70 points total

Evaluation Criteria	Points
Level of Need	20
Program Benefits	30
Community Participation	20
TOTAL	70




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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: Recreation Access

Level of Need	25 Points max.
<i>Only one of the following four subcriteria may apply to each project.</i>	
(A) Program is located 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 the residents of a High or Very High Need Study Area.	6 - 15
(C) Program does not meet subcriteria (A) or (B), but is located within a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	10
Program does not meet subcriteria (A), (B), or (C), but directly serves a High or Very High Need subarea within a Study Area that contains at least 5,000 residents living in High or Very High Need subareas.	1 - 4



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Recreation Access**

Evaluation Subcriteria

Program Benefits	30 Points
<i>Projects may receive full or partial credit in each subcriteria below, totaling up to a maximum of 30 points.</i>	
Goals and Objectives	0 - 5
Accessibility	0 - 5
Participant Recruitment	0 - 5
Connectivity	0 - 3
Interpretive Programs and Education	0 - 3
Public Safety	0 - 3
Active Recreation and Fitness	0 - 3



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Recreation Access**

Community Involvement	20 Points max.
<i>Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</i>	
Project includes robust and innovative outreach strategies that will engage the identified target audience.	15 - 20
Project includes sufficient outreach strategies that will engage the identified target audience.	6 - 14
Project includes minimal and limited outreach strategies that will engage the identified target audience.	0 - 5

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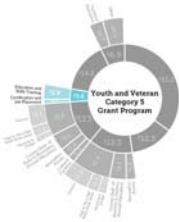

3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Youth and Veteran Job Training and Placement Opportunities Program (Category 5)**

Evaluation Categories

Projects will be scored out of 70 points total

Evaluation Criteria	Points
Level of Need	20
Program Benefits	30
Community Participation	20
TOTAL	70



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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Youth and Veteran Job Training and Placement Opportunities Program (Category 5)**

Level of Need	20 Points
<i>Only one of the following three subcriteria may apply to each project.</i>	
Organization provides services to, or recruits more than 75% of their participants from, a High or Very High Need Study Area.	20
Organization provides services to, or recruits 50% to 75% of their participants from, a High or Very High Need Study Area.	15
Organization provides services to, or recruits more than 25% to 49% of their participants from, a High or Very High Need Study Area.	5

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3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Youth and Veteran Job Training and Placement Opportunities Program** (Category 5)



Program Benefits	30 Points
<i>Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 30 points.</i>	
Program Quality	0 - 5
Program Variety	0 - 5
Goals and Objectives	0 - 5
Participant Recruitment and Retention	0 - 5
Follow-up Services	0 - 5
History of Success and Outcomes	0 - 5

3. DRAFT FUNDING GUIDELINES: Grant Programs

Competitive Grant Scoring: **Youth and Veteran Job Training and Placement Opportunities Program** (Category 5)



Community Participation	20 Points
<i>Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</i>	
Program incorporates robust and innovative outreach strategies that will engage the identified target audience.	15 - 20
Program incorporates sufficient outreach strategies that will engage the identified target audience.	6 - 14
Program incorporates minimal and limited outreach strategies that will engage the identified target audience.	0 - 5



MEMORANDUM

DATE February 23, 2018
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District (RPOSD)
SUBJECT Steering Committee Meeting #9 Format and Agenda

Steering Committee Meeting #9 on March 1 will focus on the Competitive Grant Scoring Criteria Themes described in a memorandum to the Steering Committee, originally dated February 15, 2018. These themes emerged from discussion on scoring that occurred at the Steering Committee Meeting on January 11. A slightly revised version of the “Competitive Grant Scoring Criteria Themes” Memo is attached to this memorandum.

Agenda Overview

The agenda for the March 1 meeting will be as follows:

- At the beginning of the meeting, the PlaceWorks team will provide an overview of the nine competitive grant scoring criteria themes.
- Steering Committee members will meet in small groups for approximately 30 minutes to discuss the themes in more detail. The intent of this discussion is to allow the Steering Committee to hear from each other and refine their ideas regarding the themes so that they can most effectively engage in the subsequent large group discussion.
- After the small group discussion, the Steering Committee will reconvene for a facilitated large group discussion of each theme. Given the overall length of the meeting, we anticipate that there will be approximately 10 minutes to consider each theme.

March 1 Meeting Outcomes

The outcome of the discussion will be to provide PlaceWorks and RPOSD staff with input on how Committee members view the key issues and the relative importance of each potential scoring criterion. PlaceWorks will use this information to draft new scoring rubrics, which will be reviewed at the Steering Committee meeting on April 5. Note that this means that the March 1 discussion will *not* result in final scoring rubrics.

If appropriate, the large group discussion of each theme *may* conclude with a straw vote on the relative importance (e.g., high, medium, low, or zero) of the scoring criterion or criteria under consideration associated with the theme. This straw vote will further help the project team understand Committee members’ positions as the project team moves forward with revisions to the evaluation criteria and scoring.

Future Committee Work

The accompanying list of themes includes a reference to the possible identification of a funding stream dedicated to acquisition, which would have separate scoring criteria. The Steering Committee will address this issue in detail at its meeting on March 15, but Committee members might want to consider this possibility as they think about scoring issues.

As noted above, PlaceWorks will use the information generated on March 1 to draft new scoring rubrics, which will be reviewed at the Steering Committee meeting on April 5.

In the event the Steering Committee cannot come to consensus on the evaluation criteria and scoring rubrics when it meets on April 5, recommendations will be made by vote. If this occurs, it is possible that the final recommendations to the Board of Supervisors will include a minority report detailing the minority view(s).

How Grant Scoring Will Occur

Committee members may want to know how the scoring criteria will be used once they are developed. The evaluation of competitive grant applications will occur in the following manner:

1. RPOSD will create a Competitive Grants Evaluation Panel for each competitive grant program. The panel will be composed of a multidisciplinary team with diverse backgrounds and expertise in various aspects of park, recreation, and open space issues.
2. RPOSD staff will complete an administrative review to evaluate all submissions for completeness, adherence to category requirements, and adherence to project requirements.
3. Complete applications meeting all requirements will be forwarded to the Competitive Grants Evaluation Panel for scoring. Each application will be scored by three reviewers.
4. RPOSD staff will meet with the Competitive Grants Evaluation Panel to review each grant application and arrive at a composite score for each application. This meeting will result in a preliminary ranked list of applications, and will be used to select applicants that will receive a site visit.
5. RPOSD staff and the Competitive Grants Evaluation Panel will schedule and complete site visits for those applications receiving top scores in the preliminary ranking.
6. RPOSD staff and evaluation panel members will convene to finalize recommendations for grant funding.
7. The final funding recommendations will be approved by the Board of Supervisors meeting as the RPOSD Board.

Attached Materials

The following materials are attached to this memorandum for Steering Committee review:

- Formal agenda for the meeting #9.
- Revised "Competitive Grant Scoring Criteria Themes" Memo, dated February 22, 2018.
- "Competitive Grant Evaluation Criteria and Scoring Rubrics" reviewed by Steering Committee at the January 11, 2018 Steering Committee meeting.

- Background information submitted by Committee members and intended to be considered as a part of the scoring discussion. The following materials were submitted:
 - **Jean Armbruster** | *Parks and Public Health in Los Angeles County: A Cities and Communities Report*
 - **Manal Aboelata, et al.** | *Request for subject matter expert presentation and community engagement evaluation resources*
 - **Amy Lethbridge** | *Comments on Category 5 evaluation criteria scoring*
 - **Tori Kjer** | *Comments on Measure A funding guidelines including project types and evaluation criteria scoring*
- RPOSD has also received several public comments related to evaluation criteria. Those comments are also attached and include:
 - **Safe Routes to School Partnership** | *Comments on Grant Guidelines including project types and evaluation criteria weighting*
 - **AARP** | *Request to consider age-friendly design in evaluation criteria*
- In addition to comments and recommendations pertaining to evaluation criteria, RPOSD has received additional feedback from both Steering Committee members and the general public regarding grant guidelines and policies. These comments include:
 - **Enterprise Community Partners** | *Displacement strategy*
 - **SEACA** | *Displacement strategy*
 - **MRCA** | *Grant Guidelines*
 - **Department of Beaches and Harbors** | *Grant Guidelines*



MEMORANDUM

DATE February 22, 2018
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District
SUBJECT Competitive Grant Scoring Criteria Themes

The themes listed below resulted from the initial discussion of scoring criteria that occurred at the January 11 Steering Committee meeting. This list has been revised slightly since it was first published on February 15.

At its March 1 meeting, the Steering Committee will discuss each of these themes, with the goal of giving guidance to the PlaceWorks team to allow for drafting of new scoring criteria.

Scoring Criteria Themes:

1. Category Type
 - a. Scoring criteria need to reflect how well the project matches the category name.
 - b. Scoring criteria should reflect the overall goals of Measure A, including issues such as equity and meeting identified needs
2. Level of Need
 - a. How important should level need be, given that 30% of funds will be dedicated to projects in High and Very High Needs Study Areas?
 - b. Should there be points for subarea need?
 - c. How will “direct benefit to High/Very High Study Area” be evaluated?
3. Multi-benefit Criteria
 - a. The criteria need to more closely match the measure language
 - b. These criteria should be grouped into “water” and “air” categories, rather than broken down into small parts
 - c. The relative number of points among criteria need to be adjusted
4. Social Outcomes
 - a. Consider points for gang prevention, health, language and cultural sensitivity, displacement prevention and other social outcomes

5. Open Space Projects Have Different Needs than Urban Space Projects and Should be Evaluated Differently

- a. Regional Benefit: the scoring system does not work for open space projects as these projects have different requirements
- b. Amenity Condition: if an agency didn't participate in the Parks Needs Assessment, they can't score here. Additionally, many open space projects don't have amenities and so can't score even if they participated in the PNA.
- c. Accessibility: open space areas that are primarily for wildlife shouldn't be expected to have lots of access, as it's not always appropriate.
- d. Should acquisition-only grant projects, including for both open space and urban projects, be evaluated and scored separately and differently from other competitive Category 3 and 4 grant projects?

6. Community Engagement

- a. Necessity of evaluation criteria when most Measure A grants have minimum community engagement requirements
- b. Program categories (i.e., Category 5 and Recreation Access) and Planning & Design funds do not have minimum community engagement requirements

7. Leveraging Funds and Partnerships

- a. Importance of leveraging funds
- b. Difficulty of leveraging funds, especially for agencies with low capacity

8. Innovation

- a. Needs to be rewarded with more points in all categories

9. Subjectivity

- a. Scoring should be as objective as possible, with subjective criteria limited to the greatest extent possible.

3.3.3 COMPETITIVE GRANTS

3.3.3.1 GENERAL INFORMATION

Letter of Intent

Potential grantees have the option of submitting an informal letter of interest to RPOSD, indicating the agency or organization's intention to submit a grant application for a project, a description of the project, and the desired grant award size. RPOSD staff will review these letters and provide agencies written guidance and suggestions for crafting a strong application for the project. Note that the application process would be open to all, including organizations that chose to forego the optional informal letter of interest.

Grant Application Meeting Requirement

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

Award Process

All grant applications will be reviewed by RPOSD staff for completeness and eligibility. All complete and eligible competitive grant applications will be evaluated by a grant review panel. The grant review panel will be composed of internal and external representatives experienced with the grant subject matter, including academics, subject area experts, and jurisdictions and/or districts that are not eligible for the round of funding being evaluated. The grant review panel will be consistent within each grant cycle. However, the panel will likely change for different funding cycles to ensure the panel's expertise matches the subject of the grant cycle. The grant review panel will evaluate the grant applications against the established scoring criteria. Applications with the highest scores will receive funding. The number of grants awarded will be dependent upon the funding pool for the grant cycle and maximum grant amount.

3.3.3.2 GENERAL COMPETITIVE (CATEGORY 3)

Description

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. Priority will be given to projects offering the greatest regional benefit, or serving the greatest regional need.

2018 Funding Amount

\$7,399,808 (Category 3 - 13% of Measure A funds; General Competitive - 60% of Category 3 funds)

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 facilities, roadways, parking lots, trailheads, etc.

Project Requirements

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

Project Eligibility

- 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.
- The project's requested grant award size is a minimum of \$50,000 and maximum of \$3,700,000.

Project Feasibility

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

- Design documents of 30% 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 (e.g., overhead or underground utilities, toxic contamination, etc.)

- There are no adverse site conditions that would affect project implementation;
- Adverse site conditions have been characterized and the 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 Cost 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 3.3.1.1.

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 and compete against each other.

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

Proposed projects will be scored and ranked on the basis of the applicant’s responses to the specific criteria and subcriteria below. Note that acquisition-only projects will be scored only against other acquisition-only projects. Evaluation includes all criteria shown below excluding “Park Facility/Amenity Conditions” and “Creativity, Place-Making, & Design.” Projects will be scored out of 90 points total.

EVALUATION CRITERIA	POINTS
<p>Level of Need Level of need is based on the current Countywide PNA determination. Projects located within or serving Study Areas or subareas with High or Very High need will receive more points than projects that do not.</p> <p>Only one of the following four subcriteria may apply to each project.</p>	25
<p><i>(A) Project is located in a High or Very High need Study Area.</i></p>	25
<p><i>(B) Project is not located in a High or Very High need Study Area, but directly serves the residents of a High or Very High need Study Area.</i></p> <p><i>This subcriterion will be scored on a range of 6 to 15 points depending on how the project serves residents of the High or Very High need Study Area.</i></p>	6-15
<p><i>(C) Project does not meet subcriterion (A) or (B), but is located within a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p>	10
<p><i>Project does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p> <p><i>This subcriterion will be scored on a range of 1 to 4 points depending on how the project serves residents of the High or Very High need subarea.</i></p>	1-4
<p>Regional Benefits Projects that provide new or improved facilities or amenities throughout the region will receive more points than projects that provide services only to local communities.</p>	20 max.

Projects may meet one or more of the criteria below to be awarded, totaling up to 20 points maximum.	
<i>Project will add one or more facilities/amenities that do not currently exist, or improve one or more facilities/amenities that are one of its kind, within a 25-mile radius.</i>	0-15
<i>Project will add one or more facilities/amenities that do not currently exist, or improve one or more facilities/amenities that are one of its kind, within a 15-mile radius.</i>	10-14
<i>Project will add one or more facilities/amenities that do not currently exist, or improve one or more facilities/amenities that are one of its kind, within a 10-mile radius.</i>	0-9
<i>Project involves the collaboration of at least three or more adjacent Study Areas or cities.</i>	5
<p>Multi-Benefit Projects</p> <p>Projects that maximize or enhance recreation opportunities and one or more of the following benefits related to sustainability: 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.</p> <p>Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 20 points.</p>	20 max.
<p>Habitat Protection and Biodiversity</p> <p><i>Project includes features to preserve important habitat areas and biodiversity.</i></p>	0-5
<p>Healthy Ecosystem</p> <p><i>Project includes the use of native California flora and fauna and provides measures to protect against disease or infestation.</i></p>	0-3
<p>Water Quality Improvements</p> <p><i>Project includes features to improve water quality which go beyond those required by State and local codes.</i></p>	0-3
<p>Stormwater Capture and Attenuation</p> <p><i>Project includes features to capture stormwater and attenuate potential flood conditions which go beyond those required by State and local codes.</i></p>	0-3
<p>Water Conservation</p> <p><i>Project includes features to reduce or minimize the use of water for irrigation, recreation, and domestic use which go beyond those required by State and local codes.</i></p>	0-3
<p>Public Safety</p> <p><i>Project includes features that improve safety conditions through the provision of safe equipment and facilities and the reduction or prevention of crime.</i></p>	0-3
<p>Climate Resiliency</p> <p><i>Project includes features to accommodate and adapt to climate change.</i></p>	0-3

<p>Greenhouse Gas (GHG) Reductions <i>Project includes features to reduce existing GHG emissions that go beyond those required by current regulations.</i></p>	0-2
<p>Air Quality Improvements <i>Project includes features to reduce existing criterion air pollutant emissions that go beyond those required by current regulations.</i></p>	0-2
<p>Active Recreation and Fitness <i>Project includes components to promote active recreation, health, and fitness.</i></p>	0-2
<p>Food Access <i>Project includes components to enhance access to healthy food.</i></p>	0-2
<p>Carbon Sequestration <i>Project includes features to sequester carbon that go beyond typical plantings found in park projects.</i></p>	0-1
<p>Heat-Island Reduction <i>Project includes features to reduce heat-island effects, in ways that go beyond typical plantings found in park projects.</i></p>	0-1
<p>Community Involvement Applicants who have conducted or plan to conduct meaningful outreach to community members and interested stakeholders will receive points based on the degree of and approaches to community engagement conducted prior to grant application and/or planned for the period after the grant is awarded that goes beyond the project eligibility requirement for community engagement. Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.</p>	20
<p><i>Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i></p>	15-20
<p><i>Project includes sufficient outreach and includes outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i></p>	6-14
<p><i>Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i></p>	0-5
<p>Park Facility/Amenity Conditions Projects that propose to fix or replace an amenity that has been identified to be in "poor" or "fair" condition, as defined by the PNA, will receive points based on the existing condition of the amenity and/or the percentage of the amenities that are in "poor" condition within the Study Area in which the project is located. Projects may receive points from multiple applicable subcriteria below, totaling up to a maximum of 5 points.</p>	5 max.
<p><i>Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in <u>poor</u> condition. More points will be given based on the scale, function, and importance of the amenity.</i></p>	0-5
<p><i>Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in <u>fair</u> condition. More points will be given based on the</i></p>	0-2

<i>scale, function, and importance of the amenity.</i>	
<i>Project is located in a Study Area with at least 50% of its amenities in poor condition.</i>	5
<i>Project is located in a Study Area with between 40% and 49% of its amenities in poor condition.</i>	4
<i>Project is located in a Study Area with between 30% and 39% of its amenities in poor condition.</i>	3
<i>Project is located in a Study Area with between 20% and 29% of its amenities in poor condition.</i>	2
<i>Project is located in a Study Area with between 10% and 19% of its amenities in poor condition.</i>	1
<p>Leveraging of Funds</p> <p>Measure A encourages projects that leverage public and private funding from several specific types of benefit programs. Please submit a budget indicating secured funding sources and amounts that will be leveraged for the project. Relevant funding sources specifically called out in Measure A are those that address the following:</p> <ul style="list-style-type: none"> • Water conservation and supply; water quality improvements; flood risk management; • Air quality improvements; climate pollution reduction or adaptation; carbon sequestration; heat-island reduction; habitat protection and biodiversity; • Public health; environmental justice; housing; and/or transportation access. 	5
<i>Project will receive at least 45% of the project's cost from the listed public and private funding sources.</i>	5
<i>Project will receive between 25% and 44% of the project's cost from the listed public and private funding sources.</i>	4
<i>Project will receive between 10% and 24% of the project's cost from the listed public and private funding sources.</i>	3
<p>Creativity, Place-Making, and Design</p> <p>Projects will receive points for creativity, place-making, and high quality design.</p> <p>Points will be awarded based on the evaluators' assessment of the level of creativity and quality of the design.</p>	5
<i>Project includes a high level of creativity and quality of design and place-making.</i>	4-5
<i>Project includes a moderate level of creativity and quality of design and place-making.</i>	0-3
Total Points	100

3.3.3.3 GENERAL COMPETITIVE (CATEGORY 4)

Description

Category 4 grant 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.

2018 Funding Amount

\$6,166,507 (Category 4 - 13% of Measure A funds; General Competitive - 50% of Category 4 funds)

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

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 meet all of the following requirements in order to apply for a grant award:

Project Eligibility

- 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's requested grant award size is a minimum of \$50,000 and maximum of \$3,100,000.

Project Feasibility

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

- Design documents of 30% 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 (e.g., overhead or underground utilities, toxic contamination, etc.)

- There are no adverse site conditions that would affect project implementation;
- Adverse site conditions have been characterized and the 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 Cost 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 3.3.1.1.

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 and compete against each other.

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

Proposed projects will be scored and ranked on the basis of the applicant's responses to the specific criteria and subcriteria below. Note that acquisition-only projects will be scored only against other acquisition-only projects. Evaluation includes all criteria shown below excluding "Park Facility/Amenity Conditions" and "Creativity, Place-Making, & Design." Projects will be scored out of 90 points total.

EVALUATION CRITERIA	POINTS
Level of Need Level of need is based on the current Countywide PNA determination. Projects located within or serving Study Areas or subareas with High or Very High need will receive more points than projects that do not. Only one of the following four subcriteria may apply to each project.	25

<p><i>(A) Project is located in a High or Very High need Study Area.</i></p>	<p>25</p>
<p><i>(B) Project is not located in a High or Very High need Study Area, but directly serves the residents of a High or Very High need Study Area.</i></p> <p><i>This subcriterion will be scored on a range of 6 to 15 points depending on how the project serves residents of the High or Very High need Study Area.</i></p>	<p>6-15</p>
<p><i>(C) Project does not meet subcriterion (A) or (B), but is located within a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p>	<p>10</p>
<p><i>Project does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p> <p><i>This subcriterion will be scored on a range of 1 to 4 points depending on how the project serves residents of the High or Very High need subarea.</i></p>	<p>1-4</p>
<p>Multi-Benefit Projects</p> <p>Projects that maximize or enhance recreation opportunities and one or more of the following benefits related to sustainability: 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.</p> <p>Projects may receive full or partial credit in each subcriterion below, totaling up to a maximum of 20 points.</p>	<p>20 max.</p>
<p><i>Habitat Protection and Biodiversity</i></p> <p><i>Project includes features to preserve important habitat areas and biodiversity.</i></p>	<p>0-5</p>
<p><i>Healthy Ecosystem</i></p> <p><i>Project includes the use of native California flora and fauna and provides measures to protect against disease or infestation.</i></p>	<p>0-3</p>
<p><i>Water Quality Improvements</i></p> <p><i>Project includes features to improve water quality which go beyond those required by State and local codes.</i></p>	<p>0-3</p>
<p><i>Stormwater Capture and Attenuation</i></p> <p><i>Project includes features to capture stormwater and attenuate potential flood conditions which go beyond those required by State and local codes.</i></p>	<p>0-3</p>
<p><i>Water Conservation</i></p> <p><i>Project includes features to reduce or minimize the use of water for irrigation, recreation, and domestic use which go beyond those required by State and local codes.</i></p>	<p>0-3</p>
<p><i>Public Safety</i></p> <p><i>Project includes features that improve safety conditions through the provision of safe equipment and facilities and the reduction or</i></p>	<p>0-3</p>

<i>prevention of crime.</i>	
Climate Resiliency <i>Project includes features to accommodate and adapt to climate change.</i>	0-3
Greenhouse Gas (GHG) Reductions <i>Project includes features to reduce existing GHG emissions that go beyond those required by current regulations.</i>	0-2
Air Quality Improvements <i>Project includes features to reduce existing criterion air pollutant emissions that go beyond those required by current regulations.</i>	0-2
Active Recreation and Fitness <i>Project includes components to promote active recreation, health, and fitness.</i>	0-2
Food Access <i>Project includes components to enhance access to healthy food.</i>	0-2
Carbon Sequestration <i>Project includes features to sequester carbon that go beyond typical plantings found in park projects.</i>	0-1
Heat-Island Reduction <i>Project includes features to reduce heat-island effects, in ways that go beyond typical plantings found in park projects.</i>	0-1
Community Involvement Applicants who have conducted or plan to conduct meaningful outreach to community members and interested stakeholders will receive points based on the degree of and approaches to community engagement conducted prior to grant application and/or planned for the period after the grant is awarded that goes beyond the project eligibility requirement for community engagement. Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan.	20
<i>Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i>	15-20
<i>Project includes sufficient outreach and includes outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i>	6-14
<i>Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage the identified target audience.</i>	0-5
Connectivity 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. Between 0 and 15 points will be awarded based on the evaluators' assessment of how the project provides connectivity to other areas.	15

<i>Project provides <u>new</u> physical connections 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.</i>	0-15
<i>Project provides <u>improvements</u> to existing physical connections 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.</i>	0-10
Accessibility Projects that provide accessibility for many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities, especially in urban areas.	15
<i>Project provides access to many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities. More points will be awarded to projects that intentionally provide access to more types of users.</i>	0-15
<i>Project meets the subcriterion above <u>and</u> this access is provided within an urban area.</i>	5
Facility/Amenity Conditions Projects that propose to fix or replace an amenity that has been identified to be in “poor” or “fair” condition, as defined by the PNA, will receive points based on the existing condition of the amenity and/or the percentage of the amenities that are in “poor” condition within the Study Area in which the project is located. Projects may receive points from multiple applicable subcriteria below, totaling up to a maximum of 5 points.	5
<i>Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in <u>poor</u> condition. More points will be given based on the scale, function, and importance of the amenity.</i>	0-5
<i>Project fixes or replaces an amenity that has been identified by the PNA or another adopted community planning document to be in <u>fair</u> condition. More points will be awarded based on the scale, function, and importance of the amenity.</i>	0-2
<i>Project is located in a Study Area with at least 50% of its amenities in poor condition.</i>	5
<i>Project is located in a Study Area with between 40% and 49% of its amenities in poor condition.</i>	4
<i>Project is located in a Study Area with between 30% and 39% of its amenities in poor condition.</i>	3
<i>Project is located in a Study Area with between 20% and 29% of its amenities in poor condition.</i>	2

<i>Project is located in a Study Area with between 10% and 19% of its amenities in poor condition.</i>	1
Total Points	100

3.3.3.4 COUNTY CULTURAL FACILITIES (CATEGORY 4)

Description

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 ten percent (10%), on an annual basis, shall be allocated to County cultural facilities.

2018 Funding Amount

\$1,233,301 available annually (Category 4 - 13% of Measure A funds, Cultural Facilities - 10% of Category 4 funds)

Project Types

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

- 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 meet all of the following requirements in order to apply for a grant award:

Project Eligibility

- 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 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's requested grant award size is a minimum of \$50,000 and maximum of \$1,200,000.

Project Feasibility

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

- Design documents of 30% 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 (e.g., overhead or underground utilities, toxic contamination, etc.)

- There are no adverse site conditions that would affect project implementation;
- Adverse site conditions have been characterized and the 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 Cost 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 3.3.1.1.

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 and compete against each other.

Minimum: \$50,000

Maximum: \$1,200,000

Brackets

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

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

Large: \$550,000 - \$1,200,000

Evaluation Criteria

Proposed projects will be scored and ranked on the basis of the applicant's responses to the specific criteria and subcriteria below.

EVALUATION CRITERIA	POINTS
<p>Level of Need Level of need is based on the current Countywide PNA determination. Projects located within or serving Study Areas or subareas with High or Very High need will receive more points than projects that do not.</p> <p>Only one of the following four subcriteria may apply to each project.</p>	25
<p><i>(A) Project is located in a High or Very High need Study Area.</i></p>	25
<p><i>(B) Project is not located in a High or Very High need Study Area, but directly serves the residents of a High or Very High need Study Area.</i></p> <p><i>This subcriterion will be scored on a range of 6 to 15 points depending on how the project serves residents of the High or Very High need Study Area.</i></p>	6-15
<p><i>(C) Project does not meet subcriterion (A) or (B), but is located within a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p>	10
<p><i>Project does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p>	1-4

<p><i>This subcriterion will be scored on a range of 1 to 4 points depending on how the project serves residents of the High or Very High need subarea.</i></p>	
<p>Multi-Benefit Projects Projects that maximize or enhance recreation opportunities and one or more of the following benefits related to sustainability: 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.</p> <p>Projects can receive full or partial credit in each subcriterion below, totaling up to a maximum of 20 points.</p>	<p>20 max.</p>
<p>Habitat Protection and Biodiversity <i>Project includes features to preserve important habitat areas and biodiversity.</i></p>	<p>0-5</p>
<p>Water Quality Improvements <i>Project includes features to improve water quality which go beyond those required by State and local codes.</i></p>	<p>0-3</p>
<p>Stormwater Capture and Attenuation <i>Project includes features to capture stormwater and attenuate potential flood conditions which go beyond those required by State and local codes.</i></p>	<p>0-3</p>
<p>Water Conservation <i>Project includes features to reduce or minimize the use of water for irrigation, recreation, and domestic use which go beyond those required by State and local codes.</i></p>	<p>0-3</p>
<p>Public Safety <i>Project includes features that improve safety conditions through the provision of safe equipment and facilities and the reduction or prevention of crime.</i></p>	<p>0-3</p>
<p>Climate Resiliency <i>Project includes features to accommodate and adapt to climate change.</i></p>	<p>0-3</p>
<p>Greenhouse Gas (GHG) Reductions <i>Project includes features to reduce existing GHG emissions that go beyond those required by current regulations.</i></p>	<p>0-2</p>
<p>Air Quality Improvements <i>Project includes features to reduce existing criterion air pollutant emissions that go beyond those required by current regulations.</i></p>	<p>0-2</p>
<p>Active Recreation and Fitness <i>Project includes components to promote active recreation, health, and fitness.</i></p>	<p>0-2</p>
<p>Food Access <i>Project includes components to enhance access to healthy food.</i></p>	<p>0-2</p>
<p>Carbon Sequestration</p>	<p>0-1</p>

<i>Project includes features to sequester carbon that go beyond typical plantings found in cultural facility projects.</i>	
Heat-Island Reduction <i>Project includes features to reduce heat-island effects, in ways that go beyond typical plantings found in cultural facility projects.</i>	0-1
Community Involvement Applicants who have conducted or plan to conduct meaningful outreach to community members and interested stakeholders will receive points based on the degree of and approaches to community engagement conducted prior to grant application and/or planned for the period after the grant is awarded that goes beyond the project eligibility requirement for community engagement. Between 0 and 20 points will be awarded based on the evaluators' assessment of the submitted community involvement plan. The community involvement plan should include target audiences, outreach strategies, and outcomes or desired outcomes. Also, include strategies for reaching members of high and very high need Study Areas and non-English speaking populations, if applicable.	20
<i>Project includes robust and innovative outreach strategies (beyond the project eligibility requirement for community engagement) that will engage identified target audience.</i>	15-20
<i>Project includes sufficient outreach and includes outreach strategies (beyond the project eligibility requirement for community engagement) that will engage identified target audience.</i>	6-14
<i>Project includes minimal and limited outreach strategies (beyond the project eligibility requirement for community engagement) that will engage identified target audience.</i>	0-5
Accessibility Projects that provide accessibility for many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities, especially in urban areas.	20
<i>Project provides access to many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities. More points will be awarded to projects that intentionally provide access to more types of users.</i>	0-20
<i>Project meets the subcriterion above <u>and</u> this access is provided within an urban area.</i>	5
Creativity, Place-Making, and Design Projects will receive points for creativity, place-making, and high quality design. Between will be awarded based on the evaluators' assessment of the level of creativity and quality of the design.	15
<i>Project includes a high level of creativity and quality of design and place-making.</i>	6-15
<i>Project includes a moderate level of creativity and quality of design and place-making.</i>	0-5
Total Points	100

3.3.3.5 RECREATION ACCESS (CATEGORIES 3 & 4)

Description

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

2018 Funding Amount

\$3,699,904 available annually (Categories 3 & 4 - 26% of Measure A funds; Recreation Access - 15% of Categories 3 & 4 funds)

Program Types

Below is a non-exhaustive list of programs that may be eligible for Recreation Access grant funds under Category 3 and Category 4.

- 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 meet all of the following requirements in order to apply for a grant award:

Program Eligibility

- 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 third-party program evaluation report.

Program Feasibility

The program must meet at least one of the following:

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

- The program provider has not run programs similar to the one proposed, but is either well-established in the service area or has established a partnership with an agency or community based organization (CBO) that is well-established in the service area.

Award Size

Requested grant awards must meet the minimum and maximum grant award size requirements. Grant applications will be categorized into different thresholds of award size brackets depending on the requested size of the grant award. Grant applications within the same award size bracket will be evaluated and compete against each other.

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

Proposed projects will be scored and ranked on the basis of the applicant's responses to the specific criteria and subcriteria below.

EVALUATION CRITERIA	POINTS
<p>Level of Need Level of need is based on the current Countywide Parks Needs Assessment determination. Programs located within or serving Study Areas or subareas with High or Very High need will receive more points than projects that do not.</p> <p>Only one of the following four subcriteria will apply to each project.</p>	20
<p><i>(A) Program is located in a High or Very High need Study Area.</i></p>	20
<p><i>(B) Program is not located in a High or Very High need Study Area, but directly serves the residents of a High or Very High need Study Area.</i></p> <p><i>This subcriterion will be scored on a range of 6 to 15 points depending on how the project serves residents of the High or Very High need Study Area.</i></p>	6-15
<p><i>(C) Program does not meet subcriterion (A) or (B), but is located within a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p>	10

<p><i>Program does not meet subcriterion (A), (B), or (C), but directly serves a High or Very High need subarea within a Study Area that contains at least 5,000 residents living in High or Very High need subareas.</i></p> <p><i>This subcriterion will be scored on a range of 1 to 4 points depending on how the project serves residents of the High or Very High need subarea.</i></p>	1-4
<p>Program Benefits Programs that improve accessibility, connectivity, and safety, and provide opportunities for education, interpretive services, and active recreation.</p> <p>Programs can receive full or partial credit in each subcriterion below, totaling up to a maximum of 30 points.</p>	30 max.
<p>Goals and Objectives</p> <p><i>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.</i></p>	0-5
<p>Accessibility</p> <p><i>Program provides accessibility for many users, including hikers, equestrians, bicyclists, seniors, and persons with disabilities, especially in urban areas. More points will be awarded to programs that intentionally provide access to more types of users, and/or targets its services to urban areas.</i></p>	0-5
<p>Participant Recruitment</p> <p><i>Agency or organization actively recruits and publicizes the program to a wide range of participants within the area served.</i></p>	0-5
<p>Connectivity</p> <p><i>Program connects (or offers transportation from) 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.</i></p>	0-3
<p>Interpretive Programs and Education</p> <p><i>Program includes an educational component that promotes park use, the environment, the outdoors, and/or recreation.</i></p>	0-3
<p>Public Safety</p> <p><i>Project includes features that improve safety conditions through the provision of safe equipment and facilities and the reduction or prevention of crime.</i></p>	0-3
<p>Active Recreation and Fitness</p> <p><i>Program includes components to promote active recreation (e.g., pedestrian and bicycle travel), health, and fitness.</i></p>	0-3
<p>Community Participation</p> <p>Programs must incorporate outreach to community members and interested stakeholders (participants) and will receive points based on the degree of and approach to community outreach conducted.</p> <p>Between 0 and 20 points will be awarded based on the evaluators' assessment of community participation.</p>	20
<p><i>Program incorporates robust and innovative outreach strategies that will engage the identified target audience.</i></p>	15-20
<p><i>Program incorporates sufficient outreach strategies that will engage the identified target audience.</i></p>	6-14
<p><i>Program incorporates minimal and limited outreach strategies that will engage the identified target audience.</i></p>	0-5

Total Points	70
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3.3.3.6 CATEGORY 5 YOUTH AND VETERAN JOB TRAINING AND PLACEMENT OPPORTUNITIES PROGRAM

Description

Category 5 grants provide funds for two types of programs:

- **Education and Skills Training Program.** Organizations, including conservation corps, are eligible for funds if they administer a program within the county that provides education, skills training, and career pathway development to young adults, aged 18 to 25, or veterans, to implement park projects.
- **Certification and Job Placement Program.** Organizations, including conservation corps, are eligible for funds if they administer a program within the county 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.

2018 Funding Amount

Education and Skills Training Program

\$2,884,028 (80% of Category 5 funds)

Certification and Job Placement Program

\$721,007 (20% of Category 5 funds)

Program Types

Below is a non-exhaustive list of programs that may be eligible for grant funds under Category 5.

Education and Skills Training Program

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

Certification and Job Placement Program

- Apprenticeship programs

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

Program Requirements

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

Program Eligibility

The program must meet at least one of the following:

- The applicant is an eligible organization within the county, including certified conservation corps, that provides education, skills training, and career pathway development to implement park projects; AND
The program's requested grant award size is a minimum of \$50,000 and maximum of \$1,400,000.
- The applicant is an eligible organization within the county that provides certifications and placement services, or apprenticeship opportunities for jobs and careers in the Parks and Recreation field, for young adults, aged 18-25, or veterans; AND
The program's requested grant award size is a minimum of \$50,000 and maximum of \$350,000.

The program must also provide an annual third-party program evaluation report.

Program Feasibility

The program must meet at least one of the following:

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

Award Size

Requested grant awards must meet the minimum and maximum grant award size requirements. Grant applications will be categorized into different thresholds of award size brackets depending on the requested size of the grant award. Grant applications within the same award size bracket will be evaluated and compete against each other.

Education and Skills Training Program

Minimum: \$50,000

Maximum: \$1,400,000

Brackets

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

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

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

Certification and Job Placement Program

Minimum: \$50,000

Maximum: \$350,000

Brackets

Small: \$50,000 - \$99,999

Medium: \$100,000 - \$199,999

Large: \$200,000 - \$350,000

Evaluation Criteria

Proposed projects will be scored and ranked on the basis of the applicant's responses to the specific criteria and subcriteria below.

EVALUATION CRITERIA	POINTS
Level of Need Organizations that provide services to, or recruit a majority of their participants from, the areas of High and Very High need, as identified in the 2016 Countywide PNA. Only one of the following three subcriteria will apply to each project.	20
<i>Organization provides services to, or recruits more than 75% of their participants from, a High or Very High need Study Area.</i>	<i>20</i>
<i>Organization provides services to, or recruits 50% to 75% of their participants from, a High or Very High need Study Area.</i>	<i>15</i>
<i>Organization provides services to, or recruits 25% to 49% of their participants from, a High or Very High need Study Area.</i>	<i>5</i>
Program Benefits Describe in detail the program that your organization provides 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 can receive full or partial credit in each subcriterion below, totaling up to a maximum of 30 points. Please provide	30 max.

supporting documentation to demonstrate the aforementioned.	
<p>Program Quality <i>Program provided by the organization is of high quality, including having an efficient and effective organizational structure, being staffed by highly trained individuals, providing a wealth of useful resources, fostering invested mentorship relationships, etc.</i></p>	0-5
<p>Program Variety <i>Organization provides a variety of program types (e.g., education, skills training, career pathway development, job training, certification, apprenticeship, etc.) to its participants and serves a variety of participant types (e.g., youth, veterans, seniors, students, etc.).</i></p>	0-5
<p>Goals and Objectives <i>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</i></p>	0-5
<p>Participant Recruitment and Retention <i>Organization actively recruits and publicizes its programs to a wide range of participants, including in high and very high need Study Areas, and has a successful track record of retaining participants.</i></p>	0-5
<p>Follow-up Services <i>Organization effectively and efficiently tracks the status and outcomes of past program participants.</i></p>	0-5
<p>History of Success and Outcomes <i>Organization has defined expectations of participants, developed evaluation tools, and has a history of success through their programs that help participants thrive in their future careers, earn a steady income, and be employed with jobs that promote parks and the environment.</i></p>	0-5
<p>Community Participation Organizations must incorporate outreach to community members and interested stakeholders as a part of their program to recruit participants will receive points based on the degree of and approach to community engagement conducted. Between 0 and 20 points will be awarded based on the evaluators' assessment of community participation.</p>	20
<p><i>Organization incorporates robust and innovative outreach strategies into its program(s) to engage identified target audience.</i></p>	15-20
<p><i>Organization incorporates sufficient outreach strategies into its program(s) to engage identified target audience.</i></p>	6-14
<p><i>Organization incorporates minimal and limited outreach strategies into its program(s) to engage identified target audience.</i></p>	0-5
Total Points	70



LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT



Measure A Implementation

Los Angeles County Regional Park and Open Space District

Summary Meeting Notes
Steering Committee Meeting #9
March 1, 2018 9:30 am – 12:00 pm

Steering Committee Members in Attendance:

Manal Aboelata	Reyna Diaz	John Johns
Jean Armbruster	Hugo Enciso	Nicole Jones
Mark Baucum	Belinda Faustinos	Kim Lamorie
Jane Beesley	Hugo Garcia	Amy Lethbridge
Alina Bokde	Karen Ginsberg	Sussy Nemer
Scott Chan	Mark Glassock	Stefan Popescu
Maria Chong-Castillo	Lacey Johnson	Barbara Romero
Reuben R. De Leon	Bill Jones	Jeff Rubin

Alternate Members in Attendance: Sylvia Arredondo, Clement Lau, Robin Mark, Cara Meyer

1. Comment Summary: *Today's Meeting*

- a. Final recommendations to Board may be less specific than the Steering Committee discussions. Appendix or addendum will include more specificity.
- b. Final recommendations may present minority viewpoints as well, either in the main recommendations or as an addendum.
- c. No outside speakers at meetings, cannot delay timeline any longer.
- d. Will send out calendar invites for future meetings and update with links to agenda items as these are developed.

AGENDA ITEM: *Evaluation Themes – Grant Application Scoring Process*

1. Comment Summary: *Category Type – Balancing name and content of category with overall goals*

- a. Voters are expecting improvements based on overall goals.
- b. Equity should be primary emphasis.
- c. Projects should match category minimum requirements, not just name.
- d. Need to clarify and expand definitions (e.g. good standing, public park land, open space).
- e. Need should be considered in Categories 3 and 4.
- f. Proposition 68 (SB5) language is a good example of connecting categories with overall goals.

Response Summary:

- a. Project must be consistent with the measure, including all the language below each category title. This should be a pass/fail requirement, not an item that is scored.
- b. In general, points should be awarded for elements that contribute to overall goals of Measure A.

2. Comment Summary: *Level of Need*

- a. 30% to HVHN doesn't get to equity. There should be additional points for level of need.
- b. Points should be awarded for serving areas of high and very need too, especially from a regional perspective.
- c. Including subarea need is diluting the power of the Study Areas and shouldn't receive any points.
- d. Voters saw maps of their Study Areas showing levels of need in the Study Area and they expect funds to meet those needs.
- e. High and Very High Need Study Areas should get a targeted percentage of funds relative to population living in High and Very High Need Study Areas.
- f. 30% targeted funds in Categories 3&4 already go too far and penalize Study Areas with other types of need.
- g. Every Study Area is getting money, regardless of need level. High and Very High Need Study Areas will get an extra amount.
- h. High and Very High Need Study Areas should be elevated in scoring and looked at as a regional issue. Open space and regional projects should be able to make an argument for how they serve need. Should be grounded in PNA data evidence.
- i. Need to look at scenarios of projects serving subareas to determine if this should be considered.
- j. Red and orange subareas within yellow or green Study Areas have resources close by in a way that red and orange subareas within red and orange Study Areas don't. It's an issue of access.
- k. There is so little money to address need compared to the amount of need in the County. Look at historical lack of investments in High and Very High Need Study Areas. What is the mix going to High and Very High Need Study Areas? Connections to income, poverty and race? 80% of people of color live in High and Very High Need Study Areas. Using subareas ignores the context.

Response Summary:

- a. Some points should be awarded for projects in High and Very High Need Study Areas.
- b. Some points should be awarded for projects that serve High and Very High Need Study Areas.
- c. Opinion is split on awarding points for project in high need subareas, more information may be needed on this.

3. Comment Summary: *Multi-Benefit Criteria*

- a. Match measure language and broaden to include and integrate social outcomes.
- b. Do not confuse campaign and PNA with the law as written in the measure.
- c. There should be three buckets of points for social, environmental, and health, each worth the same total point value.
- d. It's dangerous to separate the point buckets because every community is different. Maybe a community doesn't need a project that meets the criteria in one of the buckets. Too specific will disadvantage neighboring communities.
- e. Community outreach will inform what the project should be, the community knows its priorities.
- f. Environmental multi-benefits are easier to demonstrate than gang prevention. More specific guidelines and examples would help with scoring.
- g. Anti-displacement criteria should have own space outside the multi-benefit criteria, refer to TCC and Prop. 68.
- h. There should be a separate category for health. Currently a project can get all points without considering health at all and health was specifically called out in the measure.

- i. Certainly health is a fundamental, but each community has different concerns, so health doesn't need its own bucket.
- j. Need opportunities to give points to projects that go the extra mile rather than just meet minimums.
- k. Use one bucket and allow community to decide highest priorities. Health and safety are priorities in all parks. Splitting creates barriers to funding what the measure said should be funded.
- l. Creating a single bucket of points means that a project could get maximum number of points without truly being multi-benefit. Might have multiple environmental benefits, but not include social or health benefits.
- m. Should not create criteria that eliminates the possibility of funding projects that were specified in the measure.
- n. It's less about eliminating projects and more about adding elements to projects that magnify the benefits.

Response Summary:

- a. Agreement that there should be points awarded for multi-benefit projects and this should include social, health and environmental benefits.
- b. Categories should match the measure but be broader than they are now.
- c. No agreement on the idea of a single bucket of points vs. splitting the points into separate buckets.
- d. Recognize that in a competitive grant process not every project will score all the points – the intent of the criteria is to help choose which projects to fund.

4. Comment Summary: *Evaluation of Open Space and Local Park Projects*

- a. Need to define open space. Piece of land that sits, trails, amenities, etc.
- b. Limiting access and no access are separate issues. Prop 68 differentiates between open space and community parks.
- c. Prop 68 was written as a water bond. Different than Measure A. Scoring should be oriented to need over type of project. Show how open space addresses need.
- d. Have a cap on total pot for open space projects but still must be multi-benefit.
- e. Further define urban space.
- f. Measure is explicit on regional benefit. Be explicit on regional need. Urban fabric is dense.
- g. Projects that have proven they serve users from High and Very High Need Study Areas but weren't assessed in the PNA can't get any points.

Response Summary:

- h. Urban and open space projects can both have regional benefits, and both types of project should be equally able to score points.
- i. Amenity condition should be removed or re-worked to ensure that projects without amenities or that didn't participate in the PNA can still score points.
- j. In general, all criteria should be structured so that open space and more urban or local park projects can earn points.

5. Comment Summary: *Community Engagement*

- a. There should be additional points for extra community engagement.
- b. Need to include and define "robust" engagement requirements.
- c. Community engagement should be required in every grant program.
- d. However, participatory engagement may not be the right approach for necessary infrastructure projects like restrooms and parking.
- e. Community engagement thresholds should be tied to the total project budget, not just the Measure A funding portion

- f. Planning and Design funds needs minimum engagement requirements because otherwise engagement would occur after construction begins.
- g. Opportunity for County to catalyze where we're heading as a County through use of criteria that are potentially on the aspirational side. We don't always get every point in every category and that's fine - the categories can set a tone and alert potential grantees of priorities.

Response Summary:

- a. Agreement that points should be awarded for community engagement that goes beyond the minimum requirements
- b. Elements to consider in setting community engagement requirements include infrastructure projects, total project budget, all projects and programs should require engagement.

Public Comment:

- a. Elsa Tung – LA Neighborhood Land Trust
 - i. What does "robust" engagement mean?
 - ii. There are great objective criteria in AB31 state park program. Point values and criteria that evaluate the number of outreach methods used, broad representation, number and kind of engagement activities, convenience of meetings. Look to AB31 for objective criteria for robust engagement.
- b. Anisha Hingorani – Advancement Project CA
 - i. Historical inequities are huge, this group is pivotal in moving toward equity.
 - ii. Money has followed affluent communities.
 - iii. Consider larger county issues like displacement.
 - iv. We need displacement avoidance criteria that inspires and encourages people to address displacement.

6. Comment Summary: *Leveraging Funds*

- a. These may be the only funds that low capacity groups are able to secure.
- b. This criterion shouldn't preclude projects from participating or exacerbate inequality.
- c. Award points for plans to leverage funds, if Measure A funds are the first funds secured.
- d. Prop 68 includes leveraging funds, why not use these funds? Our goal is to get the job done so if we've figured out how to leverage funds, we should get points.
- e. Some communities with low capacity will have a hard time securing other funds.
- f. Can leveraging funds be part of TA? Does the TA schedule allow time for this?
- g. Capacity is so slim so that they only have one person to write grants. Leveraging could be a requirement/expectation in Low Need Study Areas, but not High Need Study Areas. Need to be fair in a context of unequal. PlaceWorks should come back with some creative ways to do this.
- h. To what extent are people creating partnerships, working with Metro for example
- i. In-kind donations or resources could support this. Concerned that nonprofits will have a harder time meeting a monetary requirement. Leveraging funds may not be tied to money but tied to resources.

Response Summary:

- a. All criteria will advantage some projects and disadvantage others, so the criteria must be set up in a manner that is fair.
- b. Technical assistance could include assistance with leveraging funds.
- c. General agreement to award points for leveraging funds or plans to leverage, especially if in-kind leveraging or partnerships are considered instead of just money.
- d. Idea that leveraging could be an expectation or standard requirement rather than a point-scoring criteria.

7. Comment Summary: *Innovation*

- a. Need both innovation and limited subjectivity. Need more clarity about what is scored, more definitions and examples of best practices. Innovation is good, but needs to be practical and rooted in data. Somewhere in between objective and loose.
- b. Innovation can be a detriment to completion. Should be “Innovation and Excellence” so that “traditional” projects that are extremely well-executed are rewarded too - established best-practices shouldn’t be penalized.
- c. Innovation is already embedded in other categories, so it’s a bit of double-dipping to have a separate criterion. Take it out. Innovation will shine in multi-benefit categories.
- d. Innovative approaches to social interactions, cultural facilities, etc. should earn points too. If we keep it, broaden it to be more inclusive.
- e. Innovation and excellence should be higher level principles that are expected to some degree.
- f. Okay with embedding into other places. Excellence should be rewarded in any category.

Response Summary:

- i. Consensus to embed points for innovation in all categories and get rid of it as a stand-alone criterion.

8. Comment Summary: *Subjectivity*

- a. Subjective is very challenging, if there are subjective criteria there need to be benchmarks, guidelines, best practices and examples to guide applicants and scoring panel.
- b. Objective criteria are generally easier for reviewers to use to get on the same page, although some subjective criteria are ok too.
- c. Projects will be very diverse, so object criteria and empirical evidence will be useful when comparing them.
- d. If a criteria is subjective, the evaluation panel should discuss the score for each application.
- e. Nothing on community engagement requirements has been brought back after discussions. We care about engagement and want to learn more about the process and standards. Agree that there should be objective criteria. Subjective leaves it wide open and doesn’t leave benchmarks to guide scorers and commit to.
- f. Can we encompass looking at tools and rubrics? It is difficult to gauge what the best approach is.

Response Summary:

- a. If scoring subjective, then evaluation panel members should discuss the item.
- b. Agreement that scoring should be as objective as possible.
- c. Any subjective criteria should be clearly described with best practices and examples so applicants know how to earn points and evaluators can accurately score.

Meeting Adjourned.



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



Measure A Implementation: Steering Committee Meeting #10

March 15, 2018

9:30 AM – 12:00 PM

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

1. Introduction
2. Acquisition-Only Funds
3. Metrics and Tracking
4. Public Comment

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

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

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

**Next Steering Committee meeting is on Thursday, April 5, 2018 from 9:30am to noon
Los Angeles River Center and Gardens, 570 W. Ave. 26, Los Angeles, CA 90065**

MEASURE A IMPLEMENTATION
STEERING COMMITTEE
MEETING #10
MARCH 15, 2018

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

TODAY'S AGENDA

1. Introduction
2. Dedicated Acquisition Funds
3. Evaluation Metrics
4. Public Comment

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MEASURE A

- New Members
- Future Meeting Topics

1. INTRODUCTION

1. INTRODUCTION

New Members

- **Tamika Butler, Executive Director of Los Angeles Neighborhood Land Trust** will be representing LANLT for the remaining meetings.
 - *Thanks to Mark Glassock for his participation*
- **Onnig Bulanikian, Director of Community services and Parks, City of Glendale** will be representing the San Fernando Council of Governments for the remaining meetings.
 - *Thanks to John Bwarie for his participation*

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1. INTRODUCTION

Future Meeting Topics

- **Today:** *Acquisition-Only Funds, Evaluation Metrics*
- **April 5:** *Revised Competitive Grant Scoring Rubrics, Revised TAP, Revised Community Engagement Requirements, RPOSD Engagement Update*
- **April 26:** *Parks Needs Assessment Updates, Revised Bonding Policy, Revised General Grantmaking Policy*
- **May 31:** *Project Delivery/Grant Administration, Additional Carryover Items (as needed)*
- **June 28:** *Final Draft Grant Guidelines Procedures and Policies Recommendations; Board Letter and Summary*



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- A. Overview
 - Need
 - Funding
 - Criteria
- B. Small Group Discussions
- C. Large Group Discussion

2. DEDICATED ACQUISITION FUNDS

2. DEDICATED ACQUISITION FUNDS

Need

Projects that include acquisition can be funded through:

- Community-Based Park Investment (*Category 1*)
- Neighborhood Parks, Healthy Communities, and Urban Greening (*Category 2*)
- Natural Lands, Local Beaches, Water Conservation and Protection (*Category 3*)
- Regional Recreation, Multi-Use Trails, and Accessibility (*Category 4*)



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2. DEDICATED ACQUISITION FUNDS

Need

- Acquisition projects can be **time sensitive** and **unpredictable**
- Acquiring additional park and open space **acreage is critical** in Los Angeles County



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2. DEDICATED ACQUISITION FUNDS

Need

Study Area Acquisition Needs Identified in the 2016 Countywide Parks Needs Assessment*

Need Level	Acquisition Cost	% of all Acquisition Costs	Acres	# of Projects
Very Low	\$334 million	22%	153.5	31
Low	\$397 million	26%	239	33
Moderate	\$91 million	6%	79.5	27
High	\$137 million	9%	71.6	34
Very High	\$568 million	37%	162.5	57
TOTAL	\$1.528 billion	100%	706.15	182

*Only includes projects prioritized by Study Areas



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2. DEDICATED ACQUISITION FUNDS

Funding

Proposition A Funding and PNA Cost Estimates

	Proposition A Funding	PNA Prioritized Projects
Projects Involving Acquisition	10% of awarded projects	13% of prioritized projects
Funding	22% of funds dedicated to projects involving acquisition	26% of estimated cost of prioritized projects was for projects involving acquisition

Proposition A and PNA show that **20% to 30% of funds** are likely needed for projects involving acquisition




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2. DEDICATED ACQUISITION FUNDS

Recommendation:

- An **annual competitive grant process** should be used to fund acquisition-only projects
- Funds should come from **Natural Lands, Local Beaches, Water Conservation and Protection (Category 3)** and from **Regional Recreation, Multi-use Trails, and Accessibility (Category 4)**
- Total of **\$2 million annually** (total of 14% of the two grant programs)
 - Could be allocated annually or bonded.




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2. DEDICATED ACQUISITION FUNDS

Recommendation:

- Need for acquisition should be **urgent**
 - Less urgent acquisitions can be funded through other Measure A grant programs
- The following acquisitions should be prioritized for funding:
 - Parcels in **High or Very High Need** Study Areas
 - Parcels for **trail connections and access, wildlife corridors, and critical habitat**
- Outcomes should be monitored and the program should be modified as necessary.



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2. ACQUISITION-ONLY FUNDS:
SMALL GROUP DISCUSSION

3. EVALUATION METRICS

Meet in **small groups** for approximately **15 minutes** to discuss the following questions:

1. Should there be a dedicated acquisition fund?
2. How much funding should be dedicated to acquisition-only projects, and from what source(s)?
3. What criteria should be used to evaluate acquisition-only grants?

Purpose of discussion:

- Allow Steering Committee members to hear from each other
- Refine personal ideas regarding acquisition-only funds



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2. ACQUISITION-ONLY FUNDS:
LARGE GROUP DISCUSSION

2. DEDICATED ACQUISITION FUNDS

Recommendation:

- An annual competitive grant process should be used to fund acquisition-only projects
- Funds should come from *Natural Lands, Local Beaches, Water Conservation and Protection (Category 3)* and from *Regional Recreation, Multi-use Trails, and Accessibility (Category 4)*
- Total of \$2 million annually (total of 14% from the two grant programs)
 - Could be allocated annually or bonded.

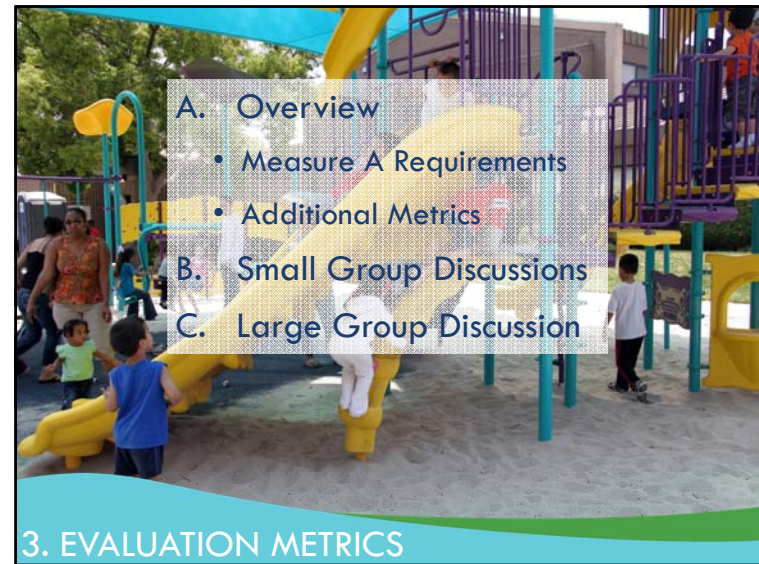


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2. DEDICATED ACQUISITION FUNDS

Recommendation:

- Need for acquisition should be urgent
 - Less urgent acquisitions can be funded through other Measure A grant programs
- The following parcels should be prioritized for funding:
 - Parcels in High or Very High Need Study Areas
 - Parcels for trail connections and access, wildlife corridors, and critical habitat
- Outcomes should be monitored and the program should be modified as necessary.



A. Overview	• Measure A Requirements
	• Additional Metrics
B. Small Group Discussions	
C. Large Group Discussion	

3. EVALUATION METRICS

3. EVALUATION METRICS

Requirements

Measure A requires tracking and sharing of the following metrics annually:

- Location and footprint of each funded project
- Grant program funding each project
- Project objectives
- Project status and outcomes
- Leveraged funds

3. EVALUATION METRICS

Requirements

RPOSD required to submit periodic evaluations of the program, identifying changes needed to meet Measure A's objectives.

3. EVALUATION METRICS

Additional Metrics

Metrics can:

- Shape understanding, decision-making, and action.
- Point to progress toward achieving Measure A's goals.
- Serve as a starting point for additional analyses by others.

3. EVALUATION METRICS

Fund Tracking

	Annual Allocations										Competitive Grants										Goals			
	Dedicated Park Projects		Community-Based Park Investment (Cat. 1)		Neighborhood Parks, Neighborhood Playgrounds, & Youth Centers (Cat. 2)		Open Space (Cat. 3)		MALS (Cat. 4)		Neighborhood Land, Local Branches, Water Conservation & Irrigation (Cat. 5)		Regional Recreation, Multi-Use Trails, & Accessibility (Cat. 6)		Cultural Facilities (Cat. 7)		Recreation Access (Cat. 8)		Youth & Recreation (Cat. 9)		Administration, Operations & Oversight		Goals	
Fund Tracking																								Goals
Total amount and percentage of total revenue spent to categories																								According to each category should reflect the Measure A Expenditure Plan
Amount and percentage of funds spent to city and some County																								According to each category should reflect the Measure A Expenditure Plan where applicable
Amount and percentage of funds spent to both Area																								According to each category should reflect the Measure A Expenditure Plan where applicable
Total amount and percentage of funds spent on the following areas, as a total, to both Area, and aggregated by Level of fund																								
Administration																								Tracking should reflect the Measure A Expenditure Plan and funding guidelines
Technical Assistance (Including Planning and Design)																								Tracking should reflect the Measure A Expenditure Plan and funding guidelines
Planning and Design																								Tracking should reflect the Measure A Expenditure Plan and funding guidelines
Acquisition																								Tracking should reflect the Measure A Expenditure Plan and funding guidelines
Community Engagement																								Tracking should reflect the Measure A Expenditure Plan and funding guidelines
Development/Construction																								Tracking should reflect the Measure A Expenditure Plan and funding guidelines
Maintenance and Leasing																								Tracking should reflect the Measure A Expenditure Plan and funding guidelines
Educational, Skills Training and Career Pathway Development																								Tracking should reflect the Measure A Expenditure Plan and funding guidelines
Competition, Placement Services, Sponsorship/Qualification																								Tracking should reflect the Measure A Expenditure Plan and funding guidelines

3. EVALUATION METRICS

Project Tracking; Level of Need and Community-based Expenditures; Leveraging of Funds

	Annual Allocations										Competitive Grants										Goals			
	Dedicated Park Projects		Community-Based Park Investment (Cat. 1)		Neighborhood Parks, Neighborhood Playgrounds, & Youth Centers (Cat. 2)		Open Space (Cat. 3)		MALS (Cat. 4)		Neighborhood Land, Local Branches, Water Conservation & Irrigation (Cat. 5)		Regional Recreation, Multi-Use Trails, & Accessibility (Cat. 6)		Cultural Facilities (Cat. 7)		Recreation Access (Cat. 8)		Youth & Recreation (Cat. 9)		Administration, Operations & Oversight		Goals	
Project Tracking																								Goals
Project Location																								Tracking (Impaired by Measure A)
Project Timeline																								Tracking (Impaired by Measure A)
Project Outreach																								Tracking (Impaired by Measure A)
Project Status																								Tracking (Impaired by Measure A)
Project Outcomes																								Tracking (Impaired by Measure A)
Level of Need and Community-Based Expenditures																								Goals
Amount and percentage of funds spent to Study Area Level of Need																								Tracking
Number of community based organizations engaged to Measure A projects (total and total dollar spent on CBO work)																								Tracking
Number of total individuals (total and spent in employment) to Study Area and aggregated by Study Area Level of Need (Total and by Area) Tracking and Reporting (Cat. 10)																								Tracking
Leveraging of Funds																								Goals
Amount and Percentage of Measure A Funds used to leverage other public and private funding																								Other public and private funds should be used to leverage Measure A funds
Amount of other public and private funding leveraged by Measure A																								Tracking
Resulting Total Leverage Factor (Total expenditures/total funding leveraged by Measure A)																								Tracking
Resulting Leverage Factor considering only those funds used for leveraging (Measure A Funds used to leverage/count leveraged)																								Tracking

3. EVALUATION METRICS

Competitive Grant Proposals; Community Outreach and Engagement


	Annual Allocations										Competitive Grants										Goals			
	Dedicated Park Projects		Community-Based Park Investment (Cat. 1)		Neighborhood Parks, Neighborhood Playgrounds, & Youth Centers (Cat. 2)		Open Space (Cat. 3)		MALS (Cat. 4)		Neighborhood Land, Local Branches, Water Conservation & Irrigation (Cat. 5)		Regional Recreation, Multi-Use Trails, & Accessibility (Cat. 6)		Cultural Facilities (Cat. 7)		Recreation Access (Cat. 8)		Youth & Recreation (Cat. 9)		Administration, Operations & Oversight		Goals	
Competitive Grant Proposals																								Goals
Number and percentage of competitive grant proposals submitted, deemed complete, and awarded, aggregated by Level of fund																								*Provision should be reviewed from award and is all award categories
Number and percentage of competitive grant proposals (a) by numbers and dollars submitted, deemed complete, and awarded that include CBO participation, and success rate of these proposals as compared to overall proposal pool																								Tracking
Community Outreach and Engagement:																								Goals
Amount and percentage of funds spent on community outreach and engagement to Study Area, aggregated by Level of fund																								Tracking
Total number of community engagement events and participants by Study Area, aggregated by Level of fund																								Tracking
Number of community based organizations engaged in community outreach and engagement efforts, and total dollar spent on CBO engagement work																								Tracking
Number and percent of competitive grant applications received and awarded tracking CBOs																								Tracking
Amount and percentage of funds received by CBOs (determined at grant award) for projects.																								Tracking

3. EVALUATION METRICS

Technical Assistance

Request Allocation	Compassionate Consideration
<ul style="list-style-type: none"> 100% Dedicated Park Projects Community-Based Park Investment (Cat. 1) Neighborhood Parks, Amenities, & Green Corridors (Cat. 2) DPW MAIS Recreation Leads, Local Initiatives, Water Quality & Sustainability (Cat. 3) Regional Recreation, Multi-Use Trails, & Accessibility (Cat. 4) Recreation Assets Cultural Facilities Youth and Veterans Job Training Recreation, Operations & Overnight 	

Technical Assistance	Goals
Name of participants in training and education technical assistance to involved public agencies and SOCs, approved by Study Area Lead team	Training
Number and percentage of applications that received TA that were subsequently awarded Measure A funds	Receipt of technical assistance showed result to an equal or higher rate of grant award compared to applications that did not receive TA
Total dollar and percentage of funds spent on TA that resulted in projects that were subsequently awarded Measure A funds	Training



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3. EVALUATION METRICS

Meet in **small groups** for approximately **15 minutes** to discuss the following questions:

1. Are the selected metrics appropriate? Are there other metrics that should be considered?
2. Do you agree with the goals for each metric?
3. What actions should occur if stated goals are not achieved?

Purpose of discussion:

- Allow Steering Committee members to hear from each other
- Refine personal ideas regarding evaluation metrics



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3. EVALUATION METRICS

Large Group Discussion:

1. Are the selected metrics appropriate? Are there other metrics that should be considered?
2. Do you agree with the goals for each metric?
3. What actions should occur if stated goals are not achieved?



Upcoming Meetings

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

- Meeting Previously Scheduled for March 29 is CANCELLED
- **Steering Committee Meeting #11 – April 5**
Revised Competitive Grant Scoring Rubrics; Revised TAP; Revised Community Engagement Requirements; RPOSD Engagement Update
- **Steering Committee Meeting #12 – April 26**
Park Needs Assessment Updates; Revised Bonding Policy, General Grantmaking Policy

Upcoming Meetings

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

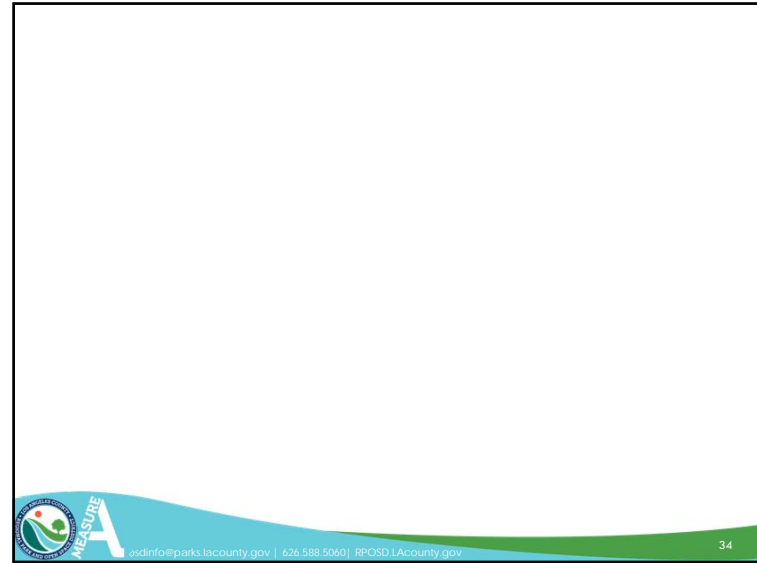
- **Steering Committee Meeting #13 – May 31**
Project Delivery/Grant Administration; Additional Carryover Items (tbd)
- **Steering Committee Meeting #14 – June 28**
Final Draft Grant Guidelines Procedures and Policies Recommendations; Board Letter and Summation




MEASURE A IMPLEMENTATION
STEERING COMMITTEE
MEETING #10
MARCH 15, 2018

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

The slide features a background image of a paved path winding through a lush green park with purple flowers. Two people are walking on the path. The text is overlaid on the top left and bottom left of the image.



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MEMORANDUM

DATE March 8, 2018
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District (RPOSD)
SUBJECT Recommendations on Measure A Funding for Acquisition-Only Projects

The purpose of this memorandum is to provide background information on acquisition projects and recommendations on an approach to funding acquisition-only projects with Measure A funds.

Discussions at previous Steering Committee meetings have highlighted the need for funds dedicated to acquisition-only projects. These discussions have focused on the difficulty of anticipating and planning for acquisition projects, as they are contingent on conditions in the real estate market and landowners' plans. Discussions have also emphasized the importance of acquisitions in High and Very High Need Study Areas, where land suitable for recreation can be difficult to secure, and the acute need to acquire land for trail connections and access, wildlife corridors, and critical habitat protection.

Background

The most frequently prioritized project type documented in the 2016 Countywide Parks Needs Assessment (PNA) was park infrastructure, followed by land acquisition and community recreation centers. The total cost of priority acquisition projects was \$1,528,000,000, equivalent to 28-percent of the total cost (\$5,537,492,000) of all priority projects identified by local agencies. By project quantity, acquisition projects account for 13 percent of the projects identified.¹ As shown in Table 1 below, 46 percent of the requested acquisition funds were for High or Very High Need Study Areas. It is important to note that priority projects are limited to local agency projects. Additional acquisition projects were identified by other entities as part of the PNA and indicate that the regional need for acquisition may be greater than reflected in the priority projects list.

TABLE 1. 2016 PARKS NEEDS ASSESSMENT PRIORITY ACQUISITION PROJECTS BY NEED LEVEL

Need Level	Acquisition Cost	% of All Acquisition Costs	Acres	Number of Projects
Very Low	\$334,296,079	22%	153.55	31
Low	\$397,027,513	26%	239	33
Moderate	\$91,036,382	6%	79.5	27
High	\$137,330,454	9%	71.6	34
Very High	\$568,409,368	37%	162.5	57
TOTAL	\$1,528,099,796	100%	706.15	182

¹ In total, 182 land acquisition projects were prioritized and the average cost of these projects was \$8,400,000.

Measure A can fund acquisition projects under both the both the *Natural Lands, Local Beaches, Water Conservation and Protection (Category 3)* and *Regional Recreation, Multi-Use Trails, and Accessibility (Category 4)* competitive grant programs and under the *Community-Based Park Investment (Category 1)* and *Neighborhood Parks, Healthy Communities & Urban Greening* grant programs. Measure A requires that at least 70 percent of awarded grants be used for development and acquisition costs, yet does not specify the amount or percentage of funds that should be dedicated to acquisition costs only.

Precedents for Acquisition Spending

Acquisition is an important strategy for both urban and wildland/open space projects. Recognizing this, numerous grant programs that fund acquisition projects and many Parks Departments specify funds for acquisition. However, acquisition and development are often grouped together in a project, and therefore acquisition costs or funding can be difficult to separate out. Available data indicates a wide variance in acquisition spending as a percent of overall funding for both grant programs and regional park and recreation departments.

Acquisition spending under Proposition A is well-documented and provides a relevant precedent for Measure A. Under Proposition A, approximately 10 percent of awarded projects involved acquisition and 22 percent of total funds were dedicated to projects involving acquisition. As shown in Table 2, below, this is comparable to the PNA priority project list for agencies/cities.

TABLE 2. COMPARISON OF PROPOSITION A FUNDING AND PARKS NEEDS ASSESSMENT PRIORITIES

	PROPOSITION A (ACTUAL DEDICATION OF FUNDS)	PARK NEEDS ASSESSMENT (PRIORITIZED PROJECTS)
PROJECTS INVOLVING ACQUISITION	10% of awarded projects involved acquisition	13% of prioritized projects involve acquisition
FUNDS DEDICATED TO ACQUISITION	22% of funds were dedicated to projects involving acquisition	28% of funds for prioritized projects were for acquisition

Recommendations

Acquisition-only projects can be associated with high costs, may have less detailed plans for project development, and are often time-sensitive due to the real estate market. These projects are also critical to expanding the acres of land dedicated to parks and open space in the County.

- **Timing.** To ensure timely access to funding for acquisitions, an **annual competitive grant process** should be used to fund acquisition-only projects.
- **Acquisition Funding Target.** Sixteen percent of *Natural Lands, Local Beaches, Water Conservation and Protection (Category 3)* funds and fourteen percent of *Regional Recreation, Multi-Use Trails, and Accessibility (Category 4)* funds should be specifically designated for the annual competitive acquisition-only program. This would result in \$1M from each of the two programs, for **a total of \$2M annually**, or fourteen percent of the funds available for those grant programs. Acquisition projects will also be eligible for funding through the competitive *Natural Lands, Local Beaches, Water Conservation and Protection (Category 3)* and *Regional Recreation, Multi-Use Trails, and Accessibility (Category 4)* grant programs. The

County Department of Parks and Recreation and the County Department of Beaches and Harbors may also use funds for acquisition projects. It is anticipated that the total percentage of Category 3 and Category 4 funds used for acquisition will equal or surpass the numbers documented for Proposition A and in the PNA.

- **Evaluation Criteria for Acquisition-Only Competitive Grants.** These funds should prioritize **urgent acquisitions in High and Very High Need Study Areas**, and **urgent acquisitions for trail connections and access, wildlife corridors, and critical habitat**.
- **Monitoring and Course Correction.** The outcomes of the acquisition-only grants should be monitored over time with consideration to the type, size, location, and grantee for projects submitted and projects awarded. In addition, operations and maintenance costs will grow as new amenities are acquired and may result in a shift in need from acquisition to development, operations, and maintenance.



MEMORANDUM

DATE March 8, 2018
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District (RPOSD)
SUBJECT Metrics for Evaluation of Measure A – Safe Clean Neighborhood Parks, Open Space, Beaches, Rivers Protections, and Water Conservation

A. INTRODUCTION

As part of its commitment to achieving Measure A's goals to "benefit property and improve the quality of life through the District," RPOSD will use a series of metrics to measure progress toward these goals and toward goals within individual grant programs. RPOSD is committed to applying course corrections in the implementation of Measure A as needed to achieve the Measure's goals, as indicated by the metrics. Additionally, RPOSD is committed to sharing all data it collects and partnering with other organizations to further analyze the impact of Measure A.

This memorandum recommends a set of metrics that could be considered in evaluating Measure A. The purpose of tracking Measure A funding is to ensure that the goals of Measure A are being met, to provide clear means for evaluating the success of implementation over time, and to inform learning and adaptation in implementation. The metrics discussed in this memo 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.

B. METRICS

Measure A specifies that RPOSD publish a complete accounting of all allocations each year, to include the following information: location and footprint of each funded project, project objectives, status, and outcomes, any matching funds used, and from which grant program the funds were allocated. Additionally, RPOSD is required to submit periodic evaluations of the program, identifying any changes needed to meet the objectives of the Measure.

The metrics identified in Table 1 are key metrics that should be monitored to determine if Measure A is being carried out as the voters intended, or if any areas of concern arise that warrant deeper investigation and corrective actions. The metrics in each category of spending address the voter-approved priorities in each category of spending, and should be used to evaluate each category separately. It is recommended that the metrics in each area be limited to less than ten. If new metrics need to be introduced, they

should substitute for less useful metrics if the number of metrics grows too large to be useful at each level of analysis.

The table identifies applicable metrics for each of Measure A's categories.

C. OTHER ENVIRONMENTAL, SOCIAL, DEMOGRAPHIC AND EQUITY METRICS AND EVALUATION

RPOSD recognizes the importance of tracking environmental, social, demographic and equity metrics and their potential correlations with Measure A funding. These include metrics related to race, ethnicity, income, public health, social programs and activities, and the capacity of agencies and organizations to successfully propose and implement projects. This tracking may be done by individual researchers, universities, research institutions, or other agencies. To this end, RPOSD is committed to sharing of data regarding Measure A funds, and to entering into partnerships with researchers and organizations already collecting data on these topics.

D. PROCESS FOR DATA RELEASE AND USE OF METRICS

It is anticipated that the metrics regarding Measure A funding will be released every year and will be made available in a downloadable spreadsheet on the RPOSD website. RPOSD will also provide a summary of the metrics tracking, as well as any results of studies with partners and research organizations described in Section C, to the Citizens Oversight and Advisory Board. RPOSD will conduct an evaluation of these metrics, and whether the desired outcomes shown in Table 1 have been met, and will make recommendations regarding course corrections and revisions to the implementation of Measure A in a report to the Citizens Oversight and Advisory Board.



MEMORANDUM

DATE March 8, 2018
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District
SUBJECT Revised Steering Committee Calendar/Topics

The updated proposed Steering Committee meeting topics reflect changes required by the process. Additional changes to meeting topics may occur as required by the process. Please note the addition of a final meeting on June 28, 2018.

Meeting 10 – March 15, 2018

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

1. Project Status and Fund Distribution Tracking
2. Acquisition-Only Grants

Meeting 11 – April 5, 2018

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

1. Review of Competitive Grants Scoring Rubrics
2. Revised Technical Assistance Program
3. Revised Community Engagement Requirements
4. RPOSD Engagement Update

Meeting 12 – April 26, 2018

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

1. Park Needs Assessment Updates
2. Revised Bonding Policy
3. Revised General Grantmaking Policy

Meeting 13 – May 31, 2018

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

1. Project Delivery/Grant Administration
2. Additional Carryover Items (tbd)

Meeting 14 – June 28, 2018

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

1. Final Draft Grant Guidelines Procedures and Policies Recommendations
2. Board Letter and Summation

DRAFT - METRICS FOR EVALUATION OF MEASURE A

Annual Allocations						Competitive Grants					
BoS Dedicated Park Projects	Community-Based Park Investment (Cat. 1)	Neighborhood Parks, Healthy Communities & Urban Greening (Cat. 2)	DPR	DBH	M&S	Natural Lands, Local Beaches, Water Cons'n & Protection (Cat. 3)	Regional Recreation, Multi-use Trails, & Accessibility (Cat. 4)	Recreation Access	Cultural Facilities	Youth and Veteran Job Training & Placement	Implementation, Operations & Oversight

Fund Tracking												Goals	
Total amount and percentage of total revenue spent by category	●	●	●	●	●	●	●	●	●	●	●	●	Spending in each category should reflect the Measure A Expenditure Plan
Amount and percentage of funds spent by, city and uninc. County	●	●	●	●	●	●	●	●	●	●	●	●	Spending in each category should reflect the Measure A Expenditure Plan where applicable
Amount and percentage of funds spent by Study Area	●	●	●	●	●	●	●	●	●	●	●	●	Spending in each category should reflect the Measure A Expenditure Plan where applicable
Total amount and percentage of funds spent in the following areas, as a total, by Study Area, and aggregated by Level of Need:													
<i>Administration</i>	●	●	●	●	●		●	●	●	●			Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Technical Assistance (including Planning and Design)</i>												●	Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Planning and Design</i>	●	●	●	●	●		●	●	●	●			Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Acquisition</i>	●	●	●	●	●		●	●	●				Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Community Engagement</i>	●	●	●	●	●		●	●	●				Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Development/Construction</i>	●	●	●	●	●		●	●	●				Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Maintenance and Servicing</i>		●	●	●	●	●							Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Education, Skills Training and Career Pathway Development</i>										●			Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Certification, Placement Services, Apprenticeship Opportunities</i>										●			Spending should reflect the Measure A Expenditure Plan and Funding Guidelines

DRAFT - METRICS FOR EVALUATION OF MEASURE A

	Annual Allocations						Competitive Grants						Goals
	BoS Dedicated Park Projects	Community-Based Park Investment (Cat. 1)	Neighborhood Parks, Healthy Communities & Urban Greening (Cat. 2)	DPR	DBH	M&S	Natural Lands, Local Beaches, Water Cons'n & Protection (Cat. 3)	Regional Recreation, Multi-use Trails, & Accessibility (Cat. 4)	Recreation Access	Cultural Facilities	Youth and Veteran Job Training & Placement	Implementation, Operations & Oversight	
Project Tracking													Goals
Project Location	●	●	●	●	●	●	●	●	●	●	●	●	Tracking (required by Measure A)
Project Footprint	●	●	●	●	●	●	●	●	●	●	●	●	Tracking (required by Measure A)
Project Objectives	●	●	●	●	●	●	●	●	●	●	●	●	Tracking (required by Measure A)
Project Status	●	●	●	●	●	●	●	●	●	●	●	●	Tracking (required by Measure A)
Project Outcomes	●	●	●	●	●	●	●	●	●	●	●	●	Tracking (required by Measure A)
Level of Need and Community-Based Expenditures													Goals
Amount and percentage of funds spent by Study Area Level of Need	●	●	●	●	●	●	●	●	●	●	●	●	Tracking
Number of community-based organizations engaged in Measure A projects overall and total dollars spent on CBO work	●	●	●	●	●	●	●	●	●	●	●	●	Tracking
Number of local residents trained and placed in employment, by Study Area and aggregated by Study Area Level of Need (Youth and Veterans Training and Placement (Cat. 5) only)										●			Tracking
Leveraging of Funds													Goals
Amount and Percentage of Measure A funds used to leverage other public and private funding	●	●	●	●	●	●	●	●	●	●	●	●	Other public and private funds should be used to leverage Measure A funds.
Amount of other public and private funding leveraged by Measure A	●	●	●	●	●	●	●	●	●	●	●	●	Tracking
Resulting Total Leverage Factor (total expenditure/total funding leveraged by Measure A)	●	●	●	●	●	●	●	●	●	●	●	●	Tracking
Resulting Leverage Factor considering only those funds used for leveraging (Measure A funds used to leverage/amount leveraged)	●	●	●	●	●	●	●	●	●	●	●	●	Tracking

DRAFT - METRICS FOR EVALUATION OF MEASURE A

Annual Allocations						Competitive Grants					
BoS Dedicated Park Projects	Community-Based Park Investment (Cat. 1)	Neighborhood Parks, Healthy Communities & Urban Greening (Cat. 2)	DPR	DBH	M&S	Natural Lands, Local Beaches, Water Cons'n & Protection (Cat. 3)	Regional Recreation, Multi-use Trails, & Accessibility (Cat. 4)	Recreation Access	Cultural Facilities	Youth and Veteran Job Training & Placement	Implementation, Operations & Oversight

Fund Tracking												Goals	
Total amount and percentage of total revenue spent by category	●	●	●	●	●	●	●	●	●	●	●	●	Spending in each category should reflect the Measure A Expenditure Plan
Amount and percentage of funds spent by, city and uninc. County	●	●	●	●	●	●	●	●	●	●	●	●	Spending in each category should reflect the Measure A Expenditure Plan where applicable
Amount and percentage of funds spent by Study Area	●	●	●	●	●	●	●	●	●	●	●	●	Spending in each category should reflect the Measure A Expenditure Plan where applicable
Total amount and percentage of funds spent in the following areas, as a total, by Study Area, and aggregated by Level of Need:													
<i>Administration</i>	●	●	●	●	●		●	●	●	●			Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Technical Assistance (including Planning and Design)</i>												●	Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Planning and Design</i>	●	●	●	●	●		●	●	●	●			Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Acquisition</i>	●	●	●	●	●		●	●		●			Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Community Engagement</i>	●	●	●	●	●		●	●	●				Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Development/Construction</i>	●	●	●	●	●		●	●		●			Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Maintenance and Servicing</i>		●	●	●	●	●							Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Education, Skills Training and Career Pathway Development</i>											●		Spending should reflect the Measure A Expenditure Plan and Funding Guidelines
<i>Certification, Placement Services, Apprenticeship Opportunities</i>											●		Spending should reflect the Measure A Expenditure Plan and Funding Guidelines

DRAFT - METRICS FOR EVALUATION OF MEASURE A

	Annual Allocations						Competitive Grants						
	BoS Dedicated Park Projects	Community-Based Park Investment (Cat. 1)	Neighborhood Parks, Healthy Communities & Urban Greening (Cat. 2)	DPR	DBH	M&S	Natural Lands, Local Beaches, Water Cons'n & Protection (Cat. 3)	Regional Recreation, Multi-use Trails, & Accessibility (Cat. 4)	Recreation Access	Cultural Facilities	Youth and Veteran Job Training & Placement	Implementation, Operations & Oversight	
Competitive Grant Proposals												Goals	
Number and percentages of competitive grant proposals submitted, deemed complete, and awarded, aggregated by Study Area Level of Need							●	●	●	●	●		<ul style="list-style-type: none"> ◆ Proposals should be received from and awarded in all need categories. ◆ In <i>Natural Lands, Local Beaches, Water Conservation & Protection (Cat. 3)</i> and <i>Regional Recreation, Multi-Use Trails & Accessibility</i> grant
Number and percentages of competitive grant proposals (in both numbers and dollars) submitted, deemed complete, and awarded that include CBO participation, and success rate of these proposals as compared to overall proposal pool.							●	●	●	●	●		Tracking
Community Outreach and Engagement:												Goals	
Amount and percentage of funds spent on community outreach and engagement by Study Area, aggregated by Level of Need	●	●	●	●	●		●	●		●		●	Tracking
Total number of community engagement events and participants by Study Area, aggregated by Level of Need	●	●	●	●	●		●	●		●		●	Tracking
Number of community-based organizations engaged in community outreach and engagement efforts, and total dollars spent on CBO engagement work	●	●	●	●	●		●	●		●		●	Tracking
Number and percent of competitive grant applications received and awarded involving CBOs	●	●	●	●	●		●	●		●		●	Tracking
Amount and percentage of funds received by CBOs (determined at grant closing), for all projects.	●	●	●	●	●		●	●		●		●	Tracking



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



Measure A Implementation

Los Angeles County Regional Park and Open Space District

**Summary Meeting Notes
Steering Committee Meeting #10
March 15, 2018 9:30 am – 12:00 pm**

Steering Committee Members in Attendance:

Jean Armbruster	Hugo Enciso	Tori Kjer
Jane Beesley	Belinda Faustinos	Kim Lamorie
Alina Bokde	Esther Feldman	Amy Lethbridge
Tamika Butler	Hugo Garcia	Yvette Lopez-Ledesma
Scott Chan	Karen Ginsberg	Linda Lowry
Maria Chong-Castillo	Lacey Johnson	Sussy Nemer
Cheryl Davis	Bill Jones	Bonnie Nikolai
Reuben R. De Leon	John Johns	Stefan Popescu

Alternate Members in Attendance: Max Podemski, Rob Baird, Omar Gonzalez

AGENDA ITEM: *Dedicated Acquisition Funds*

1. Comment Summary: *Dedicated Funds and Amount Set Aside*

- a. We need to maximize acquisition from all sources.
- b. Proposition A spent \$300m over 25 years, 20% of that on acquisition, so the need is large.
- c. Level of funding needs to grow with the economy, so it should be a percentage, not a set dollar amount.
- d. \$2 million is too low, at least \$3 million annually. \$2 million is not enough money to make an impact.
- e. Need more money, but recognize that there are limited funding resources overall.
- f. Setting aside funds for acquisition-only projects further reduces the amount available for all other project types and splits the pots of money too much.
- g. Can revisit funding further along if acquisition needs are met in the future.
- h. Need to maximize flexibility and agility for RPOSD and BoS. Use of Prop. A excess funds allowed for flexibility in providing gap funding and Measure A should be able to do the same.
- i. One idea would be to recommend a range, including a minimum each year.
- j. Should set aside 20% of Natural Lands, Local Beaches, Water Conservation and Protection Program and Regional Recreation, Multi-use Trails, and Accessibility Program.

Response Summary:

- a. General consensus that we should carve out money for acquisition-only projects.

- b. Approximately 20% of Natural Lands, Local Beaches, Water Conservation and Protection Program and Regional Recreation, Multi-use Trails, and Accessibility Program should be used for acquisition-only program. In the first year, this will be over \$2 million, but under \$3 million.
- c. The funds should come from each program proportionally.

2. Comment Summary: *Criteria*

- a. The suggested criteria are a good start. Proposition A provides precedent for other good criteria, including appraisal, willing seller, letter of intent.
- b. Other suggest criteria include: option to buy, support from jurisdiction and local community group, matching funds, threat of imminent or potential rapid development, good project that is part of something, value for the natural and built community, immediate need/urgency, public benefit, having a shovel-ready project to develop as soon as the acquisition is complete, turning hardscapes into softscapes; includes trails and open space, conservation value, biological value, watershed, wildlife corridors, need level

Response Summary:

- a. Some acquisitions will not be developed for recreational use
- b. A scoring rubric for acquisition-only projects will be presented for the April 5 Steering Committee meeting

Comment Summary:

- a. It would be best if there was an open, rolling process for acquisition instead of a single deadline so people can move quickly with tax default sites and urgent purchases.
- b. Need to make sure the program has flexibility to identify potential sites.
- c. Competitive fund process works and can work well. Concerned about carving out additional funds. Discretionary funds worked well.

Response Summary:

- a. Proposition A did have dedicated acquisition funds that were at the discretion of the board, not competitive. It worked without having a set-aside because of the Prop. A Excess Funds, but Measure A doesn't have excess funds, so this program cannot be done the same way.

AGENDA ITEM: *Evaluation Metrics*

1. Comment Summary – Metrics Matrix:

- a. Category 5 doesn't have any community outreach and engagement metrics. How do we track successful outcomes and see that the programs have led to jobs?
- b. Grantees should have to follow the metrics or don't receive funding
- c. Need to ensure that payments aren't out in front of project completion
- d. Language of the metrics focuses more on award and less on delivery of the project

Response Summary:

- a. Page 2, Level of Need, tracks job placement
- b. Payments are tied to actual completion, they are reimbursements. Spending of advanced amounts will be tracked as well. Grant administration is a topic for a future meeting.

2. Comment Summary – Evaluation of Metrics:

- a. Where are the qualitative aspects in proving success? How do we track success of training, use of parks, wildlife using corridors? There should be an evaluation after several years that is more holistic in nature. Larger evaluation should be done every 3 years instead of 5.

- b. Can we track participatory outcomes?
- c. Important to know in advance what to track to record what is necessary for future evaluations
- d. Surveys of TAP participants could assess satisfaction
- e. How to quantify access to all facilities, not only parks?
- f. Each program needs to summarize quantitative reporting to public of how money was spent
 - i. Miles of trails, acres of parks
 - ii. Project tracking needs more detail and RPOSD should determine the detail at a later date.

Response Summary:

- a. Idea of a qualitative evaluation after 5 years can be explored. A one year study every three years is not as efficient as once every 5 years or more. Could include a reasonable sample of Measure A recipients, park users, etc. and could utilize surveys, interviews or other methods.
- b. We tracked access in the Park Needs Assessment and can do that again
- c. Socioeconomic information tracked in the Parks Needs Assessment using Census data
- d. Will talk in two meetings about how the Parks Needs Assessment will be revisited, and how this can be used to assess impacts of Measure A.

Comment Summary: Technical Assistance Metrics

- a. Concern that we have understated what the role of technical assistance needs to be
- b. Success can't be evaluated only by grant award and may be nearly impossible to track because not all successes are tangible or will be reported to RPOSD
- c. Technical assistance metrics need to be objective to allow for new organizations building capacity
 - i. Number of people applying for and receiving technical assistance
 - ii. Type of assistance given
 - iii. Number of new applications and recipients
 - iv. Money awarded
 - v. Projects advanced
 - vi. New entities and partnerships
- d. Online qualitative survey of technical assistance participants to provide feedback of their experience could help RPOSD adjust the TAP as needed.
- e. A good evaluation should tell a story to demonstrate success, how we are allocating funds and the difference that made over time.
- f. Other funds besides Measure A should be tracked, including leveraged state funds
- g. Park Needs Assessment should be revisited
 - i. When a new park pops up in the inventory, check if it received technical assistance

Response Summary:

- a. Possibly include survey to address built project tracking – names and contacts of who was trained. In-depth study using cell phone data or newer technologies could be used in the future.
- b. May take several years to show success of technical assistance. Don't want to underreport success
- c. Hard to ensure that those awarded technical assistance funds will report back to RPOSD if their later successes aren't funded by Measure A.
- d. Technical assistance will be granted through application selection by staff, so tracking organizations/agencies that need help will funnel them into the program

Comment Summary: Outreach and Engagement Metrics

- a. Need a way to capture Outreach and Engagement input from the community, to ascertain that participation is from the community being served
- b. Capacity review to evaluate if capacity of organizations is sustainable. Technical assistance won't instantly change red areas to green.
- c. Where are youth and veteran job training community engagement requirements?
- d. Be careful as registry of veterans isn't geographically specific and pulls veterans from other regions that aren't High and Very High Need Study Areas.

Response Summary:

- a. Currently developing community outreach and engagement requirements for youth and veteran programs, based on feedback at last meeting
 - a. Looking at recruitment statistics as a way of evaluating engagement
 - b. Organizations have long waiting lists and are hesitant to increase outreach, since they can't serve everyone yet.
- b. Serving High and Very High Need Study Areas will be in evaluation criteria

Public Comment:

1. Ron Milam: LA Funders' Collaborative
 - a. Grew up in green areas of the County, first job with LAUSD and then worked in red communities. How do we bring parks and open space to communities that don't have them? Thank you for all your work.
 - b. Resource that may be helpful: Report from PERE, Measures Matter. Includes many definitions, guiding principles, and policy recommendations that could be helpful
 - c. Community engagement is very important
 - d. Technical assistance to CBOs and cities is important
 - e. Metrics are crucial
2. America Aceves: Proyecto Pastoral
 - a. Agree to use tracking mechanism for youth and veteran community outreach and engagement that includes target populations and target communities
 - b. Where is the assurance that we're looking at creative ways to engage the right communities?
 - c. Local residents aware of programs in their neighborhood
 - d. Grassroots organizations
 - e. Information sessions and open houses count as good outreach. More inclusive than a flyer
3. Elsa Tung: LA Neighborhood Land Trust
 - a. Tracking park usage - talk to expert and local Dr. Deborah Cohen at RAND
 - b. Level of need and community based expenditures - What does by study area level of need mean?
 - i. A: We will track by individual study area and aggregate by need
 - c. Does CBO tracking include sub-grants and partnerships?
 - i. A: We track to the amount disclosed. Will not always know when a CBO is brought onboard

Meeting Adjourned.

DRAFT - METRICS FOR EVALUATION OF MEASURE A

Annual Allocations						Competitive Grants					
BoS Dedicated Park Projects	Community-Based Park Investment (Cat. 1)	Neighborhood Parks, Healthy Communities & Urban Greening (Cat. 2)	DPR	DBH	M&S	Natural Lands, Local Beaches, Water Cons'n & Protection (Cat. 3)	Regional Recreation, Multi-use Trails, & Accessibility (Cat. 4)	Recreation Access	Cultural Facilities	Youth and Veteran Job Training & Placement	Implementation, Operations & Oversight

Technical Assistance											Goals		
Rate of participation in Training and Education technical assistance by enrolled public agencies and CBOs, aggregated by Study Area need level												●	Tracking
Number and percentage of applications that received TA that were subsequently awarded Measure A funds.		●	●	●	●	●	●	●	●	●	●	●	Receipt of technical assistance should result in an equal or higher rate of grant award compared to applications that did not receive TA.
Total dollars and percentage of funds spent on TA that resulted in projects that were subsequently awarded Measure A funds.												●	Tracking

DRAFT - METRICS FOR EVALUATION OF MEASURE A

	Annual Allocations						Competitive Grants						
	BoS Dedicated Park Projects	Community-Based Park Investment (Cat. 1)	Neighborhood Parks, Healthy Communities & Urban Greening (Cat. 2)	DPR	DBH	M&S	Natural Lands, Local Beaches, Water Cons'n & Protection (Cat. 3)	Regional Recreation, Multi-use Trails, & Accessibility (Cat. 4)	Recreation Access	Cultural Facilities	Youth and Veteran Job Training & Placement	Implementation, Operations & Oversight	
Competitive Grant Proposals												Goals	
Number and percentages of competitive grant proposals submitted, deemed complete, and awarded, aggregated by Study Area Level of Need							●	●	●	●	●		<ul style="list-style-type: none"> ◆ Proposals should be received from and awarded in all need categories. ◆ In <i>Natural Lands, Local Beaches, Water Conservation & Protection (Cat. 3)</i> and <i>Regional Recreation, Multi-Use Trails & Accessibility</i> grant
Number and percentages of competitive grant proposals (in both numbers and dollars) submitted, deemed complete, and awarded that include CBO participation, and success rate of these proposals as compared to overall proposal pool.							●	●	●	●	●		Tracking
Community Outreach and Engagement:												Goals	
Amount and percentage of funds spent on community outreach and engagement by Study Area, aggregated by Level of Need	●	●	●	●	●		●	●		●		●	Tracking
Total number of community engagement events and participants by Study Area, aggregated by Level of Need	●	●	●	●	●		●	●		●		●	Tracking
Number of community-based organizations engaged in community outreach and engagement efforts, and total dollars spent on CBO engagement work	●	●	●	●	●		●	●		●		●	Tracking
Number and percent of competitive grant applications received and awarded involving CBOs	●	●	●	●	●		●	●		●		●	Tracking
Amount and percentage of funds received by CBOs (determined at grant closing), for all projects.	●	●	●	●	●		●	●		●		●	Tracking

DRAFT - METRICS FOR EVALUATION OF MEASURE A

Annual Allocations						Competitive Grants					
BoS Dedicated Park Projects	Community-Based Park Investment (Cat. 1)	Neighborhood Parks, Healthy Communities & Urban Greening (Cat. 2)	DPR	DBH	M&S	Natural Lands, Local Beaches, Water Cons'n & Protection (Cat. 3)	Regional Recreation, Multi-use Trails, & Accessibility (Cat. 4)	Recreation Access	Cultural Facilities	Youth and Veteran Job Training & Placement	Implementation, Operations & Oversight

Technical Assistance											Goals	
Rate of participation in Training and Education technical assistance by enrolled public agencies and CBOs, aggregated by Study Area need level											●	Tracking
Number and percentage of applications that received TA that were subsequently awarded Measure A funds.	●	●	●	●	●	●	●	●	●	●	●	Receipt of technical assistance should result in an equal or higher rate of grant award compared to applications that did not receive TA.
Total dollars and percentage of funds spent on TA that resulted in projects that were subsequently awarded Measure A funds.											●	Tracking



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



Measure A Implementation: Steering Committee Meeting #11

April 5, 2018

9:30 AM – 12:00 PM

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

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

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

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

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

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

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

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

TODAY'S AGENDA

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

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• Implementation Update

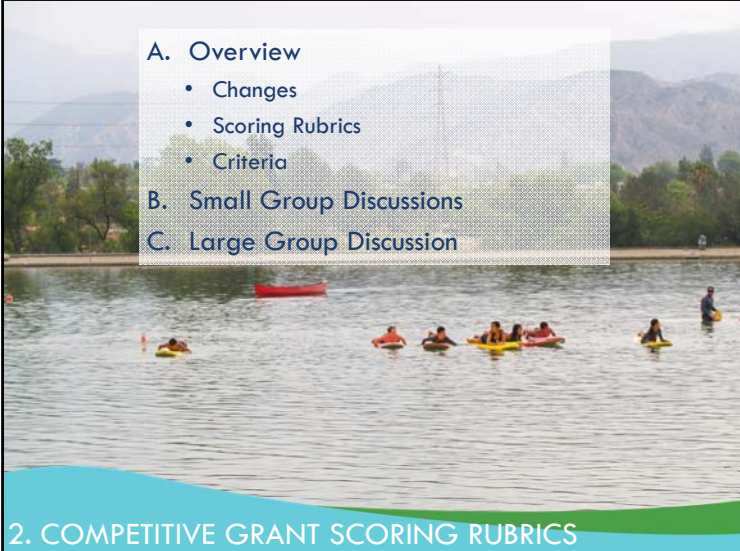
1. INTRODUCTION

1. INTRODUCTION

Implementation Update

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

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A. Overview

- Changes
- Scoring Rubrics
- Criteria

B. Small Group Discussions


C. Large Group Discussion

2. COMPETITIVE GRANT SCORING RUBRICS

2. COMPETITIVE GRANT SCORING RUBRICS

Changes

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




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2. COMPETITIVE GRANT SCORING RUBRICS

Changes

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




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2. COMPETITIVE GRANT SCORING RUBRICS

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

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



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2. COMPETITIVE GRANT SCORING RUBRICS

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

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




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2. COMPETITIVE GRANT SCORING RUBRICS

Acquisition-only Grant Program

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




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2. COMPETITIVE GRANT SCORING RUBRICS

Recreation Access Program

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




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2. COMPETITIVE GRANT SCORING RUBRICS

Youth and Veteran Job Training and Placement Program

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




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2. COMPETITIVE GRANT SCORING RUBRICS

Planning and Design Funds (Technical Assistance)

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




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: **Level of Need**

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




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: **Regional Benefit**

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




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: **Regional Benefit**

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



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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Community Involvement Beyond Minimum Requirements

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



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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Community Partnerships

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



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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Social Multi-Benefits

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



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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Community Health Multi-Benefits

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




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Environmental Multi-Benefits

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




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Leveraging of Funds

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




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Connectivity and Accessibility

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




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Program Benefits

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




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Program Benefits

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




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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Timeliness and Urgency

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



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2. COMPETITIVE GRANT SCORING RUBRICS

Criterion: Existing Planning and Design Challenges

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



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2. COMPETITIVE GRANT SCORING RUBRICS

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

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

Purpose of discussion:

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



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2. SCORING RUBRICS:
LARGE GROUP DISCUSSION

2. COMPETITIVE GRANT SCORING RUBRICS

Measure A Competitive Grant Scoring Rubrics Summary

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



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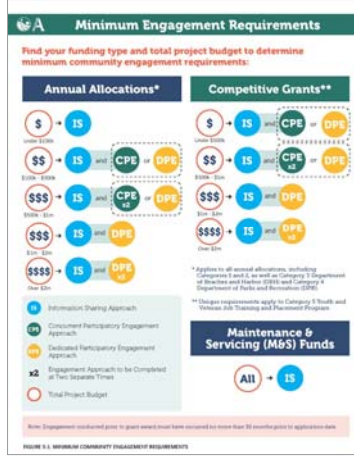


3. REVISED COMMUNITY ENGAGEMENT REQUIREMENTS

3. REVISED COMMUNITY ENGAGEMENT REQUIREMENTS

Changes

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



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

Annual Allocations*		Competitive Grants**	
\$ (Under \$50k)	IS	\$ (Under \$50k)	IS, CPE, or DPE
\$\$ (\$50k - \$99k)	IS, CPE, or DPE	\$\$ (\$50k - \$99k)	IS, CPE, or DPE
\$\$\$ (\$100k - \$249k)	IS, CPE, or DPE	\$\$\$ (\$100k - \$249k)	IS, CPE, or DPE
\$\$\$\$ (\$250k - \$499k)	IS, CPE, or DPE	\$\$\$\$ (\$250k - \$499k)	IS, CPE, or DPE
\$\$\$\$\$ (\$500k - \$999k)	IS, CPE, or DPE	\$\$\$\$\$ (\$500k - \$999k)	IS, CPE, or DPE
\$\$\$\$\$\$ (Over \$1M)	IS, CPE, or DPE	\$\$\$\$\$\$ (Over \$1M)	IS, CPE, or DPE

Maintenance & Servicing (M&S) Funds
 All → IS

* Applies to all annual allocations, including Category 5 and Category 6 Department of Social and Health Services (DSHS) and Category 9 Department of Parks and Recreation (DPR).
 ** Change requirements apply to Category 5 Youth and Services and Training and Recruitment Program.

Note: Engagement occurred prior to grant award must have occurred by more than 30 months prior to application date.

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3. REVISED COMMUNITY ENGAGEMENT REQUIREMENTS

Changes

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

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

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3. REVISED COMMUNITY ENGAGEMENT REQUIREMENTS

Changes

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

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• Changes to Program

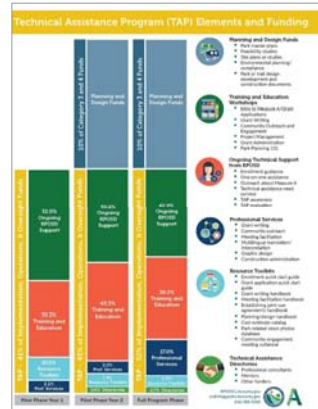
4. REVISED TECHNICAL ASSISTANCE PROGRAM

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4. REVISED TECHNICAL ASSISTANCE PROGRAM

Changes

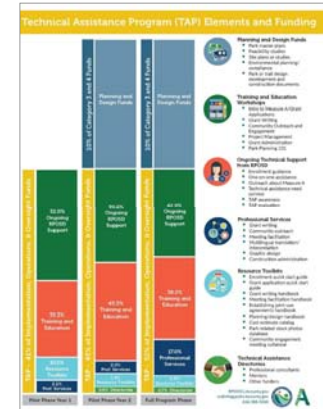
- Revised introduction to TAP and goals of TAP
- Inclusion of Case Managers for High and Very High Need Study Areas
 - Increase in funding to accommodate Case Manager element (categorized under “Ongoing RPOSD Support”)
- Addition of professional services for outreach in Pilot Year 1 and Pilot Year 2



4. REVISED TECHNICAL ASSISTANCE PROGRAM

Changes

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



5. RPOSD ONGOING COMMUNITY ENGAGEMENT

5. RPOSD ONGOING COMMUNITY ENGAGEMENT



Outreach to General Public:

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

5. RPOSD ONGOING COMMUNITY ENGAGEMENT

Outreach to General Public:

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



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5. RPOSD ONGOING COMMUNITY ENGAGEMENT

Outreach to Public Agencies:

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



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5. RPOSD ONGOING COMMUNITY ENGAGEMENT

Social Media Outreach:

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


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5. RPOSD ONGOING COMMUNITY ENGAGEMENT

Outreach to High and Very High Need Study Areas:

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



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Upcoming Meetings

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

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

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

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

Submit your thoughts on this question by April 12th

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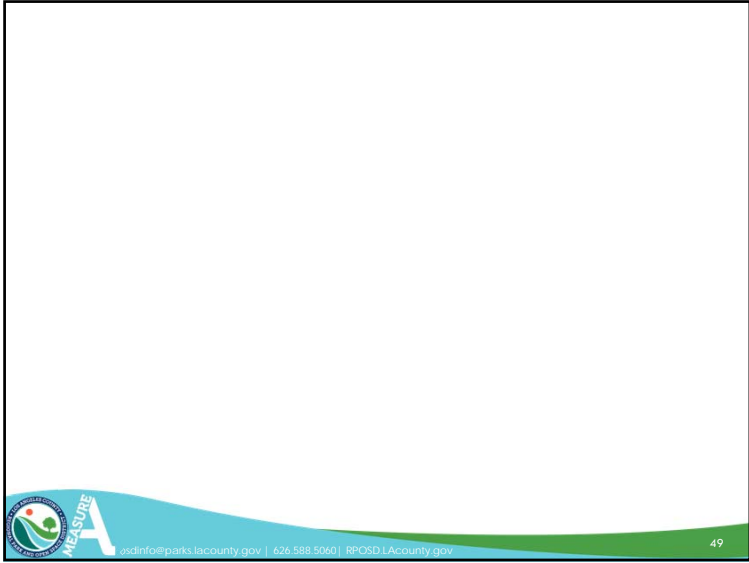
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MEASURE A IMPLEMENTATION STEERING COMMITTEE MEETING #11

APRIL 5, 2018

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

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MEMORANDUM

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

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

Agenda Overview

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

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

How Grant Scoring Will Occur

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

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

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

Attached Materials

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

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

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

Goals

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

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

2018 Funding Amount

\$4,000,000

Project Types

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

Natural Lands/Open Spaces

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

Local Beaches

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

Water Conservation and Protection

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

Project Requirements

Project Eligibility

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

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

Project Feasibility

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

Land Access/Tenure

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

Planning and Design

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

Permitting and CEQA Compliance

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

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

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

Project Cost and Funding

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

Project Schedule

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

Operations and Maintenance

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

Community Engagement

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

Award Size

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

Minimum: \$50,000

Maximum: \$3,700,000

Brackets

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

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

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

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

Evaluation Criteria

Applications will be scored using the following criteria:

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

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

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

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

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

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

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

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

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

<p>COMMUNITY HEALTH MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO COMMUNITY HEALTH ISSUES.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Physical Activity</i> 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.</p>	<p>0-3</p>
<p><i>(B) Universal Design and Accessibility</i> Project provides infrastructure and equipment that cater to the physical activity of people of all abilities, especially to people with special needs. Examples include access ramps, accessible restrooms, and inclusive recreation options.</p>	<p>0-3</p>
<p><i>(C) Safe and Active Transportation</i> Project includes 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.</p>	<p>0-3</p>
<p><i>(D) Social Interaction</i> Project includes elements that promote social interaction, such as safe, attractive, and interactive gathering areas; interpretive and wayfinding signage; public art; and infrastructure for play.</p>	<p>0-3</p>

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

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

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

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

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

Goals

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

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

2018 Funding Amount

\$5,000,000

Project Types

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

Regional Recreational Facilities

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

Multi-use Trails

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

Accessibility

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

Project Requirements

Project Eligibility

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

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

Project Feasibility

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

Land Access/Tenure

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

Planning and Design

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

Permitting and CEQA Compliance

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

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

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

Project Cost and Funding

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

Project Schedule

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

Operations and Maintenance

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

Community Engagement

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

Award Size

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

Minimum: \$50,000

Maximum: \$3,100,000

Brackets

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

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

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

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

Evaluation Criteria

Applications will be scored using the following criteria:

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

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

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

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

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

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

² Definition of “regional benefit” and “regional need” to be determined by RPOSD through the development of a Countywide Regional and Open Space Assessment.
 Regional Recreation, Multi-Use Trails, and Accessibility Competitive Grant Program Scoring Rubric
 March 29, 2018

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

<p>SOCIAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO SOCIAL ISSUES.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Community Safety, Gang Activity Reduction, and Violence Prevention</i> 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.</p>	<p>0-3</p>
<p><i>(B) Anti-displacement Mitigation</i> Project includes advance displacement avoidance strategies to prevent displacement if a potential unintended consequence associated with the project creates a significant increase in the cost of housing. More points will be scored based on how realistic and proactive the strategies are.</p>	<p>0-3</p>
<p><i>(C) Cultural and Language Sensitivity</i> Project incorporates elements that accommodate the cultural and language needs of the served populations, such as multilingual wayfinding and other signage and informational signs or public art related to the surrounding history and culture of the project and area. More points will be scored on the quantity and quality of the proposed cultural and language elements.</p>	<p>0-3</p>
<p><i>(D) Interpretive Programs and Education</i> Project incorporates elements that provide interpretation and education to foster user connection and awareness of the environment, the outdoors, and/or recreation, such as incorporating informative signage explaining the project’s location and cultural and natural history . More points will be scored on the appropriateness of the proposed interpretive programs and education elements.</p>	<p>0-3</p>

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

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

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

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

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

DRAFT

ACQUISITION-ONLY GRANT PROGRAM DESCRIPTION

Goals

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

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

2018 Funding Amount

\$2,400,000

Project Types

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

Project Requirements

Project Eligibility

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

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

Project Feasibility

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

Land Access/Tenure

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

Permitting and CEQA Compliance

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

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

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

Project Cost and Funding

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

Project Schedule

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

Operations and Maintenance

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

Award Size

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

Minimum: \$50,000

Maximum: \$1,000,000

Evaluation Criteria

Applications will be scored using the following criteria:

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

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

ACQUISITION-ONLY GRANT SCORING RUBRIC

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

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

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

³ Definition of “regional benefit” and “regional need” to be determined by RPOSD through the development of a Countywide Regional and Open Space Assessment
 Acquisition-Only Grant Program Scoring Rubric
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<p>SOCIAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO SOCIAL ISSUES.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Community Safety, Gang Activity Reduction, and Violence Prevention</i> Project acquisition results in improved safety conditions and visibility. . Best practices include using Crime Prevention Through Environmental Design (CPTED) strategies, such as increasing natural surveillance, reducing isolated spaces, increasing sight lines, and providing adequate lighting. Projects located in areas of high gang activity and violence and incorporate safe design, and/or engage former and current gang members or gang reduction community groups to ensure park safety.</p>	<p>0-5</p>
<p><i>(B) Anti-displacement Mitigation</i> Project includes advance displacement avoidance strategies to prevent displacement if a potential unintended consequence associated with the project creates a significant increase in the cost of housing. More points will be scored based on how realistic and proactive the strategies are.</p>	<p>0-5</p>
<p>ENVIRONMENTAL MULTI-BENEFITS PROJECTS THAT PROVIDE OTHER BENEFITS BESIDES RECREATION THAT RELATE TO ENVIRONMENTAL ISSUES.</p> <p>Projects may receive up to a maximum of 10 points by meeting one or more of the subcriteria below.</p>	<p>10 MAX.</p>
<p><i>(A) Heat-Island Reductions</i> 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.</p>	<p>0-5</p>
<p><i>(B) Habitat Protection and Biodiversity</i> Project acreage includes important habitat areas and biodiversity. Examples include preserving critical habitat areas, using native plants that attract pollinators, and creating a diversity of spaces that can be used as habitat for a diversity of animals.</p>	<p>0-5</p>

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

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

RECREATION ACCESS GRANT PROGRAM DESCRIPTION

Goals

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

2018 Funding Amount

\$3,600,000

Program Types

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

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

Program Requirements

Program Eligibility

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

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

Program Feasibility

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

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

Award Size

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

Minimum: \$50,000

Maximum: \$1,850,000

Brackets

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

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

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

Evaluation Criteria

Applications will be scored using the following criteria:

- Level of Need
- Community Involvement
- Program Benefits

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

RECREATION ACCESS GRANT PROGRAM SCORING RUBRIC

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

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

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

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

YOUTH AND VETERAN JOB TRAINING AND PLACEMENT GRANT PROGRAM DESCRIPTION

Description

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

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

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

2018 Funding Amount

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

Program Types

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

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

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

Education and Skills Training Program Examples:

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

Certification and Job Placement Program Examples:

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

Program Requirements

Program Eligibility

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

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

Program Feasibility

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

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

Award Size

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

Minimum: \$50,000

Maximum: \$1,400,000

Brackets

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

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

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

Evaluation Criteria

Applications will be scored using the following criteria:

- Level of Need
- Community Partnerships
- Program Benefits

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

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YOUTH AND VETERAN JOB TRAINING AND PLACEMENT GRANT PROGRAM SCORING RUBRIC

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

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.
<i>(A) The program provider recruits a majority of its participants from High or Very High Need Study Areas, or has a concrete plan to do so (for new programs). More points will be awarded for higher recruitment rates from High or Very High Need Study Areas.</i>	0-10
<i>(B) The program provider's program(s) helps implement park projects and creates jobs and careers in the Parks and Recreation field within High or Very High Need Study Areas, or has a plan to do so (for new programs).</i>	0-10

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

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

PLANNING AND DESIGN FUNDS (TECHNICAL ASSISTANCE) PROGRAM DESCRIPTION

Goals

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

Planning

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

Design

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

2018 Funding Amount

\$2,500,000

Project Types

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

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

- Park or trail design development and construction documents

Project Requirements

Project Eligibility

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

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

Project Feasibility

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

Land Access/Tenure

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

Permitting and CEQA Compliance

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

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

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

Project Cost and Funding

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

Project Schedule

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

Award Size

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

Minimum: \$20,000

Maximum: \$250,000

Brackets

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

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

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

Evaluation Criteria

Applications will be scored using the following criteria:

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

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

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

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

PLANNING AND DESIGN FUNDS (TECHNICAL ASSISTANCE) SCORING RUBRIC

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

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

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

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

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

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

3.1 COMMUNITY OUTREACH AND ENGAGEMENT

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

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

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

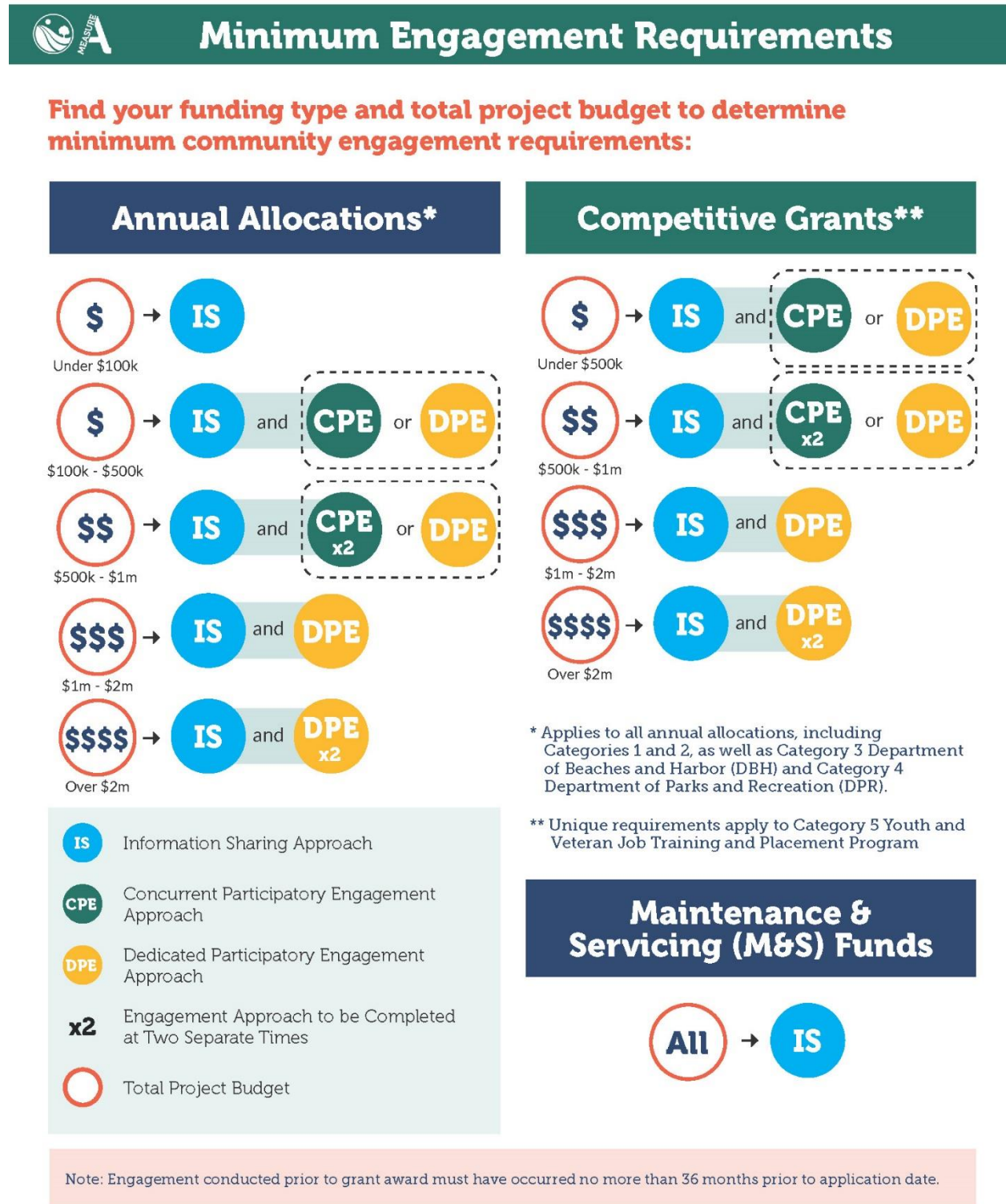
3.1.1 MINIMUM ENGAGEMENT REQUIREMENTS

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

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

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

FIGURE 3-1. MINIMUM ENGAGEMENT REQUIREMENTS



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

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

3.1.1.1 ANNUAL ALLOCATIONS

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

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

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

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

3.1.1.2 M&S ALLOCATIONS

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

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

3.1.1.3 ACQUISITION-ONLY GRANTS

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

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

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

3.1.1.4 COMPETITIVE GRANTS

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

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

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

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

Youth and Veteran Job Training and Placement Grant Program

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

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

Language Access Requirements

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

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

Table 1. Language Access Tiers and Requirements

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

3.1.2 ENGAGEMENT APPROACHES

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

Information Sharing (IS)

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

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

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

Concurrent Participatory Engagement (CPE)

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

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

Dedicated Participatory Engagement (DPE)

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

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

3.1.3 EVALUATION OF ENGAGEMENT

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

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

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

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

Competitive Evaluation Scoring

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

Engage the Community at an Appropriate Time

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

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

Employ Inclusive Outreach Methods

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

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

Remove Barriers to Access

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

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

Establish and Leverage Community Partnerships

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

Incorporate Community Input into Project Plans

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

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

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

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Appendix A: Language Access Methodology and Requirements

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

Steps taken to calculate linguistic isolation:

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

Table 1

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

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

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

Appendix A: Language Access Methodology and Requirements

Table 2

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

Appendix A: Language Access Methodology and Requirements

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

Appendix A: Language Access Methodology and Requirements

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

Appendix A: Language Access Methodology and Requirements

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

Appendix A: Language Access Methodology and Requirements

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

Appendix A: Language Access Methodology and Requirements

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

Appendix A: Language Access Methodology and Requirements

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

Appendix A: Language Access Methodology and Requirements

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

Appendix A: Language Access Methodology and Requirements

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

Appendix A: Language Access Methodology and Requirements

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

Appendix A: Language Access Methodology and Requirements

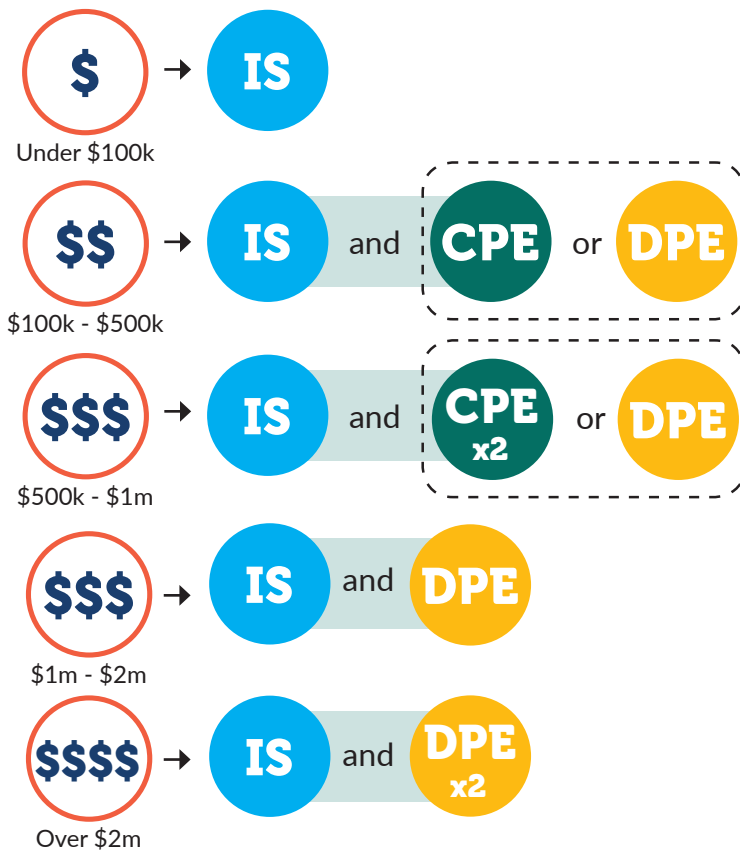
ID	Study Area Name	TIER 1: Language(s) with Isolation of 15% or greater	TIER 2: Language(s) with Isolation of 5 to 14.99%	TIER 3: Langage(s) with Isolation of 1 - 4.99%
64	Unincorporated Topanga Canyon / Topanga			Spanish; Chinese
39	Unincorporated Valinda	Spanish		Chinese; Vietnamese; Tagalog
21	Unincorporated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



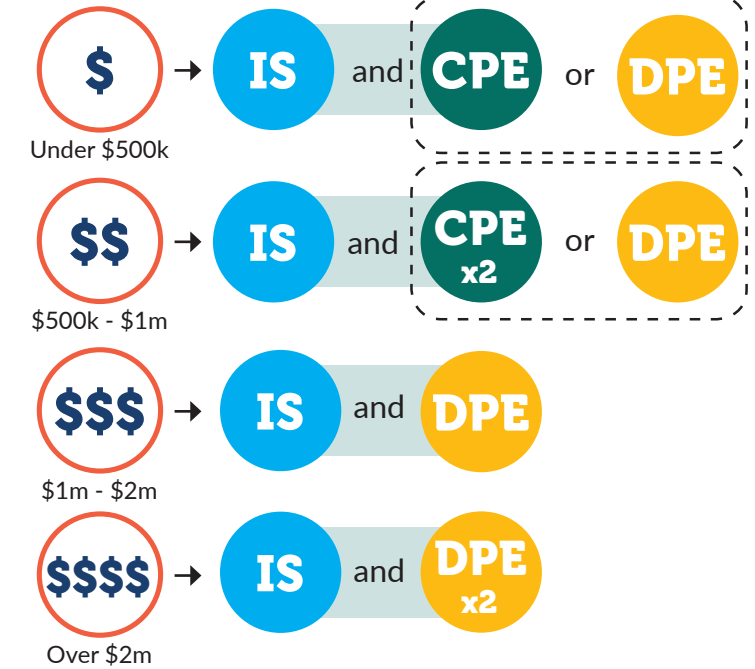
Minimum Engagement Requirements

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

Annual Allocations*



Competitive Grants**



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

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

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

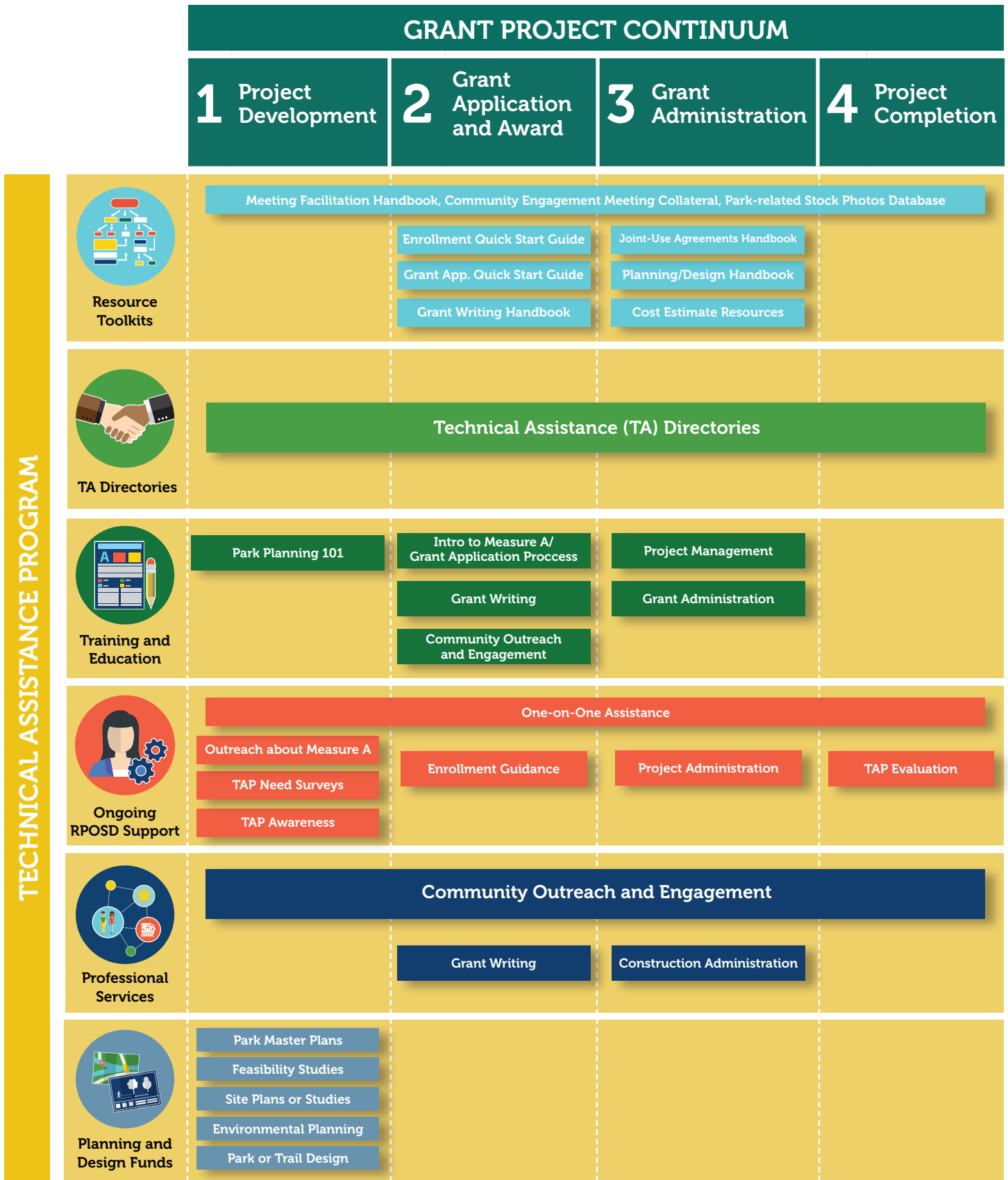
Maintenance & Servicing (M&S) Funds



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

FIGURE 3-1. MINIMUM COMMUNITY ENGAGEMENT REQUIREMENTS

Technical Assistance Program (TAP) Schedule



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626.588.5060

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

MEASURE A ANNUAL EXPENDITURE PLAN

\$96.8M¹

Notes:

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

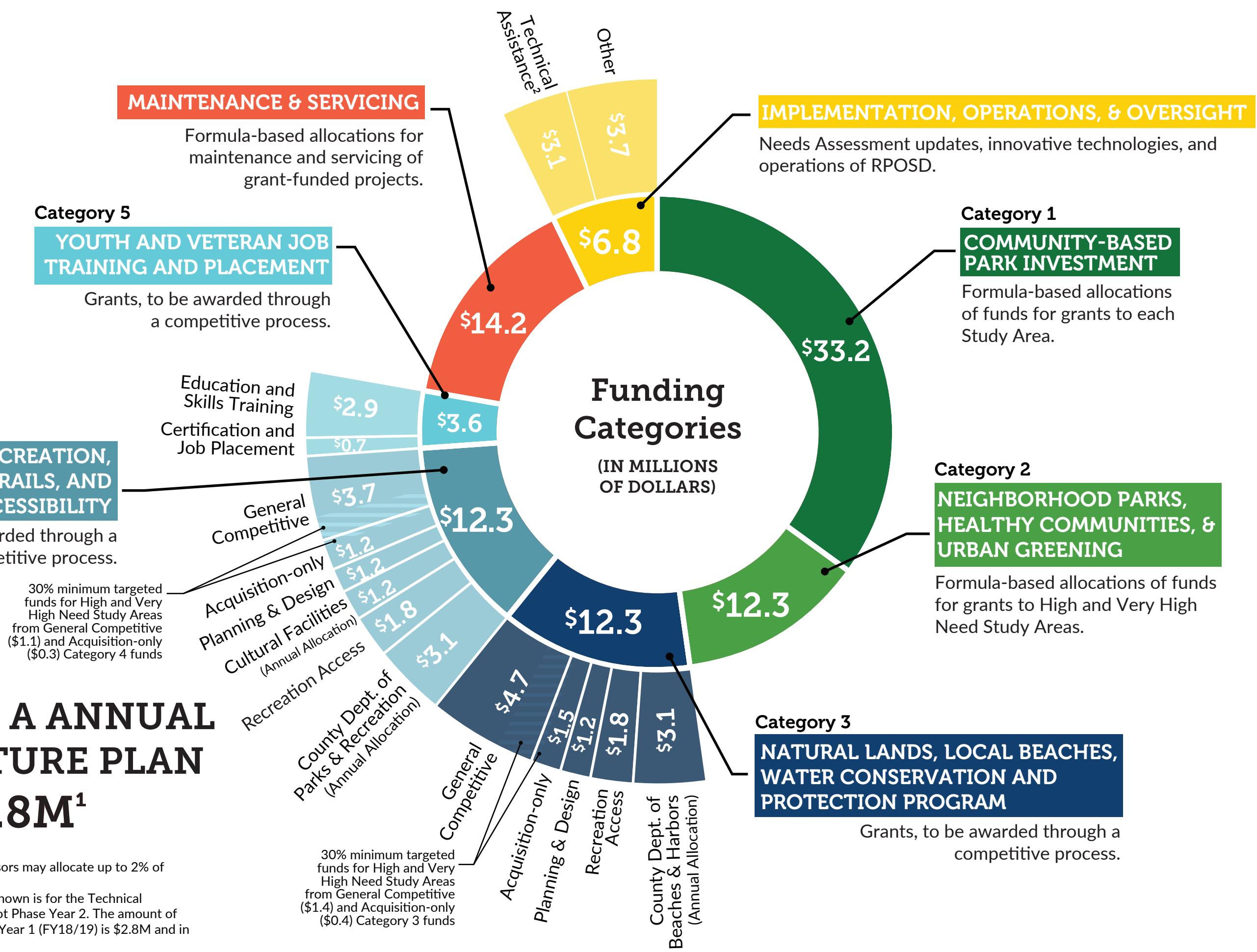


FIGURE 4-2. MEASURE A EXPENDITURE PLAN

Competitive Grants and TAP Calendar

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

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

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

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

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



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FIGURE 4-3. TAP FUNDING SCHEDULE

Technical Assistance Program (TAP) Elements and Funding

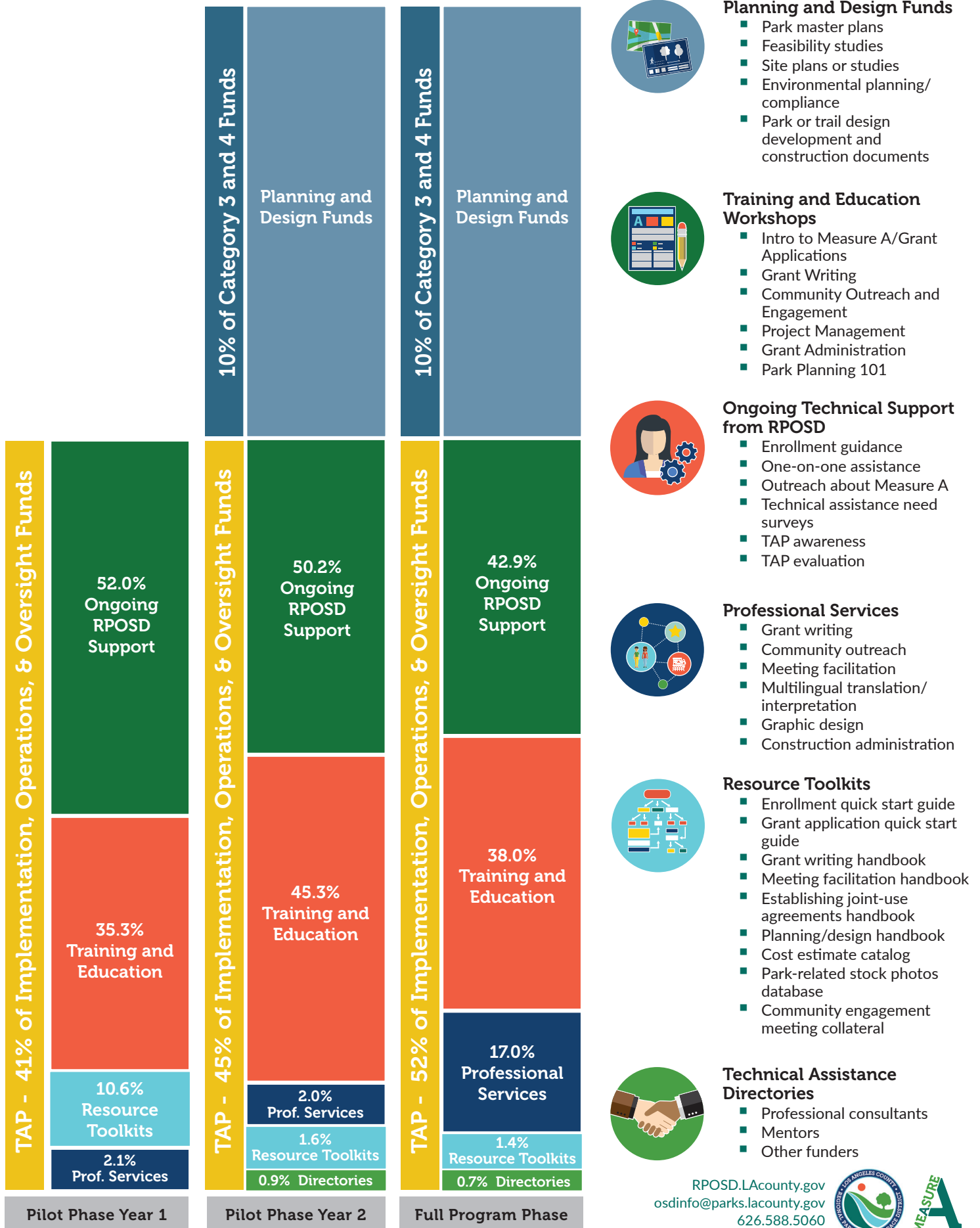


FIGURE 4-4. TAP PHASING

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Draft Technical Assistance Program (TAP) - Element Details

Technical Assistance Program Elements	Available to:	Who	Timing	Unit	Hours	Pilot Phase						Full Program Phase			Description	Assumptions
						Year 1: FY 2018/19			Year 2: FY 2019/20			Years 3 to 10: FY 2020/21 - FY 2027/28 (Annual)				
						Quantity	Total Hours	Estimated Cost	Quantity	Total Hours	Estimated Cost	Quantity	Total Hours	Estimated Cost		
Resource Toolkits						1,984	\$297,600	10.6%	340	\$51,000	1.7%	340	\$51,000	1.4%		
Enrollment Quick Start Guide	All	RPOSD staff/paid consultants	1-2 months prior to enrollment going live	One time	120	1	120	\$18,000	-	-	-	-	-	-	Step-by-step instructions for enrolling with RPOSD and description of next steps	
Grant Application Quick Start Guide	All	RPOSD staff/paid consultants	1-2 months prior to enrollment going live	One time	120	1	120	\$18,000	-	-	-	-	-	-	Step-by-step instructions for starting a grant application with RPOSD	
Grant writing handbook	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Best practices and tips on writing successful grant applications and case studies of previously awarded grant applications	
Grant writing handbook updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
Community meeting facilitation guidance handbook	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Tips on facilitating community meetings, including goals, guidelines for good and balanced discussion, and recommended protocol	
Community meeting facilitation guidance handbook updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
PowerPoint templates for community engagement meetings/workshops	All	RPOSD staff/paid consultants	2018	One time	24	1	24	\$3,600	-	-	-	-	-	-	Pre-designed PowerPoint presentation templates for community meetings and workshops	
Templates for outreach flyers, sign-in sheets, and other meeting collateral	All	RPOSD staff/paid consultants	2018	One time	100	1	100	\$15,000	-	-	-	-	-	-	Pre-designed templates for outreach collateral	
Park-related stock photos database	All	RPOSD staff/paid consultants	2018	One time	120	1	120	\$18,000	-	-	-	-	-	-	Collection of photos available for use for presentations, outreach materials, etc.	
Park-related stock photos update	All	RPOSD staff/paid consultants	2018	Annual	20	1	20	\$3,000	1	20	\$3,000	1	20	\$3,000	As-needed updates to keep photos relevant	
Planning/Design handbook development	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Resources, checklists, standards, and best practices relevant to park and open space planning	
Planning/Design handbook updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
Establishing Joint-use Agreements handbook development	All	RPOSD staff/paid consultants	2018	One time	80	1	80	\$12,000	-	-	-	-	-	-	Guide on how to establish a joint-use agreement in Los Angeles County	
Establishing Joint-use Agreements handbook updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
Cost Estimate handbook and resources	All	RPOSD staff/paid consultants	2018	One time	120	1	120	\$18,000	-	-	-	-	-	-	General guide on developing cost estimates, access to cost resources (books, online, etc.) needed to complete cost estimate	Assumes RPOSD will not maintain cost estimate catalog but will provide cost numbers from an outside source that will need to be updated at least annually
Cost estimate catalog updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
TBD resource toolkit	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Resource toolkit on a TBD topic	
TBD resource toolkit updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
TBD resource toolkit	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Resource toolkit on a TBD topic	
TBD resource toolkit updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
TBD resource toolkit	All	RPOSD staff/paid consultants	2018	One time	160	1	160	\$24,000	-	-	-	-	-	-	Resource toolkit on a TBD topic	
TBD resource toolkit updates	All	RPOSD staff/paid consultants	Annual	Annual	40	1	40	\$6,000	1	40	\$6,000	1	40	\$6,000	As-needed updates to keep information relevant	
Professional Services						400	\$60,000	2.1%	400	\$60,000	2.0%	4,060	\$609,000	17.0%		
Grant writing assistance	Eligible enrollees (selective/competitive)	Paid consultants	Application period	Grant Application	100	-	-	-	-	-	-	10	1,000	\$150,000	Grant writer to work one-on-one with applicant to complete application; or to provide intensive grant writing workshop to agency that results in completed application	Assumes avg. of 10 applicants receive assistance per General Grants Cycle, 10 for Recreation Access/Job Training/Cultural, avg. of 100 hrs of assistance per applicant
Community outreach services	Eligible enrollees (selective/competitive)	Paid consultants	Ongoing	Meeting	40	10	400	\$60,000	10	400	\$60,000	10	400	\$60,000	Outreach to the community on behalf of the agency/organization to draw them to engagement meetings	Assumes 10 agencies per year
Facilitation services	Eligible enrollees (selective/competitive)	Paid consultants	Ongoing	Meeting	20	-	-	-	-	-	-	10	200	\$30,000	Meeting facilitation on behalf agency/city	Assumes 10 meetings per year
Multilingual translation/interpretive services	Eligible enrollees (selective/competitive)	Paid consultants	Ongoing	Meeting	6	-	-	-	-	-	-	10	60	\$9,000	Translation of outreach materials and/or multilingual interpretation at community meetings	Assumes 10 meetings per year
Graphic design services	Eligible enrollees (selective/competitive)	Paid consultants	Ongoing	Meeting	40	-	-	-	-	-	-	10	400	\$60,000	Graphic design for production of outreach materials	Assumes 10 agencies per year
Construction administration services	Eligible enrollees (selective/competitive)	Paid consultants	After grant award	Grant Application	100	-	-	-	-	-	-	10	1,000	\$150,000	Construction administration on behalf of the agency/organization during project's construction phase	Assumes 5 awarded grant projects per year
TBD professional services	Eligible enrollees (selective/competitive)	Paid consultants	TBD	TBD	100	-	-	-	-	-	-	5	500	\$75,000	Professional service for a TBD/needed service	Assumes 5 awarded grant projects per year
TBD professional services	Eligible enrollees (selective/competitive)	Paid consultants	TBD	TBD	100	-	-	-	-	-	-	5	500	\$75,000	Professional service for a TBD/needed service	Assumes 5 awarded grant projects per year
Technical Assistance Directories						0	\$0	0.00%	180	\$27,000	0.9%	180	\$27,000	0.7%		
Directory online portal development	Enrollees	RPOSD staff/paid consultants	2019	One time	100	-	-	-	1	100	\$15,000	1	100	\$15,000	Recruitment of funders, planning/design, park/garden, legal assistance providers, and mentors who could provide informal guidance on a range of grant-related topics	
Directory updates	Enrollees	RPOSD staff	Annual	Annual	20	-	-	-	1	20	\$3,000	1	20	\$3,000	Confirm status of participants, add new consultants/mentors	
Mentor training workshop/webinar	Enrollees	RPOSD staff/paid consultants	Annual	Annual	40	-	-	-	1	40	\$6,000	1	40	\$6,000	Training for volunteer participants from previous successful grant awarded applicants	
Maintain online directory portal	Enrollees	RPOSD staff/paid consultants	Annual	Annual	20	-	-	-	1	20	\$3,000	1	20	\$3,000	As-needed maintenance and updates of online directory portal	
Training and Education						6,640	\$996,000	38.3%	9,280	\$1,392,000	45.3%	9,100	\$1,365,000	38.0%		
<i>Total Number of Workshops</i>						50	5,000	\$750,000	110	5,000	\$750,000	110	5,000	\$750,000		
Introduction to Measure A/Grant Application Process (per grant type) workshops	Enrollees	RPOSD staff	Annual	Annual	250	20	5,000	\$750,000	20	5,000	\$750,000	20	5,000	\$750,000	Workshop to introduce recipients of Measure A funds and processes for applying for annual allocations, M&S, and competitive grants per grant type	2 rounds of workshops: 10 workshops per round - 20 workshops total. Each workshop will be a day long and cover many topics. Workshops will also be recorded and available as a webinar online.
Grant Writing workshops	Enrollees	RPOSD staff/paid consultants	3-4 months prior to competitive grant deadline	Grant Cycle	40	-	-	-	30	1,200	\$180,000	30	1,200	\$180,000	Workshop to teach grant writing skills	1 round of workshops per grant cycle: 10 workshops per grant category - 30 workshops total
Community Outreach and Engagement workshops	Enrollees	RPOSD staff/paid consultants	3-4 months prior to competitive grant deadline	Grant Cycle	40	30	1,200	\$180,000	30	1,200	\$180,000	30	1,200	\$180,000	Workshop to train agencies in outreach	Assumes 30 workshops per year
Project Management workshops	Enrollees	RPOSD staff/paid consultants	After grant award	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop to train agencies in project management	Assumes 5 workshops per year
Grant Administration workshops	Enrollees	RPOSD staff/paid consultants	After grant award	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop to train agencies in grant administration	Assumes 5 workshops per year
Park Planning 101 workshops	Enrollees	RPOSD staff/paid consultants	After grant award	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop to train agencies in park planning basics	Assumes 5 workshops per year
TBD workshops	Enrollees	RPOSD staff/paid consultants	TBD	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop on a TBD technical assistance topic	Assumes 5 workshops per year
TBD workshops	Enrollees	RPOSD staff/paid consultants	TBD	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop on a TBD technical assistance topic	Assumes 5 workshops per year
TBD workshops	Enrollees	RPOSD staff/paid consultants	TBD	Grant Cycle	40	-	-	-	5	200	\$30,000	5	200	\$30,000	Workshop on a TBD technical assistance topic	Assumes 5 workshops per year
Training and Education Management	N/A	RPOSD staff	Ongoing	Ongoing			440	\$66,000		680	\$102,000		500	\$75,000	Management of Training and Education workshops, including logistics, content, and outreach.	

Draft Technical Assistance Program (TAP) - Element Details

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

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

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

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



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



Measure A Implementation

Los Angeles County Regional Park and Open Space District

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

Steering Committee Members in Attendance:

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

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

Topic: Funding Allocation Schedule Updates

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

AGENDA ITEM: Competitive Grant Scoring Rubrics

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

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

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

Response Summary:

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

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

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

Response Summary:

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

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

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

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

Response Summary:

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

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

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

Response Summary:

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

5. Comment Summary: Acquisition Only

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

Response Summary:

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

6. Comment Summary: Recreation Access Program

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

Response Summary:

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

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

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

Response Summary:

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

8. Comment Summary: Planning & Design Funds

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

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

Response Summary:

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

AGENDA ITEM: Revised Community Engagement Requirements

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

Response Summary:

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

AGENDA ITEM: Revised Technical Assistance Program

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

Response Summary:

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

AGENDA ITEM: Public Comments

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

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

Meeting Adjourned.



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



Measure A Implementation: Steering Committee Meeting #12

April 26, 2018

9:30 AM – 12:00 PM

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

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

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

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

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

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

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

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

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

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MEASURE A

1. DATA UPDATES

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

1. DATA UPDATES

Calculation of Allocations


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

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1. DATA UPDATES

Park Inventory

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




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1. DATA UPDATES

Parks Needs Assessment Updates

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




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1. DATA UPDATES

Regional and Open Space Assessment

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




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1. DATA UPDATES

Questions?

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



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

2. DISPLACEMENT AVOIDANCE STRATEGY

2. DISPLACEMENT AVOIDANCE STRATEGY

Issue

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



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2. DISPLACEMENT AVOIDANCE STRATEGY

Issue

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




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2. DISPLACEMENT AVOIDANCE STRATEGY

Issue

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




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2. DISPLACEMENT AVOIDANCE STRATEGY

Goal #1

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

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



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2. DISPLACEMENT AVOIDANCE STRATEGY

Goal #2

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

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




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2. DISPLACEMENT AVOIDANCE STRATEGY

Goal #3

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

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




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2. DISPLACEMENT AVOIDANCE STRATEGY

Goal #4

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

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



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2. DISPLACEMENT AVOIDANCE STRATEGY

Small Group Discussions

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

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



3. POLICY UPDATES

Bonding Policy Changes

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

3. POLICY UPDATES

General Grantmaking Policy Changes

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




Upcoming Meetings

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

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

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

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

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

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

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

REVISED BONDING POLICY

Annual Allocations

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

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

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

Competitive Grant Funds

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

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

REVISED GENERAL GRANTMAKING POLICY

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

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

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

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

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



MEMORANDUM

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

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

DATA UPDATES

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

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

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

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

PNA UPDATES

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

REGIONAL AND OPEN SPACE ASSESSMENT

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

CALCULATION OF ALLOCATIONS

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



MEMORANDUM

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

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

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

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

Goals:

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

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

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

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

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



LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT



Measure A Implementation

Los Angeles County Regional Park and Open Space District

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

Steering Committee Members in Attendance:

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

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

AGENDA ITEM: Park Needs Assessment Updates

1. Comment Summary: Timing of Parks Needs Assessment Updates

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

Response Summary

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

2. Comment Summary: Accuracy of Assessment

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

Response Summary:

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

AGENDA ITEM: Displacement Avoidance Strategy

1. General Comment Summary

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

Response Summary:

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

2. Comment Summary: Goal 1

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

Response Summary:

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

3. Comment Summary: Goal 2

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

Response Summary:

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

4. Comment Summary: Goal 3

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

Response Summary:

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

5. Comment Summary Goal 4:

- a. No comments

AGENDA ITEM: Policy Updates

Comment Summary: Bonding

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

Response Summary:

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

Comment Summary: General Grantmaking Policy

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

Response Summary:

- a. Noted.

AGENDA ITEM: Public Comment

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

Meeting Adjourned.



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



Measure A Implementation: Steering Committee Meeting #13

May 31, 2018

9:30 AM – 12:00 PM

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

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

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

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

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

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

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

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

TODAY'S AGENDA

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

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

A. Updated Goals & Policies
B. Taskforce Recommendation

1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Updated Goals & Policies

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

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

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

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1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Updated Goals & Policies

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

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

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



1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Updated Goals & Policies

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

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



1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Updated Goals & Policies

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

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



1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Updated Goals & Policies

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

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

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



1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Updated Goals & Policies

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

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

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

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



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1. REVISED DISPLACEMENT AVOIDANCE STRATEGY


Updated Goals & Policies

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

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

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

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



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1. REVISED DISPLACEMENT AVOIDANCE STRATEGY

Taskforce Recommendation

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

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

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

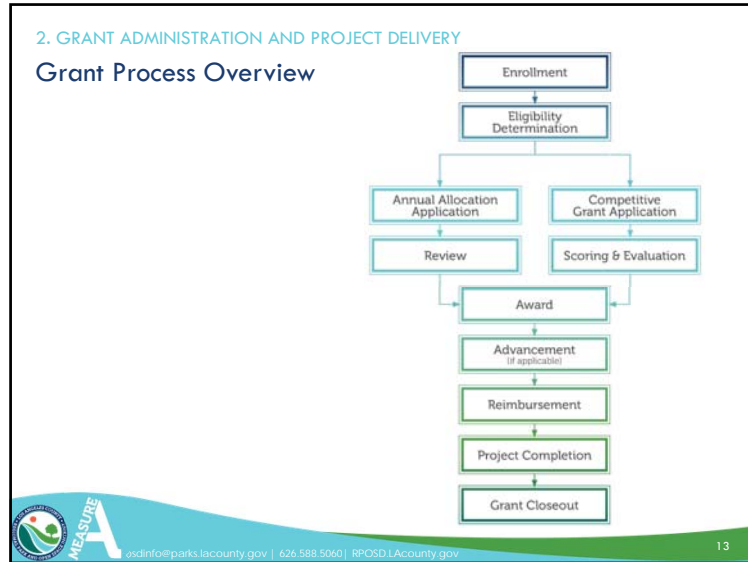


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A. Grant Process Overview
 B. Application Requirements
 C. Reimbursement
 D. Amendments
 E. Good Standing

2. GRANT ADMINISTRATION AND PROJECT DELIVERY



2. GRANT ADMINISTRATION AND PROJECT DELIVERY
- ### Application Requirements
- #### Annual Allocations
- Project Scope
 - Project Location Map(s)
 - Project Site Photos
 - Community Engagement Plan
 - Project Requirements Verification
 - Project Feasibility Verification
- 14

2. GRANT ADMINISTRATION AND PROJECT DELIVERY
- ### Application Requirements
- #### Competitive Grants
- Pre Application*
- Required Grant Application Meeting
 - Optional Informal Letter of Interest
- Application*
- Narrative Responses to Questions on Application (questions vary by grant program)
 - Project Site Photos
 - Project Scope
 - Project Location Map(s)
 - Community Engagement Plan
 - Project Requirements Verification
 - Project Feasibility Verification
- 15

2. GRANT ADMINISTRATION AND PROJECT DELIVERY
- ### Reimbursement
- All grants are reimbursement-based
 - Advancements of up to 50% of the grant award may be available in the following circumstances:
 - The project applicant would require advanced payment to implement the project; **or**
 - The grant award is less than \$500,000
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2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Reimbursement: Eligible Costs

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

2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Reimbursement: Eligible Costs

ELIGIBLE COSTS: DEVELOPMENT PROJECTS

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

2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Reimbursement: Eligible Costs

ELIGIBLE COSTS: ACQUISITION PROJECTS

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

2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Reimbursement: Eligible Costs

ELIGIBLE COSTS: PROGRAMMATIC GRANTS

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


ELIGIBLE COSTS: PLANNING & DESIGN FUNDS

Soft Costs	Hard Costs
Grantee Labor	CEQA
Overhead Rate ¹	Community Engagement
	Design Documents

2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Reimbursement: Ineligible Costs

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



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2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Amendments

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

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




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2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Good Standing

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



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2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Good Standing

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

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



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2. GRANT ADMINISTRATION AND PROJECT DELIVERY

Good Standing

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



3. NEXT STEPS FOR MEASURE A

Board Approval Process

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

3. NEXT STEPS FOR MEASURE A

Board Approval Process

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

3. NEXT STEPS FOR MEASURE A

Board Approval Process

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

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



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3. NEXT STEPS FOR MEASURE A

Development of Online Grant Management System

The online system will allow applicants to:

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

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




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3. NEXT STEPS FOR MEASURE A

Development of Online Grant Management System

The online system will allow RPOSD to:

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



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3. NEXT STEPS FOR MEASURE A


Technical Assistance Program

Preliminary Work has begun:

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

Pilot Year of TAP will launch in Fall/Winter 2018

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



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Final Meeting

Steering Committee Meeting #14 – June 28

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

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

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Measure A Community Update Meetings

Get Involved with Your Local Park Funding

ATTEND A COMMUNITY MEETING!

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

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

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MEASURE A IMPLEMENTATION STEERING COMMITTEE MEETING #13

MAY 31, 2018

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

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MEMORANDUM

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

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

Revised Draft Displacement Avoidance Strategy

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

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

Grant Administration and Project Delivery

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

Next Steps

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



MEMORANDUM

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

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

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

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

Goals:

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

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

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

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

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

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

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

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

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

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

4. Measure A Grant Guidelines

4.4 GRANT ADMINISTRATION & PROJECT DELIVERY

4.4.1 APPLICATION REQUIREMENTS

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

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

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

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

Annual Allocations

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

Competitive Grants

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

Grant Application Meeting

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

Optional Informal Letter of Interest

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

Supporting Documentation

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

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

4.4.2 APPLICATION REVIEW

Annual Allocations

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

Competitive Grants

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

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

4.4.3 GRANT AWARD AND CONTRACT

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

4.4.4 AWARD ADMINISTRATION

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

Eligible and Ineligible Costs

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

TABLE 4-1 ELIGIBLE COSTS, BY GRANT TYPE

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

TABLE 4-2 INELIGIBLE COSTS

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

Notes for Table 4-1 and Table 4-2

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

Soft Costs

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

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

Hard Costs

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

Grantee Labor

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

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

Local Policy Mandates

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

4.4.5 ADVANCEMENTS

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

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

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

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

4.4.6 REIMBURSEMENTS

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

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

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

Supporting Documentation – All Grants

Project Status Updates (PSU)

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

Reimbursements will not be processed if PSUs are overdue.

Payment Request Form

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

Updated Project Budget

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

Signage

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

Deed Restrictions (DR)

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

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

Ceremonies

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

Project Photos

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

Supporting Documentation – Acquisition Projects

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

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

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

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

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

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

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

Supporting Documentation – Development Projects

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

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

Timing

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

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

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

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

Acquisition Projects

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

4.4.7 AMENDMENTS

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

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

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

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

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

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

4.4.8 SITE VISITS

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

4.4.9 CLOSING AND POST-CLOSING OBLIGATIONS

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

Supporting Documentation

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

All projects

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

Development Projects

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

Acquisition Projects

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

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

Programmatic Projects

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

Planning & Design Projects

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

Long-Term Obligations

Public Access

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

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

Assignment and Assumption of Grant Agreement (AAGA)

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

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

Conversions

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

Accounting Requirements

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

Audits

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

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

Unutilized Funds

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

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

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

4.4.10 MAINTENANCE AND SERVICING

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

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

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

Application Process

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

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

Sharing/Transferring of Funds

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

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

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

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

Payment Requests

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

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

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

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

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

Unanticipated and/or Extraordinary Expenses

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

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

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

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

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

Unutilized M&S funds

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

4.4.11 GRANT INACTIVITY

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

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

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

4.4.12 GOOD STANDING

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

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

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

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

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

DRAFT



LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT



Measure A Implementation

Los Angeles County Regional Park and Open Space District

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

Steering Committee Members in Attendance:

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

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

AGENDA ITEM: Revised Draft Displacement Avoidance Strategy

1. General Comment Summary

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

Response Summary:

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

2. Comment Summary: Goal 5

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

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

Response Summary:

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

Response Summary:

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

AGENDA ITEM: Grant Administration and Project Delivery

1. Comment Summary: Grant Application Process

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

Response Summary:

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

2. Comment Summary: Eligible Costs

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

Response Summary:

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

3. Comment Summary: Contract Amendments

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

Response Summary:

- a. Noted.

4. Comment Summary: Good Standing

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

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

Response Summary:

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

AGENDA ITEM: Next Steps for Measure A

1. General Comment Summary:

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

Response Summary:

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

AGENDA ITEM: Public Comment

1. Elizabeth Norman, City of Long Beach

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

2. Francisco Romero, Promesa Boyle Heights

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



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

Summer Workshop A: Reenvisioning the Grantmaking Process

August 17, 2017

1:00 pm – 5:00 pm

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

1:00 – 1:30 pm

Welcome and Agenda Overview

1:30 – 2:00 pm

Small Groups: Eligibility

2:00- 2:30 pm

Small Groups: Competitive Grants

2:30 - 3:00 pm

Small Groups: Measurement, Evaluation, and Learning

3:00 – 3:30 pm

Small Groups: Overall Policy

3:30-4:45 pm

Large Group Discussion

4:45-5:00 pm

Public Comment

5:00 pm

Adjournment

Public comment is welcome on any agenda item. Unless otherwise ordered, individuals will be allowed three minutes to speak and representatives or organization/agencies will be given five minutes up to a total of 15 minutes per meeting. Individuals or organizations will be asked to complete a speaker card prior to addressing the Steering Committee.

Note: A person with a disability may request receipt of an agenda in an alternative format. Auxiliary aids or services, such as to assist members of the community who would like to request a disability-related accommodation in addressing the Steering Committee, are available if requested at least 72 hours before the scheduled meeting. Later requests will be accommodated to the extent feasible. Please telephone the Los Angeles County Regional Park and Open Space District at (213) 738-2981 TDD: (213) 427-6118 FAX: (213) 385-0875.

Note: The entire agenda package and any meeting related documentation may be found on <http://rposd.lacounty.gov>.

Next Steering Committee meeting is the Technical Assistance Workshop, Thursday, September 7, 2017 from 1:00pm to 5:00pm LA River Center and Botanical Gardens, Atrium




1. OVERVIEW

Reenvisioning the Grantmaking Process

White Paper Research

- ◆ Models for Distributing Park Funds (pg. 3)
- ◆ Technical Assistance (pg. 6)
- ◆ Local Park Funding in Los Angeles County (pg. 7)
- ◆ Case Studies in Equitable Distribution of Grant Funds (pg. 11)
- ◆ How Measure A Addresses Need (pg. 12)
- ◆ Recommendations for Reenvisioning the Grantmaking Process (pg. 14)



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1. OVERVIEW

Reenvisioning the Grantmaking Process

History of Local Park Funding in Los Angeles:

1. Proposition A
 - ◆ Emphasized funding of existing park facilities and open space.
 - Barriers for areas without parks or open space
 - ◆ RPOSD found that some agencies receiving grant money did not have capacity to administer grants/complete projects
 - Barriers for agencies with low capacity
2. Proposition K (City of LA, 1996)
 - ◆ Primarily distributed through competitive process
 - Barriers for agencies with low capacity



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1. OVERVIEW

Reenvisioning the Grantmaking Process

Measure A addresses the goal of meeting park need through the following mechanisms:

1. Concrete definition of Park Need tied to Comprehensive Park Needs Assessment
2. Hybrid Model of Allocations and Competitive Grant Programs
3. High Percentage of Funds to High Need Areas and Services
4. Population-Based Allocation Formula
5. Fund Advancement
6. Monitoring and Evaluation Over Time



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1. OVERVIEW

Reenvisioning the Grantmaking Process

The focus of this workshop is to suggest approaches to the grantmaking process that RPOSD can implement in order to:

- ◆ Lower barriers to applying for and receiving Measure A funds
- ◆ Ensure that every applicant is competitive regardless of their location in the County




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1. OVERVIEW
Small Group Instructions

- ◆ Four topics - 25 minutes to discuss each
- ◆ Each topic has a set of focused questions to guide your group's discussion
- ◆ Take notes as needed to be able to share your group's discussion with the larger group at 3:30




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1. OVERVIEW
Small Group Instructions

Technical Assistance

- ◆ Any specific ideas or concerns pertaining to technical assistance that arise should be noted on the Technical Assistance Recommendations Sheet. Sheets will be used to inform the next workshop.



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- Eligibility
- Competitive Grants
- Measurement
- Overall Policy

2. SMALL GROUPS

2. SMALL GROUPS
Eligibility to Register for RPOSD Grant Funds

How can RPOSD ensure that the greatest number of agencies are eligible to apply for competitive grant funds in Categories 3, 4, & 5?




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2. SMALL GROUPS

Competitive Grants:

What methods should be used to award competitive grants in Categories 3, 4 & 5?




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2. SMALL GROUPS

Measurement

How should RPOSD ensure that annual allocation and competitive grant funds are meeting park need?



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2. SMALL GROUPS

Overall Policy


The Steering Committee has decided there should be an overarching policy to guide RPOSD's approach to lowering barriers to accessing Measure A funds.

What are the most important components of such a policy?



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- Eligibility
- Competitive Grants
- Measurement
- Overall Policy

3. LARGE GROUP DISCUSSION

3. LARGE GROUP DISCUSSION

Eligibility to Register for RPOSD Grant Funds

How can RPOSD ensure that the greatest number of agencies are eligible to apply for competitive grant funds in Categories 3, 4, & 5?

- ◆ Are the eligibility requirements listed below acceptable?
- ◆ Are there other requirements that should be considered?
- ◆ Which requirements, if any, create barriers for applicants?
- ◆ How can RPOSD assist in overcoming those barriers?



3. LARGE GROUP DISCUSSION

Competitive Grants

What methods should be used to award competitive grants in Categories 3, 4 & 5?

- ◆ What is the best way to balance Category 3 & 4's emphasis on regional projects with Measure A's goals for meeting park need?
- ◆ How should criteria be weighted when evaluating competitive grant applications, so that barriers to funding projects that are in, or that serve, areas of high or very high need are lowered?
- ◆ Should projects that are in, or that serve, areas of high and very high need be given additional consideration in this process?



3. LARGE GROUP DISCUSSION

Measurement

How should RPOSD ensure that annual allocation and competitive grant funds are meeting park need?

- ◆ RPOSD reporting is required annually by Measure A:
 - + What are the indicators that should be measured?
 - + How can these indicators inform course correction requirements?
- ◆ How often should the Parks Needs Assessment be updated? Are there any changes that should be made to the Parks Needs Assessment methodology?



3. LARGE GROUP DISCUSSION

Overall Policy

The Steering Committee has decided there should be an overarching policy to guide RPOSD's approach to lowering barriers to accessing Measure A funds. What are the most important components of such a policy?

- ◆ Existing Features of Measure A
- ◆ Project Types
- ◆ Target funds to projects in or serving high/very high need Areas
- ◆ Evaluation Criteria
- ◆ Technical Assistance
- ◆ Monitoring and Correction





4. PUBLIC COMMENT

4. PUBLIC COMMENT

Please state your name before starting your comment



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5. MARK YOUR CALENDAR

5. MARK YOUR CALENDAR

Upcoming Meetings

Summer Workshop B: Technical Assistance
 September 7th 1:00-5:00 pm
 LA River Center

Steering Committee Meeting #4:
 September 28th 9:30 am-12 noon
 LA River Center

Steering Committee Meeting #5:
 October 19th 9:30 am-12 noon
 LA River Center



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MEMORANDUM

DATE August 3, 2017
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District (RPOSD)
SUBJECT Reenvisioning the Grantmaking Process

A. INTRODUCTION

This white paper has been prepared to inform the development of grant processes and guidelines for the Safe, Clean Neighborhood Parks, Open Space, Beaches, Rivers Protection and Water Conservation Measure of 2016 (referred to as “Measure A”) that are consistent with Measure A’s mandate to ensure that “programs funded under this measure will increase the accessibility of public lands, park facilities, and park amenities to the people of Los Angeles County.”

Measure A was approved by 74.9 percent of voters in November 2016, and was developed in response to the expiration of the Regional Park and Open Space District’s (RPOSD) authority to levy taxes under Proposition A, which funded parks and open space projects and their maintenance throughout Los Angeles County (County) since 1992. Measure A was drafted to meet need and its content reflected the findings of the 2016 Countywide Comprehensive Parks and Recreation Needs Assessment (PNA). The metrics-based PNA found that park needs vary greatly throughout the County, and demonstrated that there is serious need for billions of dollars of investments in all types of parks and open space areas in the County. Measure A was drafted to address the metrics identified in the PNA, and includes a needs-based hybrid approach to funding through formula-based allocations and competitive grants.

Measure A contains language designed to deliver funds to areas of high and very high park need. In RPOSD’s experience administering Proposition A grant funds, it has seen that many agencies and organizations in areas of high and very high park need encounter barriers during the grantmaking process that prevent them from securing grant funds and/or successfully implementing park projects.

Given these findings, RPOSD has prepared this white paper and is asking its stakeholders and collaborators to assist in developing grantmaking guidelines that will help ensure that barriers to identification and development of projects are diminished and that barriers to accessing funds are removed or lowered. Lowering these barriers will assist agencies and organizations in areas of high and very high park need to secure grant funding and successfully implement park projects.

The information in this paper is intended to inform the Steering Committee workshop to be held on August 17, 2017. The purpose of the workshop is to explore strategies for ensuring that barriers to accessing Measure A funds are reduced, thus helping to ensure that Measure A funds are distributed in a manner that results in increased investments in parks and open space in high and very high need areas of the County and/or to parks and open space that serve residents who live in the high or very high need areas of the County.

Information contained in this document includes:

- **SECTION B – Distributing Park Funds.** This section provides information on academic research regarding models for distributing funds.
- **SECTION C – Technical Assistance.** This section provides a brief overview of the need for technical assistance in any grantmaking program, and particularly in the distribution of Measure A funds. Technical assistance will be explored in more detail in a future stand-alone memo.
- **SECTION D – Local Park Funding in Los Angeles County.** This section summarizes Proposition A (1992 and 1996), Proposition K (City of Los Angeles), the Countywide Comprehensive Parks and Recreation Needs Assessment, and the development of Measure A.
- **SECTION E – Case Studies.** This section summarizes a review of twelve grant programs and policies from across the country, and the strategies they have employed to ensure effective distribution of funds. Detail on each of the programs is provided in the Appendix.
- **SECTION F – Measure A Features Intended to Address Need.** This section summarizes the key features of Measure A that are specifically intended to lower barriers to accessing Measure A funds.
- **SECTION G – Recommendations.** This section uses information from the review of past local park funding efforts and the case studies to recommend potential strategies and best management practices for lowering barriers to accessing Measure A funds. These include strategies related to policies, grant criteria, and monitoring and tracking.
- **APPENDIX.** The appendix contains a case study summary of each of the grant programs and policies reviewed. The following grant programs and policies, and included:
 - California’s Proposition 84
 - Great Outdoors Colorado Program, CO
 - 20-Year Neighborhood Park Plan, Minneapolis Park and Recreation Board, MN
 - WaterWorks Grant Program, King County, WA
 - Get Moving/Recreation for All Grant Programs, Seattle Park District, WA
 - 2040 Regional Parks Policy Plan, Metropolitan Council, Twin Cities Metropolitan Area, MN
 - Transformative Climate Communities Program, Strategic Growth Council, CA
 - Outdoor Recreation Legacy Partnership Program, National Park Service
 - Grants-for-Blocks Program, Savannah, GA
 - Parks & People Foundation, Baltimore, MD
 - Rivers Trails and Conservation Assistance Program, National Park Service
 - Strong, Prosperous and Resilient Communities Challenge

B. MODELS FOR DISTRIBUTING PARK FUNDS

The section summarizes academic research that describes basic models for grantmaking with government funds for parks, and evaluates them relative to their ability to lower barriers to access and thus increase investments in parks and open space in high and very high need areas of the County and/or to parks and open space that serve residents who live in the high or very high need areas of the County.

The academic research cited is based on the understanding that grant processes can create difficulties for those potential grant recipients who lack the necessary administrative capacity to compete for grants and administer them. These potential recipients may lack the resources to access technical experts and skilled grant writers, and may also lack a track-record of successful project delivery and grant fund administration. A comparative lack of administrative capacity may cause potential grantees to struggle to put forth projects of the same caliber as those submitted by organizations working in communities with greater capacity. In this way, **competition can diminish the distribution of grant expenditures to communities of high need**. As a specific example, without the capacity or access to professional resources to address complex administrative burdens such as real estate negotiations, communities with low capacity may be at a direct disadvantage. Such a handicap may be most relevant in built-out urban areas where securing a site for new parkland is complex and costly.

To ensure that funds are effectively distributed to meet need, grantmakers commonly use two basic methods: **formulas** and **competition**. To understand this distinction, Brian Collins of the University of North Texas and Brian Gerber of Louisiana State University worked together to examine funding distributions from the federal government's non-entitlement Community Development Block Grants program in four states. Through this work, they found that funds are more likely to be distributed to high need areas and populations when grantors do not rely solely on competitive grantmaking.

In their work, Collins and Gerber present four distinct models of grant allocation: one based purely on formulas, one based purely on competition, and two hybrid approaches.

Formula-Dominated Model

In formula-dominated grantmaking, grantors use precise definitions of eligibility and need to construct formulas that are used to select recipients and allocate grant funding. Such formulas can accommodate specific criteria for park need, and they can provide a depoliticized, limited-discretion, low-cost solution to the issue of targeting benefits to intended populations. For instance, a program could use a simple population formula to define eligible applicants and then use one or more complex formulas to allocate funding.

Collins and Gerber suggest that a formula-dominated model engenders relatively high levels of social equity performance but lower levels of potential performance accountability. In this context, social equity performance refers to the degree to which public service distribution and policy implementation is fair, just, and equitable. This is because formula-based selection has no inherent mechanism to screen out service providers that lack the capacity or willingness to deliver outputs consistent with grantor expectations. In addition, formula-dominated models do not screen out applicants, and can therefore result in performance accountability challenges.

Competition-Dominated Model

Competition-dominated grant contracting uses competition to govern eligibility to compete for grants, select proposals, and determine how funding is allocated. The competitive process used by agencies is relatively standardized. Organizations apply for grants through proposals that are evaluated and ranked. These proposals can be extensive and information-rich in order to justify funding requests, representing an upfront gamble for prospective grantees investing administrative resources in proposal preparations and project planning. Funding is allocated to proposals that are most highly ranked until the funding is exhausted.

Collins and Gerber suggest that a competition-dominated model should demonstrate relatively higher levels of performance accountability than formula-dominated models. In theory, market-like competitions should force prospective grantees to reveal information that mitigates agency problems. Under these conditions, competitors must carefully consider proposed costs because grantors can evaluate costs in a comparative context. Applicants must also credibly commit to fulfilling the objectives held by the grantor, which typically entails a demonstration of both the intent and capacity to deliver projects consistent with the grantor objectives. However, this model theoretically produces relatively lower levels of social equity than formula-dominated models, due to the strong influence of competitors' administrative capacity and grantwriting skills.

Strategies to ensure that competitive processes are balanced with formula-based allocation and other methods of ensuring equitable distribution of grant funds are considered below.

Hybrid Models

As seen in Figure 1, Collins and Gerber suggest two additional models that can affect the pursuit of both social equity (funding need) and performance accountability. One of these models, the adverse hybrid model, utilizes neither formulas nor competition. Collins and Gerber state that this model is counterproductive in both aspects. It is not recommended and is not discussed further here.

The other model, known as the moderating hybrid model, represents a compromise that takes advantage of the formula approach to target need and the information-rich environment of competition to increase accountability. Social equity performance is expected to be relatively better than that of the competition-dominated model because formulas that target funding to needs should at least limit any allocative bias toward administrative capacity.

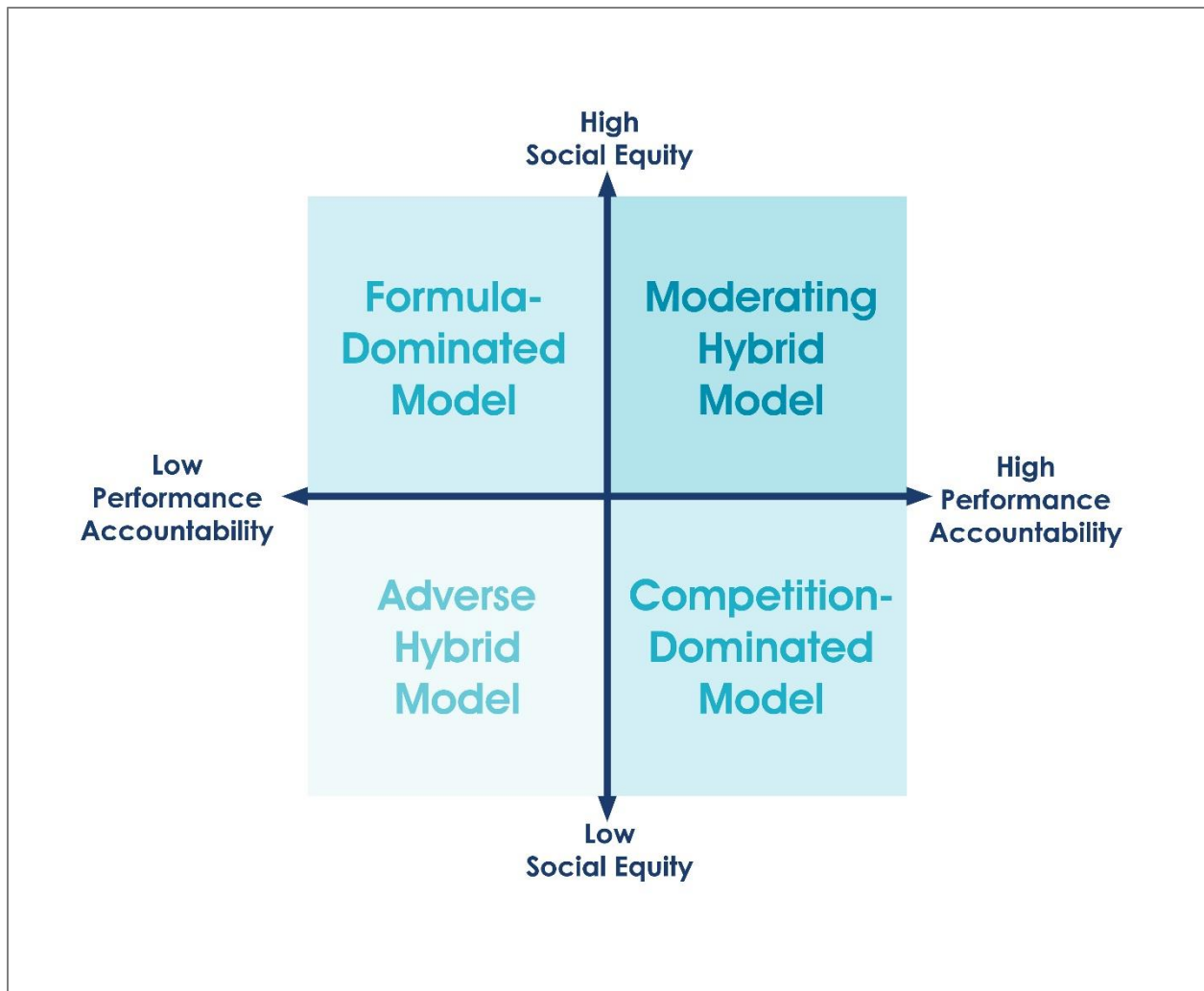


Figure 1. Models for Distributing Park Funds (Collins and Gerber)

Measure A is an example of a moderating hybrid model, combining the use of formulas for annual allocations from Category 1, 2 and Maintenance and Servicing (M&S) funds, and the use of competitive grants in Categories 3, 4 & 5. By using the moderating hybrid model, Measure A ensures that funding is invested in areas of high and very high need through annual allocations to all Study Areas and additional allocations to the Study Areas identified by the PNA as high and very high need. By creating a grantmaking process that lowers the barriers to accessing competitive grants, Measure A can enable more agencies and organizations to effectively compete for these funds. If these barriers are lowered, Measure A further ensures that funds are invested in projects in areas of high and very high need and/or projects that serve residents from areas of high or very high need.

C. TECHNICAL ASSISTANCE

In addition to utilizing a moderating hybrid model to distribute funds to projects that address need, grantors can invest resources to offer technical assistance to prospective grantees, particularly those with lower capacity to formulate plans, administer grants and implement projects. Such an approach can be considered a hybrid between direct and indirect governance. Specifically, this assistance can mitigate the likelihood that lower administrative capacity will reduce the ability of the competitive selection processes to ensure funds meet identified needs. More so, those working on behalf of the grantor to provide assistance can help identify and address administrative challenges faced by grant applicants. Technical assistance can be provided along the grant-making continuum, from project formulation to administration. Technical assistance can take many forms and can include assistance with the following:

- Project formulation and development;
- Grant application;
- Community outreach and engagement;
- Grant fund administration;
- Multi-benefit projects;
- Other funding sources; and
- Monitoring and reporting,

Section G of this memo provides some recommendations on technical assistance as part of Measure A Implementation. Due to the important role of technical assistance in lowering barriers to accessing Measure A funds, the RPOSD is holding a Steering Committee workshop on the topic on September 7, 2017. A separate stand-alone memorandum addressing technical assistance will be issued by RPOSD in advance of this workshop, for review and input by the Steering Committee.

D. LOCAL PARK FUNDING IN LOS ANGELES COUNTY

This section provides an overview of past and current local park funding in Los Angeles County, highlighting the role of Proposition A (Los Angeles County) and Proposition K (City of Los Angeles) in informing the development of a comprehensive assessment of park need and shaping Measure A. It also considers the preparation and findings of the PNA, as well as the need-related provisions of Measure A.

Proposition A (1992 and 1996) and Proposition K successfully directed funding towards park resources in Los Angeles County, yet were driven by different goals and applied different approaches to fund distribution. Both have fueled discussions about appropriate distribution of park funds within a geographically and demographically diverse county. Table 1 summarizes the key information for each local park funding source considered below.

Table 1. Local Park Funding Summary Table

Measure	Goals	Funding Amount	Funding Mechanism
Prop A 1992	<ul style="list-style-type: none"> • Create the Los Angeles County Regional Park and Open Space District • Improve safety of recreation areas for children and senior citizens • Prevent gangs by increasing the safety of neighborhood parks • Plant trees and preserve beach, park, wildlife, and open space resources 	<p>Total: \$203,150,000</p> <p>\$161M for specified projects \$42M for competitive grants</p>	Regional Park and Open Space District Tax Benefit formula
Prop A 1996	<ul style="list-style-type: none"> • Meet need for parks, recreation, youth and senior facilities • Gang prevention and recreational alternatives for at-risk youth • Permanently protect natural lands and biologically diverse environments for future generations 	<p>Total: \$69,050,000</p> <p>\$55M for specified projects \$14M for competitive grants</p>	Regional Park and Open Space District Tax Benefit formula
(City of LA) Prop K 1996	<ul style="list-style-type: none"> • Combat inadequacies and decay of youth infrastructure • Address unmet needs for park, recreation, childcare and community facilities 	<p>\$25 million annually</p> <p>\$299M for specified projects \$144M for competitive grants</p>	Annual real property tax assessment, 30 year period
Measure A	<ul style="list-style-type: none"> • Meet need for investment in neighborhood parks, watershed, open space healthy communities and community recreation • Improve community access to parks • Provide job training and gang violence prevention 	<p>\$96,000,000 million annually (estimated)</p> <p>2% off the top for BOS projects 69.5% for formula-based allocations, including M&S 23.3% for competitive grants 7.2% for program innovation/oversight</p>	Special tax of 1.5 cents per square foot of structural improvements

1. PROPOSITION A (LOS ANGELES COUNTY, 1992 AND 1996)

Parks and recreation facilities in Los Angeles County are supported in part by funds generated from the Safe Neighborhood Parks Tax Measure (Proposition A) approved by Los Angeles County voters in 1992 and again in 1996. RPOSD's authority to levy the 1992 Proposition A tax expired in 2015, and the second Proposition A was approved in 1996, under which taxing authority will expire in 2019.

Proposition A was developed in response to more than a decade of drastic funding cuts to park and open space spending spurred by the passage of California State Proposition 13. Passed in 1978, Proposition 13 lowered property taxes and further restricted the ability of municipalities to tax property owners. With increasing loss of open space to development in Los Angeles County and mounting community concern for park maintenance and upkeep, major proponents of open space and habitat protection guided the crafting of Proposition A.

The purpose of Proposition A is stated as "improving the safety of recreation areas for children and senior citizens, preventing gangs by increasing the safety of neighborhood parks, planting trees and acquiring, restoring and preserving beach, park, wildlife, and open space" (Proposition A, 1992). In the development of Proposition A, park agencies, cities and the County were asked to identify the park and recreation projects they had envisioned, this addressed the backlog of projects and included projects that already had been identified. Proposition A funds, as a whole, were distributed to projects that were specified in 1992 and 1996, for the amounts identified for each project in the propositions. Proposition A dedicated \$12 million to programs for at-risk youth in low income areas, and included a per parcel formula-based allocation to all cities and unincorporated areas in the County (\$110 million in total). However, in Prop A 1996, there was a mechanism that allowed for excess funds that were derived from interest to be allocated to priority projects across the County at the discretion of the Board of Supervisors. These Excess Funds, totaling \$367 million, have been allocated to a higher percentage of projects within the urban core.

Although the goals of Proposition A included "improving the safety of recreation areas for children and senior citizens" and "increasing the safety of neighborhood parks," some analyses of the proposition have found that Proposition A funds were utilized more for natural lands and regional open space projects, and were not as widely utilized for recreation areas and neighborhood parks in what are today defined as park-poor areas. For example, two studies found that:

- Approximately 80 percent of Proposition A funds were directed to projects specified in the proposition (Pincetl, 2003). Projects identified in the proposition were required to demonstrate "regional significance and regional use," emphasizing investment in areas with existing regional facilities or where large parcels of land are available.
- Much of the acquisition funding from Proposition A went to the preservation of large parcels, particularly in the Santa Monica Mountains (Wolch, 2005). As shown in the PNA (discussed below), urbanized areas contain the greatest concentration of park need in the County.

In sum, the fund distribution approach utilized for Proposition A emphasized project-specific grant allocations as well as improvements to existing park and recreation facilities. While this approach provided a clear framework for project funding, Proposition A had a series of funding priorities which emphasized existing park facilities and open space – both of which are less often associated with urban, higher need

populations. This highlights the barriers faced by agencies attempting to access Proposition A funds in highly urbanized areas, as these areas frequently lack existing park resources and are generally far from open space or other large undeveloped parcels.

2. PROPOSITION K (CITY OF LOS ANGELES, 1996)

In 1996, voters in the City of Los Angeles passed Proposition K, a park bond measure to increase and enhance park and recreation space in the city. Proposition K is a City of Los Angeles proposition, yet is important to the history of park funding in the County because the City of Los Angeles comprises a large percentage of the County, and because outcomes of Proposition K have contributed to the demand for more equitable funding distribution. Approximately \$25 million per year of Proposition K funds are allocated towards acquisition, upgrades, improvements, and maintenance of parks and recreation facilities with the main goal of increasing the quantity, quality, and accessibility of youth recreational amenities and programs. Funds are primarily distributed through competitive grant programs to which community-based organizations, cities, and other public entities are eligible to apply.

Wolch, Wilson and Fehrenbach's review of two grant cycles of Proposition K funding, as presented in a study entitled *Parks and Park Funding in Los Angeles: An Equity-Mapping Analysis*, found that distribution of Proposition K funds did not necessarily reflect the proposition's priorities. For instance, although youth infrastructure was a key focus of Proposition K, areas with higher concentrations of youth population had lower funding proposal success rates than areas with lower concentrations of youth population. In terms of actual expenditures, census tracts with the highest percentage of youth residents did receive the most money in absolute terms. However, areas with the largest shares of young people received half as much Proposition K funding on a per youth basis than areas with the least concentration of children. Based on their analysis of Proposition K, Wolch, Wilson and Fehrenbach stress the importance of focusing funds on obtaining new park space, providing technical assistance to community-based organizations from low-income neighborhoods, and ensuring that organizations can become partners in planning, designing, and managing park projects.

3. 2016 PARKS NEEDS ASSESSMENT

The 2016 Comprehensive Countywide Parks and Recreation Needs Assessment was launched in March 2015 to inventory existing parks and recreation facilities and conditions, analyze collected park inventory and population data, quantify the need for **neighborhood parks and recreational resources**, and work with the local communities to develop lists of priority projects and cost estimates to meet that need.

Park need is traditionally measured with a single metric, such as the number of acres of park land available to residents, or the percentage of residents living within walking distance of a park. Measuring only a single aspect of need provides a one-dimensional understanding of park need. The PNA Steering Committee recognized that park need is affected by many variables and approved a suite of five metrics that produced a robust understanding of physical park needs in each Study Area and in the County. The five metrics included park pressure, park land, park access, park amenities and park condition. With the exception of "Park Condition," the metrics are based on quantitative features of parks and the neighborhoods surrounding them. As such, they can be easily re-evaluated in the future as a way of gauging progress toward the goal of meeting park need in Los Angeles County. The results of the analysis of the park metrics were combined to determine an overall park need level for each Study Area. This

approach creates a framework for assessing park need from a countywide perspective, from areas of very-high and high need, to areas of very low need.

In addition to park need, the PNA included a community profile summarizing demographic, health and environmental information in each Study Area to supplement park metrics. This data was not directly used to identify need, because the PNA was focused on the physical needs of existing neighborhood parks and the need for new neighborhood parks. However, the community profile provided information about factors that affect park need and that were beyond the scope of the PNA. For example, park access is affected not only by the distance a household is from a park, but by access to a vehicle. Community profile data were provided to each Study Area for internal use and to inform park staff, who could in turn use the information as part of community meetings. Demographic information included population by race/ethnicity, population at or below 200 percent poverty level, population without vehicle access, population in linguistic isolation, and population distribution by age. Health and environmental information was gathered from CalEnviroScreen 2.0 and included ozone, PM 2.5, obesity, asthma, diesel emissions, diabetes, pollution burden, and bicycle/pedestrian collisions.

4. MEASURE A OF 2016

The PNA laid the groundwork for making important planning and funding decisions in Los Angeles County and provided the residents of the County with a wealth of parks-related information and opportunities to engage in the process of defining needs and potential projects in their communities. Most importantly, the PNA showed that there were many areas in the County with very-high and high need, and a lack of vacant land for new traditional parks in those areas as most of these very-high and high need areas are located in the most urbanized areas of the County. Measure A was crafted to address the findings of the PNA, as well as the regional opportunities within the County that include open space, regional projects, employment programs for youth and veterans, beaches, habitat and trail connectors and was ultimately approved by 74.9 percent of voters in November 2016.

The features included in Measure A to specifically address issues of need are further discussed in Section F.

E. CASE STUDIES IN EQUITABLE DISTRIBUTION OF GRANT FUNDS

Existing policies and grant programs designed to deliver funding to recipients with the greatest need can provide insights for the processes, policies, and procedures needed to implement and administer Measure A in a manner that reduces barriers to accessing funds.

The case studies presented in Appendix A offer examples of strategies used by a variety of agencies to attempt to ensure funds are directed to those most in need. Policy plans and grant programs included in these case studies were selected based on several factors, including effective community outreach, innovative approaches, breadth of application process, and iterative nature of their processes. Addressing equity in park funding is a fairly new concept nationwide, and several of the case studies presented are recent programs that are too new to measure their success. Nonetheless, they are included as examples of what is being tried, and can be referenced in the future to verify their effectiveness.

Each case study includes a description of the overall grant program, and a discussion of the processes, policies, or procedures that contributed to the grant program's success. Although each grant program defines need differently, all the selected case studies offer strategies that could be utilized to help lower barriers to accessing Measure A funds and thus ensure that funds are distributed in a manner that results in increased investments in parks and open space in high and very-high need areas of the County.

Common themes that emerged from the case studies include the following strategies that could be considered for Measure A's grantmaking processes:

- Technical assistance opportunities at every stage of the grant process can help organizations with low capacity (which frequently operate in areas of high and very high park need) succeed in securing grants and completing projects.
- Outreach to potential applicants can ensure that all eligible organizations are aware of the funding opportunities available to them.
- Clearly defined goals and metrics help to ensure that grantmakers, applicants, and the general public share a common understanding of a grant program's purpose.
- Using quantifiable metrics at various stages of the grant process can add a layer of objectivity. Clear metrics can also be valuable when evaluating the effectiveness of grant programs in getting funds to areas of high and very high need.
- Evaluation of a program's effectiveness in meeting goals, followed by course correction as needed, helps ensure that goals are met in the long run. Innovation in the form of pilot programs, community feedback opportunities, and experimental programs can all be incorporated in the effort to ensure that funds go to areas of high and very high need.

F. HOW MEASURE A ADDRESSES NEED

RPOSD developed Measure A with the goal of meeting park need in Los Angeles County and funding park projects throughout the County. To this end, Measure A contains several mechanisms for lowering barriers to accessing funding, thus helping to ensure that funds are invested in areas of high and very high park need. Many of these mechanisms echo the themes cited in the case studies in Section E. The existing provisions of Measure A that lower barriers to accessing funds include:

Concrete Definition of Park Need and Ties to Comprehensive Park Needs Assessment

As discussed above, the PNA findings informed the allocation of Measure A funds. The PNA clearly identified the metrics and process used to define park need for neighborhood parks and amenities, and assigned a need category to each of the County's Study Areas. As stated in the Measure A funding resolution, grant programs are intended to "increase the accessibility of public lands, park facilities, and park amenities to the people of Los Angeles County, especially to those living in high need and very high need Study Areas [as identified in the 2016 Countywide Park Needs Assessment]." The PNA also created a replicable process for assessing park need in the future, in order for funding to continue to be directed to high and very-high need areas.

Hybrid Model of Allocations and Competitive Grant Programs

Measure A utilizes a moderating hybrid model (as described in Section B of this memo) for awarding funds. This model results in the best balance between social equity and accountability. Measure A's Category 1 and Category 2 funds use the Formula-Dominated model, with an emphasis on formula-based allocations to high and very high need areas. Categories 3, 4, and 5 primarily use the competitive allocation model (refer to Table 1 for detailed information). On balance, these approaches mean that Measure A uses a hybrid of formulas and competitive grants, as recommended in the literature.

High Percentage of Funds to High Need Areas and Services

Measure A includes several categories of funds specifically targeted to higher need communities:

- Category 2 funds (13% of available funds) are specifically designated for high and very high need study areas only.
- Category 5 funds (3.8% of available funds) are prioritized for organizations that provide services to, or recruit a majority of their participants from, the areas of high and very high need, as identified in the Parks Needs Assessment.
- Fifteen percent of the funds provided in Categories 3 and 4 (3.9% of available funds) are designated for projects to develop and implement Recreation Access programs including education, interpretive services, safety information, transportation, and other activities that increase the accessibility for County residents, especially for those in high need and very high need areas.

Population-Based Allocation Formula

Measure A utilizes a Per Capita Improvements formula to allocate Category 1, Category 2, and Maintenance and Servicing (M&S) funds to recipients, which gives two-thirds weight to population and only one-third weight to building square footage. This means that more densely populated areas and areas with higher levels of development, which tend to have the greatest park need, will tend to receive higher levels of funding.

Fund Advancement

Requiring that grant recipients incur project costs and receive reimbursement from grant funds later can be a problem for organizations with small operating budgets that do not have the capital available to pay for expenditures up front. Measure A includes a provision that allows for the advancement of funds, making it easier for organizations or groups with limited budgets to apply for and receive funding. These types of advancements encourage all organizations to apply for funds, regardless of their existing operating budget.

Monitoring and Evaluation Over time

Measure A requires that the PNA be regularly updated, which will make it possible to track changes of park need in the County and allow an evaluation of park need over time. While the PNA completed in 2016 analyzed neighborhood parks and park spaces, it excluded the beaches, large open spaces with habitat, and trail connectors. The first update of PNA will need to analyze these areas of the county along with an abbreviated update on neighborhood parks.

Measure A calls for both an Oversight Committee as well as an annual report to the Board. It is envisioned that the reports to both shall include detailed descriptions of Measure A allocations and expenditures, evaluation of these expenditures against the explicit goals of Measure A, and evaluation of the grant programs success, including meeting the identified needs in the PNA and its subsequent update.

G. RECOMMENDATIONS

As documented in Section F, Measure A contains multiple provisions that clearly establish funding for high and very high need areas. This section recommends additional policies and implementation strategies that could lower barriers to accessing funds and build upon the foundations established in Measure A for ensuring that funds are distributed as required in the resolution. In particular, these recommendations respond to the goal established by Measure A (Section 5(a)4) for “increasing investments in high need and very high need regions identified in the Countywide Park Needs Assessment.”

Recommendations are based on best practices and innovations identified through the research and case study reviews presented above. Recommendations share common themes of removing barriers to participation in grant programs, and proactive and adaptive grant administration. Recommendations are organized by topic, below, with relevant Measure A programs identified for each topic.

1. OVERALL POLICY REGARDING MEETING PARK NEED

RPOSD could consider adopting an overarching policy to guide the approach to lowering barriers to accessing Measure A funds. This policy might include one or more of the following components:

- **Existing Features of Measure A** – Measure A already includes formula-based funding allocation models, particularly in Categories 1 and 2, with Category 2 focused on high and very high need communities. This will help to ensure that a portion of funds are utilized in the areas with the highest need.
- **Project Types** – To further advance projects that are in or serve residents from high and very high need areas, RPOSD could prioritize projects in the competitive grant programs (Categories 3, 4, and 5) that fund projects in high and very high need communities, that serve residents from high and very high need areas through regionally focused recreational access or projects that improve the regional facilities, open space and connectors within the County.
- **Funding Targeted to Projects in High Need Areas, or That Serve Residents from High and Very High Need Areas** – To further advance distribution of funds to projects located in high or very high need areas or serving residents from high and very high need areas, RPOSD could consider directing a specific portion of competitive grant funds (in Categories 3, 4, and 5) to these projects. This may include projects implemented within high and very high need areas, projects that improve access to regional facilities for residents living in high and very high need areas or projects that improve the regional facilities, open space and connectors within the County.
- **Evaluation Criteria** – As a further means of advancing distribution to projects in higher need areas, competitive grant programs (in Categories 3, 4, and 5) could include evaluation criteria such as Study Area need level or proximity to high and very high need areas, and give appropriate weighting to those criteria.
- **Technical Assistance** – RPOSD could provide technical assistance throughout the following stages of the grant process: Community Outreach and Engagement, Planning, Grant Writing, Design, Grant Administration, Construction, and Programming. Delivering such technical assistance through a variety of tools will help to support general capacity building, cultivate strategic regional

partnerships, and engage outside funding sources and grantors while increasing the number of applicants from high and very high need areas.

- **Monitoring and Correction** – RPOSD should monitor and track the distribution of both competitive funding and annual allocations, in order to assess whether funding is reaching high and very high need areas and helping to meet the need, and could adjust grant programs as needed to meet this goal over time.

2. GENERAL RECOMMENDATIONS

This section identifies overarching recommendations relevant to all Measure A funds to help ensure that funds are effectively distributed to projects in high and very high need areas and projects that serve residents from high and very high need areas.

Set Clear Benchmarks

Quantitative benchmarks could be identified to inform application evaluation criteria, and monitoring and tracking efforts. This includes setting specific benchmarks for the percentage of funds for competitive and annual allocations to be allocated and expended. Other benchmarks may be connected to evaluation criteria for specific grant programs, as further discussed under Competitive Grant recommendations. Benchmarks should be followed by one or more metrics to guide measurement and evaluation.

Continue Consistent Use of Definition of Need

Measure A's definition of Park Need is based on the PNA. This should be clearly stated in all grant-related materials.

Create a Simple and Uniform Eligibility Process

As outlined in the May 11, 2017 "Overview of Measure A Eligibility, Application, and Reimbursement Process" memorandum, an eligibility process that is completed prior to applying for any funds (including M&S funds) can reduce the administrative burden on applicants. Once established, eligibility could remain active for up to three years, or until submitted documents are no longer valid (for example, if a non-profit organization's mission changes significantly). After three years, eligibility could be renewed through a simple process that includes verification of the validity of previously submitted documents, thereby reducing the burden of resubmitting all documents.

Ensure that all Eligible Entities Complete the Eligibility Process

RPOSD could ensure that all eligible entities complete the eligibility process. RPOSD could directly contact entities that do not complete the process and offer technical assistance to do so.

Ensure that all Eligible Entities Apply for Funding

Once all eligible agencies have completed the eligibility process, RPOSD could help ensure timely application for Category 1, 2, and M&S funds. RPOSD could contact and offer technical assistance to agencies and organizations that are eligible but do not apply for these funds.

3. BOARD OF SUPERVISORS' ALLOCATIONS

Up to 2 percent of total funds may be allocated to eligible projects by the Board of Supervisors.

The Board could consider allocating a percentage of these funds to high or very high need areas and/or facilities or programs that serve residents of these areas. Additionally, these funds could be focused on specific high or very high need areas that did not receive Category 3, 4, or 5 funding in previous grant cycles.

4. COMPETITIVE GRANTS

Maximize the Number of Eligible Entities that Complete the Eligibility Process

RPOSD could utilize a diverse array of outreach methods to maximize the number of agencies and organizations completing the eligibility process. Because the majority of public agencies will have completed the eligibility process in order to apply for Category 1, Category 2, and M&S funds, outreach efforts should focus on those entities that have not completed this process, the local park agencies and the non-profit organizations that would be eligible for competitive grants. Minimum criteria for this would remain as stated in Measure A: project applicants include Public Agencies and Nonprofit Organizations. As described in the June 19th memo regarding competitive grants, the process for establishing eligibility would be kept as simple as possible, with the intent of reducing barriers in the application process.

Information collected during the application process regarding organizational capacity could be used after projects are chosen to inform the percentage of funds to be allocated to technical assistance (discussed in greater detail in Section 6, below).

The following eligibility requirements are suggested:

Public Agencies

- Proof of attendance at an eligibility meeting in person or via webinar
- Proof of jurisdiction support to apply for Measure A funds from the head of the organization
- Review of PNA data and updates on any changes in park acreage, amenity quantities, and amenities condition
- Readiness to accept RPOSD's contract terms and conditions

Non-profit Organizations

- Proof of attendance at an eligibility meeting in person or via webinar
- Proof of non-profit status (compliance with Section 501(c)(3) of the Internal Revenue Code of 1986)
- Readiness to accept RPOSD's contract terms and conditions
- Mission related to one or more of the following focus areas:
 - Community empowerment
 - Environmental protection and preservation
 - Park, recreation or community services or facilities
 - Gang prevention and intervention
 - Environmental education and interpretation
 - Tree-planting
 - Conservation and preservation of wetlands or of lands predominantly in their natural, scenic, historical, forested or open-space condition
 - Restoration of lands to a natural, scenic, historical forested or open space condition
 - Job skills training and educational opportunities to young adults or veterans
- Proof of certification from the California Conservation Corps, if the organization is a Conservation Corps.

Schools with Joint-Use Agreements

- Proof of attendance at an eligibility meeting in person or via webinar
- Proof of joint-use agreement that meets the following requirements:
 - Minimum agreement length of 20 years
 - Public use and access of the school site for a substantial number of hours each week
 - Allow operation of programs by third parties
 - No differential fees may be charged
- Readiness to accept RPOSD's contract terms and conditions

Grant Program Design

Use Examples that are Relevant to High and Very High Need Areas

High and very high need areas may lack the type of open space and regional facilities or vacant land that may be assumed to be required for projects in Category 3 and 4. To encourage applicants from high and very high need areas to apply for competitive grants, outreach materials about grant programs, and project examples in grant application materials could make it clear that projects in any area of the County can apply. This would include illustrating how projects in dense urban areas with limited open space or park facilities can qualify for competitive grants. For example, Measure A describes "Natural lands, wildlife corridors, and watershed protection" as types of eligible projects for Category 3 grants. Outreach materials regarding the grant program could identify examples such as the following: rainwater capture

gardens or habitat gardens adjacent to public buildings, roadways or under freeways, and the creation of publicly accessible space along flood control channels which may include habitat restoration, native plants, restrooms, biking or walking trails, pedestrian bridges, picnic areas, interpretive signage. These examples would help illustrate how more urban areas might be able to qualify for competitive grants in Categories 3 and 4.

Develop Mini Grant Incubator

Small grant award programs could be considered for competitive grant funds. This strategy fosters the engagement of communities with less capacity to implement large grant-funded projects. The Blocks-for-Grants program in Savannah, GA found that mini grants helped to build ongoing resident engagement and support for public space over time, and mini grants were also utilized by the Parks & People Foundation in Baltimore. The Strong, Prosperous and Resilient Communities Challenge (SPARCC) program used a series of grants that increased in size to assist applicants in strengthening their applications. Furthermore, grantmakers participating in the United Nations Conference on Housing and Sustainable Urban Development Habitat III Conference in 2016 reported that small projects tend to be more successful and lasting when continuous support is provided for up to ten years (Adebowale-Schwarte, 2017). RPOSD could consider a grant funding structure for small grants (\$10,000-\$15,000), with opportunities for repeat funding for up to ten years to serve as a community organization incubator (equivalent to total grant of \$100,000-\$150,000). These could be grants for either phased capital projects or for planning and design grants.

Variations on the incubator grant program could include:

- **Variation 1** – Increase grant size for organizations over time. Organizations would start with a small grant and would be awarded larger grants as capacity and success was demonstrated.
- **Variation 2** – Allow established organizations to apply for larger grants that could in turn be used to hire other organizations for small projects.

Include Funding for Planning and Design

In order to address this barrier to participation and ensure that funds are allocated to meet park need, grants could be provided for planning and design efforts that will lead to the development of projects fundable under General, Recreation Access, and Cultural Facilities competitive grants.

Utilize Simple Grant Cycles

The June 19th Memorandum “Overview of Measure A Competitive Grant Programs” outlines several thematic grant cycles. Some of these are more complicated than others. As recommended by the Steering Committee, the competitive grant cycle could be simplified to include only broad categories that are easily understood, such as “General Grants,” “Recreation Access,” “County Cultural Facilities,” “Youth and Veteran Education and Training,” and “Youth and Veteran Certification and Job Placement.” One grant calendar should be released annually for all categories.

Allow for Administrative Costs

For organizations and agencies with fewer resources, the cost associated with applying for and administering grants can be prohibitive. As presented in the June 19th memorandum regarding competitive grants, 10 percent is recommended as the limit for Administration. Administrative costs include planning, monitoring, and reporting necessary for the successful design, selection, and implementation of the projects and verification of projects. This may include community engagement costs incurred during the planning phase of a project and costs stemming from required monitoring and reporting of allocated funds.

Additional funds for administrative costs may be drawn from non-bonded funds that are not subject to a 10 percent maximum.

Simplify the Application Process

The June 19th memorandum discussed several approaches pertaining to the application process. Of those approaches, Approach 3, which included the fewest constraints and several opportunities for feedback and assistance, is recommended in order to encourage high need project applications.

The following are recommended:

- **Pre-application** – The pre-application process should include: letter of intent, followed by staff guidance for qualifying applicants, further detailed below in the recruitment portion of Technical Assistance. Invitations should not be required for applications. The intent of the pre-application is for applicants to solicit staff input and guidance prior to undertaking the more substantial application process and project development. Advice could be available in different languages commonly used in Los Angeles County.
- **Application Tools** – Grant applications should be available online or as printed copies, and submitted using an online application or internet portal. Application guidelines, forms, and updates should be available through one website.

Assign a High Weight to Level of Need

The most important criterion for ensuring funds are distributed to meet Park Need is level of need (as identified in the Countywide Parks Needs Assessment and future updates). Level of Need could account for the most points among evaluation criteria.

Minimize Requirements for Matching Funds

Criteria that require matching funds may result in fewer funds reaching high and very high need areas. While Measure A grants programs may consider the availability of matching funds, they will not be considered a requirement for grant evaluation and award. However, as described in the June 19th memo regarding competitive grants, projects that use Measure A funds to match other funding sources, including annual allocations, would receive more points than those that do not.

If used, the availability of matching funds could include other less common displays of commitment such as coalition partnership and in-kind goods and services.

Set Targets for Grants to High and Very High Need Areas

Measure A does not outline limits or percentages of competitive grant funds for high or very high need Study Areas. To ensure that competitive funds are directed to these areas, RPOSD could recommend that a specific percentage should be located in high and very high need Study Areas or that serve residents from high and very high need areas.

Include Representatives of High Need Areas on Evaluation Committee

In order to ensure a broad representation of perspectives in the review of grant applications, the evaluation committee could include representatives from high and very high need areas for all competitive grant cycles, with a balance of staff and outside members.

Provide Training for Evaluation Committee

Once selected, evaluation committee members could be trained in cultural competency and the definition of Needs per the Park Needs Assessment. Additionally, committee members should be trained in grant application evaluation, in order to ensure an objective, consistent evaluation process across proposals.

5. TECHNICAL ASSISTANCE

Technical assistance is critical to implementation of both formula-based allocations and competitive grant programs. More detailed recommendations for technical assistance will be provided in a subsequent memorandum that will be provided to RPOSD and the Steering Committee prior to the September 7, 2017 workshop. The overarching recommendation below affirms the importance of technical assistance in lowering barriers to accessing Measure A funds.

Develop a Comprehensive Technical Assistance Program

RPOSD could develop a comprehensive technical assistance program that provides a strong suite of technical assistance tools throughout the grant-making continuum for both competitive and non-competitive grants. The technical assistance program could include assigning program managers for all applicants, training program managers in culturally appropriate community engagement, tailoring level of assistance to applicant needs, providing proactive engagement and assistance to high and very high need areas, and offering a range of technical assistance tools.

6. MEASUREMENT, EVALUATION, AND LEARNING

Measurement, evaluation, and learning during implementation are important to (1) ensure there are not unintended consequences, (2) to measure specific impacts, and (3) to decide if programs should be continued, modified, or terminated. This requires sufficient data reporting and accountability systems be built in to the Measure A grantmaking process, and that results are utilized for learning and program

improvement. This section provides general recommendations related to measurement and evaluation, and Section 8 provides recommendations regarding the use of the results to inform program improvements. More detail regarding measurement, evaluation and learning, as well as reporting to the Measure A Citizens Oversight Advisory Board (Advisory Board) and Board of Supervisors, will be addressed in a subsequent memo.

Require Measurement and Evaluation for all Allocations and Competitive Grants

All grants could be required to participate in measurement, evaluation, and learning, as lessons from each may be useful for others. Similarly, funding distributed under all Measure A expenditures could be measured and evaluated based on Measure A goals, specific benchmarks established for programs, and other factors as discussed below.

Use Annual Reporting Process to Share Progress and Data

Measure A requires reporting of the location and footprint of each funded project, its objectives, status, and outcomes, any matching funds used, and the applicable program from the Measure's expenditure plan schedule. Additionally, a publicly accessible data portal is required by Measure A, and could be updated as part of the annual reporting process to ensure transparency and facilitate use of data by County staff, grant applicants, project managers, scholars, and the broader public.

Annual reporting could be used as an opportunity for sharing progress with the community, as well as an opportunity for evaluation and learning by the Board, RPOSD, or Advisory Board.

Utilize Results to Inform Needs Assessment Updates and Course Correction

Results of measurement and evaluation could be used to inform course corrections, and specifically include corrections targeted to ensure that funds are distributed to meet park need. Results could also inform Parks Needs Assessment updates and thus potentially expand on the definition of park need.

Evaluate Distribution of Funds against Park Need and Other Community Characteristics

The distribution of Measure A Funds could also be evaluated against other data sources to identify patterns or trends in distribution. Other data sources could include demographic, geographic, and environmental data, as well as data corresponding to benchmarks set for specific programs.

7. ADAPTIVE IMPLEMENTATION AND COURSE CORRECTION

Establish Indicators for Potential and Required Course Corrections

Indicators for evaluating implementation should be directly connected to Measure A goals and benchmarks established for each grant program. Potential indicators used for informing course corrections could include information gathered during evaluation, described above.

Connect Potential Course Corrections to Indicators

Course corrections should be tied to indicators, and therefore benchmarks, and could include the following:

- **Refinements and Improvements to Existing Programs** – Course correction may involve a change to the existing program or requirements. This may include changes to eligibility requirements, the application process, or technical assistance programs. Changes to grant applications could include but are not limited to modified grant cycles, revised evaluation criteria, or revised eligibility requirements.
- **Employ New Programs and Strategies** – Some indicators may necessitate the development of new programs and strategies. New types of technical assistance may be offered or a new type of grant may be offered under a competitive grant category.

Test Innovative Programs and Strategies

Adaptive administration could allow for experimentation and innovation. New programs and strategies could be launched as experiments and closely monitored. In some cases, small-scale pilot programs could be used prior to implementing larger changes.

APPENDIX A: CASE STUDIES OF EQUITABLE DISTRIBUTION OF GRANT FUNDS

Case studies of twelve policies and programs informed the recommendations for distributing funds to meet park need presented in this white paper. Common themes that emerged from the case studies are presented in this white paper, and a description of each case study is provided in this appendix for reference. Each case study includes a description of the overall grant program and a discussion of the processes, policies, or procedures that contributed to the grant program's success.

Case studies were selected based on several factors, including effective community outreach, innovative approaches, breadth of application process, and iterative nature of their processes. Although need is defined differently in each case study, all the selected case studies offer strategies that are informative to the implementation of Measure A. Several of the case studies presented are recent programs that are too new to measure their success, but are included as examples of what is being tried, and can be referenced in the future to verify their effectiveness.

Case studies include:

- A. California's Proposition 84
- B. Great Outdoors Colorado Program, CO
- C. 20-Year Neighborhood Park Plan, Minneapolis Park and Recreation Board, MN
- D. WaterWorks Grant Program, King County, WA
- E. Get Moving/Recreation for All Grant Programs, Seattle Park District, WA
- F. 2040 Regional Parks Policy Plan, Metropolitan Council, Twin Cities Metropolitan Area, MN
- G. Transformative Climate Communities Program, Strategic Growth Council, CA
- H. Outdoor Recreation Legacy Partnership Program, National Park Service
- I. Grants-for-Blocks Program, Savannah, GA
- J. Parks & People Foundation, Baltimore, MD
- K. Rivers Trails and Conservation Assistance Program, National Park Service
- L. Strong, Prosperous, and Resilient Communities Challenge

A. CALIFORNIA'S PROPOSITION 84

Overview

The Safe Drinking Water, Water Quality and Supply, Flood Control, River and Coastal Protection Bond Act of 2006 (Proposition 84) provided \$5.4 billion for improving parks; natural resource protection; and water quality, safety, and supply in California. Proposition 84 sought to ensure distribution of bond funds to those most in need by prioritizing funding for disadvantaged communities. Proposition 84 used income to define disadvantaged communities, with lower income communities considered to be those most in need of funding. Jon Christensen's 2016 study of Proposition 84, *Environmental Bonds Should Equitably Benefit*

All Communities: Looking Forward Based on an Analysis of Prop 84 utilized California’s bond accountability website, State agencies, CalEnviroScreen and the United States Census to analyze how well the bond’s expenditures matched the proposition’s stated goals related to equity. A key finding was that where Proposition 84 included specific criteria regarding funding allocation priorities, funding was distributed to meet those priorities. However, where bond language regarding priorities was vague or where serving disadvantaged, park-poor, or urban communities were listed among several priorities, the results were mixed. The study attributes the differences in equitable distribution to the lack of explicit criteria and guidelines for equitable implementation in several sections of Proposition 84.

Potential Considerations for Measure A

- **Clear and Specific Language** – Ensure that clear and specific language is used for guidelines, priorities, and criteria throughout the grant process.
- **Define Metrics** – Clearly define measurable criteria that reflect the program’s goals, for use in both the selection of projects and the evaluation of success. For example, if benefitting more people is a goal, include the number of people who will be served by a project as one of the application evaluation criteria. Analysis of clearly defined metrics can be used to learn from past experiences and to adapt.
- **Planning for Projects** – Consider requiring agencies and organizations receiving funds to have a strategic master plan in place with defined priorities and criteria for selecting projects to be funded. Require that spending is justified, accounted for, and reported in relation to those priorities and criteria.
- **Data Reporting** – Require clean, transparent, and readily accessible and usable reporting of data on projects that are funded, under what programs they were funded, and their impact or footprint.

B. GREAT OUTDOORS COLORADO PROGRAM

Overview

The Great Outdoors Colorado Program (GOCO) was initiated in the 1990s by a citizens committee, including conservation, business, and political leaders, and was approved by voters in 1992. GOCO redirected a portion of Colorado Lottery proceeds to a trust fund to preserve and enhance the State's parks, trails, wildlife, rivers, and open spaces. GOCO awards competitive grants to local governments and land trusts, and makes investments through Colorado Parks and Wildlife. Since its inception, the fund has dispersed \$917 million in lottery proceeds to more than 4,800 projects in all 64 Colorado counties. GOCO funding allocation is driven by an outreach-focused, five-year strategic plan that evaluates how the program might better serve current trends and needs, and adapts in response. The current GOCO five-year strategic plan is guided by three primary goals: 1) protecting urban and rural land for people and wildlife, notably once-in-a-lifetime, large-scale projects; 2) connecting people to the outdoors by increasing bike and pedestrian access and filling gaps in important trail systems; and 3) inspiring more kids and their families to explore and take care of the outdoors by addressing the growing disconnect between youth and nature.

Potential Considerations for Measure A

- **Flexibility** – GOCO regularly solicits input from grantees and the public about the effectiveness of its grant programs in meeting the State’s needs. Programs are then adjusted to respond to concerns raised.
- **Technical Assistance** – Grantwriting workshops are held in the fall and spring in advance of each grant cycle. Applicants are also encouraged to contact staff directly for one-on-one assistance and have the opportunity to receive a “pre-review” by submitting application prior to the actual deadline.

C. 20-YEAR NEIGHBORHOOD PARK PLAN, MINNEAPOLIS PARK AND RECREATION BOARD

Overview

The 20-Year Neighborhood Park Plan guarantees an additional \$11 million for neighborhood park maintenance, rehabilitation, and capital improvements over the next twenty years. One of the goals of the plan is to ensure that investments in neighborhood parks are made equitably, with a focus on parks in low income and diverse neighborhoods. In service of this goal, the Minneapolis Park and Recreation Board (MPRB) developed the Criteria Based System for Capital and Rehabilitation Neighborhood Park Project Scheduling in 2016. This set of equity-based criteria are used to prioritize capital investment and large rehabilitation projects, and are designed to quantify aspects of neighborhood parks and the surrounding community using multiple data sources. Every park in the MPRB’s jurisdiction will be scored annually, with funds going to those parks that score the most points. This dynamic approach to re-ranking is intended to ensure that the park rankings stay current from year to year, so that funds are continually targeted to those parks that most need the funds based on their score. Although the system has not been in place long enough to evaluate its success, it contains several key characteristics seen in other successful case studies and should be followed closely in the future for additional insights.

Potential Considerations for Measure A

- **Clear Goals and Language** – MPRB’s system makes it clear that racial equity is an important priority. This clarity results in a transparent scoring system that supports this priority.
- **Scoring Criteria** – Each park is scored using a set of quantifiable metrics that are clearly defined. The regular updating of park scores means that the most current information is used to disburse funds, and this flexibility should result in advancement toward MPRB’s goals.
- **Type of Data** – MPRB uses data that is easily understood and readily available. Use of this type of data increases understanding of the ranking process for recipients, evaluators, and members of the public. MPRB provides clear explanations of each data type and the associated scores.

- **Community Engagement** – On the surface, the Criteria Based System for Capital and Rehabilitation Neighborhood Park Project Scheduling seems very data driven, and it is; however, this data-driven system also has a soft touch. Each of the different criteria was vetted by community groups. In addition, those that were scoring and evaluating projects were members of the community and offered unique perspectives. All future updates to park scores will involve public input as well.

D. WATERWORKS GRANT PROGRAM, KING COUNTY, WASHINGTON

Overview

King County maintains a Strategic Plan for Equity and Social Justice, which is a blueprint intended to guide policies and decision-making, design, delivery of services, and workplace practices countywide, in order to advance equity within County government and in partnership with communities. The County's WaterWorks Grant Program provides funding for projects that improve water quality in the service area of King County's regional wastewater system, while incorporating the principles of fairness and justice. The WaterWorks program awards approximately \$2 million dollars every two years to non-profits, schools, counties, tribes, and special purpose districts. There have been several iterations of the grant applications since 2015, with incremental changes intended to introduce grantees to equity concepts. King County developed a Determinants of Equity Report that helps inform how applications are scored on factors such equity and social justice areas; community benefits and providing benefits to people of color; limited English proficiency; low income; or other underserved populations or communities. Clearly defined indicators and examples provided in the report provide transparency in the scoring and evaluation of grant applications.

Potential Considerations for Measure A

- **Fund Advances** – WaterWorks grants are generally for reimbursement of funds spent. However, in certain cases, advances of a portion of the funds can be made. This policy increases accessibility of funds to organizations without large capital reserves.
- **Explicit Goals** – King County has an explicit framework and lens for describing determinants of equity, which in turn influences grant criteria and evaluation. This type of clarity in describing goals helps ensure that goals are achieved, as grantees, evaluators, staff, and the general public all have the same understanding of the program's goals.
- **Matching Fee Waiver** – The Waterworks program waives matching fee requirements for community-based organizations that work with low income groups. Matching funds can often be a burden for low capacity groups, and this particular exception has been well received.
- **Application Materials Translation** – The WaterWorks program provides application materials in different languages when asked, which lowers barriers to applying for applicants who do not speak English as their primary language.

- **Online Grant Portal** – The WaterWorks Grant program has an easily accessed online portal with information on eligibility, previous funded projects, grant evaluation criteria, background on the program, frequently asked questions, application submittal, and other resources.

E. GET MOVING/RECREATION FOR ALL GRANT PROGRAMS, SEATTLE PARK DISTRICT

Overview

Seattle Park District's Get Moving and Recreation for All (GM/Rec4all) grant programs expand recreation opportunities for Seattle residents with the most need. Eligible applicants include local community groups, small businesses, and not-for-profit organizations. Qualifying projects must have community partners involved with the project, have a significant physical activity component, be free and open to the public, and adhere to Seattle Parks and Recreation's mission. In 2016, the programs provided nearly \$730,000 of funding for 14 programs focused on people who are disproportionately affected by health disparities. The programs also funded over \$400,000 in scholarships for reduced fee or no-fee programs. The Park District uses the City of Seattle's Racial Equity Toolkit to ensure that its grants provide culturally relevant physical and enrichment programming to under-resourced communities in neighborhoods where health disparities are prevalent. The Racial Equity Toolkit lays out a framework for addressing equity and guides the development, implementation, and evaluation of policies, initiatives, programs, and budget issues throughout the city. As part of the toolkit, the Racial Equity Analysis contains six steps, including setting outcomes for racial equity; involving stakeholders and analyzing data; determining benefit or burden; advancing opportunities to minimize harm; tracking impacts on communities of color over time; and reporting back.

Although the Seattle Park District has only been providing grants for a few years, it contains several key characteristics seen in other successful case studies and should be followed closely in the future for additional insights

Potential Considerations for Measure A

- **Community Leaders** – The GM/Rec4all program has been successful due to its communication with community leaders. Throughout the process, feedback on the grant cycle was sought from community leaders and improvements were made.
- **Advertise the Grant Process** – Several workshops were held before the start of the application process to ensure that all eligible organizations were aware of the upcoming funding opportunities. In addition to workshops, outreach included information online, printed information in newspapers, and in-person conversations.
- **Feedback** – The GM/Rec4all program has gone through many different iterations. Feedback on community experience was given at the end of the first grant cycle, and improvements were made accordingly.

- **Transparent Scoring** – A transparent scoring process, including identification of evaluators, helps community groups to feel comfortable with the results of the grant cycle.
- **Minimize Administrative Hurdles** – The GM/Rec4all program made contracting and invoicing more seamless, recognizing that record keeping and invoicing can be a hurdle for smaller organizations.

F. 2040 REGIONAL PARKS POLICY PLAN, METROPOLITAN COUNCIL, TWIN CITIES METROPOLITAN AREA

Overview

The Twin Cities Metropolitan Area is home to a system of regional parks and trails including 55,000 acres of designated parklands and over 300 miles of trails with over 48 million visits every year. The Metropolitan Council is a regional agency charged under State law with establishing regional growth policies and long-range plans for transportation, aviation, water resources, and regional parks. The Metropolitan Council recently completed the 2040 Regional Park Policy Plan, which includes policies and strategies to strengthen equitable use of regional parks and trails by all residents regardless of age, race, ethnicity, income, national origin, and ability.

To better understand and address disproportionate or inequitable park use, Metropolitan Council Staff conducted a qualitative research project to identify barriers to regional park visitation among communities of color. The study sought to explore the following: preferred outdoor recreation activities and desired amenities, perceived barriers that prevent use of the system, issues or concerns about regional parks, and recommendations and suggestions to increase and enhance park visits. Metropolitan Council Staff partnered with local community-based organizations and public agencies to organize focus groups throughout the metropolitan region. A total of 263 individuals participated in the sessions, representing various racial, ethnic, and cultural backgrounds. The Metropolitan Council then developed a regional parks system equity toolkit that includes recommended questions for grant applications. These questions help ensure that funds are targeted to underserved populations. The questions are as follows:

1. What is the population breakdown for your jurisdiction by race, ethnicity, age, national origin, ability status, and income?
2. Which population segments above are currently underserved by the Regional Parks System?
3. Which of the underserved populations (identified in Question 2) will this project better serve?
4. What specific aspects of this project will help to better serve the targeted populations (identified in Question 3)?
5. Exactly how will you verify the target populations (identified in Question 3) are better served?

While the equity toolkit is not currently being used for competitive grants, the council will use the regional parks system equity toolkit in the 2018-2019 for Parks and Trails Legacy fund dollars (beginning on July 1, 2017) and 2019 fiscal year (beginning on July 1, 2018) for Capital Improvement Program dollars.

Potential Considerations for Measure A

- **Clear Goals for Grants** – The Metropolitan Council focused on park use instead of park access, and a developed application questions that directly address this goal.
- **Summarize Existing Data** – The work leading up to the Metropolitan Council toolkit included data gathering with information on needs and priorities. This data was analyzed and will be used in upcoming grant programs to craft application questions and evaluation criteria that help achieve the program’s goals.
- **Grant Award Size** – The Metropolitan Council understood that a minimum grant amount is necessary for community groups to feel like their efforts are justified. Agencies and organizations with low capacity may be more likely to pursue grant funding if the grant award size justifies the effort spent applying for the funds.

G. TRANSFORMATIVE CLIMATE COMMUNITIES PROGRAM, STRATEGIC GROWTH COUNCIL, CALIFORNIA

Overview

The Strategic Growth Council’s (SGC’s) Transformative Climate Communities (TCC) Program directs the SGC to administer \$140 million from California’s cap-and-trade revenues for the “development and implementation of neighborhood-level transformative climate community plans that include multiple, coordinated greenhouse gas emission reduction projects that provide local economic, environmental, and health benefits to disadvantaged communities.” The SCG recognizes that the State’s most disadvantaged communities often lack the capacity and institutional resources to seek competitive grants, and may not be prepared to apply to the Program or to develop and implement transformative plans. They offer technical assistance to applicants through ongoing outreach and support. Technical assistance is offered in all phases of the application process, including before and after the granting of funds, to achieve adequate program outcomes. In addition, the Strategic Growth Council and the California Environmental Protection Agency (CEPA) partner with third parties to give assistance in assessing planning and implementation efforts, strengthening organization capacity, and developing project priorities.

Potential Considerations for Measure A

- **Technical Assistance** – Ongoing outreach, support, and technical assistance throughout all phases before and after the granting of funds.
- **Planning Assistance** – CEPA and SGC partner with third parties in the areas of organization capacity and development of project priorities.

H. OUTDOOR RECREATION LEGACY PARTNERSHIP PROGRAM, NATIONAL PARK SERVICE

Overview

The Outdoor Recreation Legacy Partnership Program (ORLP), a competitive grant program of the National Park Service, targets the development and enhancement of outdoor recreation in larger urban communities. The program maintains a particular interest in serving disadvantaged areas and connecting young people to public lands and the outdoors. The ORLP is intended to showcase collaborative and innovative partnerships that leverage investments to support of close-to-home recreation. In addition to acquisition and development grants, a new pilot “planning grant” program awards up to \$75,000 to fund planning studies to help target park and recreation investment to urban areas where it is needed most. This is a result of feedback given to NPS from the program’s first year.

Potential Considerations for Measure A

- **Course Correction** – Experimental programs that attempt to respond to feedback and noted challenges of grant programs can help a granting agency remain flexible and effective.
- **Planning Assistance** – \$750,000 of ORLP funds set aside for planning grants to help identify urban areas underserved by parks.
- **Program Review** – The planning grant program was developed based on feedback from the previous year’s acquisition and development grantees.

I. GRANTS-FOR-BLOCKS SAVANNAH, GA

Overview

Savannah’s Grants-for-Blocks Program is sponsored by the community Planning & Development Department, and funds micro grants up to \$500 for neighborhood groups to improve their neighborhoods. Applications have grown by 240 percent since inception. Initial applications were focused on beautification while current applications focus more heavily on developing programs. Locally run programs enjoy unheard-of support states, and services initiated by residents show increased participation in comparison with those initiated and run by the city’s Community Services agency. The small grant amounts and annual continuation of the program helps to build ongoing resident engagement and support for public space overtime.

Potential Considerations for Measure A

- **Application Criteria** – Resident Application Reviewing committee with two representatives from each submitted proposal who do not review their own community’s proposal. Steering Committee to discuss aspects of community development.

- **Award Amounts** – Mini grants of up to \$500 encourage residents to create groups to improve their neighborhood. Resident lead programs funded by these mini grants are highly successful.
- **Program Review** – Building relationships over time to evolve funding from beautification to ongoing program development.

J. PARKS & PEOPLE FOUNDATION, BALTIMORE, MARYLAND

Overview

Baltimore’s Parks & People Foundation’s grant program aims “to encourage community involvement in parks and environmental improvement.” The program awards funds of \$250 to \$1,000 to targeted communities which are underserved or needy and which do not usually have access to greening programs. The program has simple applicant requirements such as being a community based organization which has a bank account. Applicants are required to work with a Parks & People Foundation staff member in the planning of their project. The Foundation also offers a contingency award to those applicants who are not funded, outlining adjustments to the application needed to receive the funding.

Potential Considerations for Measure A

- **Application Criteria** – Contingency award to applicants who make improvements to their application as outlined by the approving committee.
- **Technical Assistance** – One-to-one grantor staff assistance for the planning and implementation of projects.
- **Award Amounts** – Small award amounts

K. RIVERS TRAILS AND CONSERVATION ASSISTANCE PROGRAM, NATIONAL PARK SERVICE

Overview

As the community assistance arm of the National Park Service, this program supports community-led natural resource conservation and outdoor projects across the nation by offering technical assistance to a variety of organizations. Staff provides free, on-location facilitation and planning expertise, helps define project visions and goals, engage with collaborative partners and stakeholders, and develop a sustainable organizational framework to support the project. Outreach and technical assistance is provided at each step of the way from workshops to focused outreach. After receiving applications from the same partners year after year, the Rivers Trails and Conservation Assistance Program changed its outreach strategy to include more targeted outreach to communities they had not engaged with before.

Potential Considerations for Measure A

- **Course Correction-** Recognizing that the same applicants applied year after year, the program changed outreach strategies to reach new potential applicants.
- **Technical Assistance-** Workshops and focused outreach and one representative per state as applicant point of contact.

L. STRONG, PROSPEROUS AND RESILIENT COMMUNITIES CHALLENGE

Overview

The SPARCC has a strong technical assistance aspect of their grant program. SPARCC is a three-year, \$90 million initiative co-funded by the Robert Wood Johnson Foundation (RWJF), the Ford Foundation, and the Kresge Foundation. SPARCC will empower communities and bolster local groups and leaders in their efforts to ensure that as major new investments are made in infrastructure, transit, housing, health, and climate change, they are used to make communities places where everyone benefits and thrives. Through this program, ten cities were invited to apply in the final round (originally there were about 80 cities from around the Country). Out of the ten cities that were invited to apply in the final round, six cities were selected, and received \$15,000 to work on their proposals as well as eight hours of consulting time for free. In addition to funding and consulting time to work on proposals, there were webinars on how to effectively fill out applications. SPARCC also engaged in community meetings, and organized and led a national conveying meeting in Washington DC. As part of the technical assistance, consultant firms, familiar with the subject area of the grant gave feedback on proposals, such as areas that could be approved on before the final package was due. As part of the larger initiative, each city is receiving \$1 million dollars for their core programming. Additional funding will be awarded for technical support, including paying community members to attend meetings.

Potential Considerations for Measure A

- **Technical Assistance** – Webinars on how to effectively fill out applications, proposal consultation and proposal feedback from consultants familiar with each projects subject area.
- **Planning Funds** – The program awarded funds to applicants to be used to work on their proposals. This type of funding, coupled with technical assistance, encourages organizations with limited capacity to apply.
- **Outreach** – The program allots funding to pay community members to attend public meetings. This reduces one of the barriers that can prevent community members from attending meetings.

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**LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT**



Measure A Implementation

Los Angeles County Regional Park and Open Space District

**Summary Meeting Notes
Steering Committee Summer Workshop A
August 17, 2017 1:00 am – 5:00 pm**

Steering Committee Members in Attendance:

Jean Beesley	John Guevarra	Cara Meyer
Alina Bokde	John Johns	Dilia Ortega
Reyna Diaz	Tori Kjer	Max Podemski
Hugo Enciso	Clement Lau	Stefan Popescu
Belinda Faustinos	Linda Lowry	Barbara Romero
Hugo Garcia	Norma Martinez	Keri Smith
Mark Glasscock	Sandra McNeill	

RPOSD Staff in Attendance: Dwayne Case, LaTrina Hancock, Sara Keating, Martha Lopez, Warren Ontiveros, Rigo Sanchez, Ani Yeghiyan

PlaceWorks Staff in Attendance:

David Early, C.C. LaGrange, Jessica Wuyek, Jasmine Williams

AGENDA ITEM: TOPIC 1- ELIGIBILITY

Public Comment

1. RPOSD should do outreach to make sure small agencies and organizations know there is an opportunity for funding. The County should do outreach in the very beginning to get the word out to small and non-traditional partners.
2. Reviewing and updating the Parks Needs Assessment could create a barrier for agencies with low capacity.
3. How should the process include neighborhood councils and organizations? Could they be included as eligible organizations?
4. For eligible non-profit mission statements, the scope needs to be broader. Instead of considering mission statement, consider historical presence and relationship to the community.
5. For joint use agreements, the 20-year minimum agreement length is very long. There should be off-ramps if those relationships don't last.

Committee Comment

1. Discussion on Joint-Use Agreements:
 - a. Minimum agreement (20 years) is too long for LAUSD and DWP and many other districts. 1-5 or 10-year agreement is more common. At most, 5-10 years. Compromise on 20 years if you have a claw back in the agreement. Whoever is responsible for maintaining the project should pay. Vet

existing joint use agreements to ensure compliance and good partners. Ensure good public access in addition to fees. Establish benchmarks to track progress.

- b. Challenge is to balance investment of public funds with reasonable agreement length – want to encourage creative spacemaking while ensuring project is accessible to those who need it in the long term
 - c. Suggestion: Consult offline with entities who have experience putting together joint use agreements to see what is realistic. JUMP taskforce that has been working on joint use throughout the county.
2. Discussion on Nonprofit Mission Statements Requirement:
 - a. Expand to include community gardens, public health, and living. Perhaps allow for an exception for organizations that may not meet the mission but can be decided upon by RPOSD staff. Allow missions around environmental justice and social equity.
 - b. Is there even a need to have a mission-related requirement? Perhaps this could focus more on the project or the organization’s relationship to the community, instead of the mission.
 3. Discussion on Updates to Park Needs Assessment:
 - a. Provide clarity on what is the role of the jurisdiction and what is the role of RPOSD/County. Include information about the process and if it’s possible for an agency to contest the data.
 - b. Have agencies verify data, rather than re-enter it to lower barriers. Make it a predictable process that larger agencies can plan for.
 4. Discussion of Proof of Jurisdiction Support:
 - a. The process needs clarity: where specifically does the support need to come from, what does it need to say, and who is responsible for submitting? Draft resolutions or templates should be acceptable in case things need to move quickly. Support should come from the department or agency and not necessarily Council because it could take a long time to go to Council. It will be easier to secure support for projects than just enrollment/eligibility.
 - b. Support should go through a higher level. Although it creates barriers, it ensures more supported projects.
 5. Discussion of Contract Terms and Conditions:
 - a. Terms and conditions should be simple and straight forward, easily accessible and not buried in a long RFP or other document. The contract should be flexible so it doesn’t add a barrier.
 - b. Everyone should meet terms and conditions in order to play. Everyone should play the same game because it protects the funding agency. Everyone should accept terms when working with cities. Don’t exempt anyone from it.

Summary Takeaway

- + Shorten requirement for joint-use agreements and vet models for successful partnerships that balance needs
- + Expand nonprofit eligible mission statements or remove this requirement
- + Clarify the process required to update the Park Needs Assessment
- + Clarify the types of required jurisdiction support
- + Make contract terms accessible, easy to understand, and consistently flexible

AGENDA ITEM: TOPIC 2- COMPETITIVE GRANTS

Public Comment

1. Should be minimum set aside for local projects to balance regional (10-15%).
2. Regional projects should have extra points if they've taken into consideration connectivity, access, and local benefit.
3. There should be extra points for leveraging matching funds such as Cap and Trade.
4. Top evaluation criteria: Project feasibility, multi-benefit-high, leveraging funds; level of need, community involvement, accessibility, and amenity conditions.
5. Bottom evaluation criteria: Matching funds, creative space making, project readiness, regional benefit
6. Regional projects should be tied to a regional plan to ensure regional benefit.
7. Add criterion related to climate plans so that projects that consider climate readiness would receive additional points.
8. Unhook Parks Needs Assessment from evaluation criteria.
9. Level of Needs should not be a criterion so that it's truly a competitive process.
10. What is the difference between project feasibility and project readiness?
11. Areas of high need should receive a set aside percentage and should be a priority.

Committee Comment

1. Discussion of Level of Need:
 - a. Should be given highest consideration in a point-based scoring system. Primary concern is to move red areas into green areas. The 13% is not nearly enough to make up for the years of underinvestment. Find way for apples to apples comparison because you can't compare high need and low need areas in the evaluation stage.
 - b. There should be a minimum standard of funds awarded only to high and very high need areas (In addition to Category 2).
 - c. Don't pit level of need and matching funds against each other
 - d. How is level of need defined? Horse trails, natural lands, and open space still need development although many regional/open space areas are not high need.
 - e. Poll: How many people think there should be points for need?
 - i. Unanimous
 - f. Poll: How many people think there should also be minimum threshold (dollars)?
 - i. 14 yes
 - ii. 3 say no
2. Discussion of Regional Projects/ Regional Benefit:
 - a. How are regional projects and regional benefit defined? Need to be flexible with the definition.
 - b. What about regional areas that serve high need areas? Priority should be high and high need areas. You can make a case that you're serving high need communities but not actually be doing that. How can you really prove the reach of regional benefit?
3. Discussion of Evaluation Criteria:
 - a. Top Criteria: Community involvement, level of need, amenity conditions, public safety, health & wellness
 - b. Bottom evaluation criteria: Matching funds
 - c. Look at health from multiple perspectives such as anti-displacement and other social determinants

Summary Takeaway

- + Level of Need should be an evaluation criterion
- + Thresholds for Level of Needs should be discussed

- + There need to be clear definitions for regional projects and regional benefit
- + There must consideration for how regional projects serve high need areas and how agencies can prove it
- + Build out health and wellness criterion

AGENDA ITEM: TOPIC 3- MEASUREMENT

Public Comment

1. Crime and environmental indicators, health outcomes, park use (through registered programming), and displacement can be measured. RPOSD should do baseline survey right away. Agencies need to prove they service high need communities. Displacement and homelessness should be tracked.
2. Monitor if funds were spent completely and with their original intent? If not, what were the changes?
3. Park Needs Assessment should be updated every 3 years, not 5 years so it could be tied to census.
 - a. Response: 5-10 years to update the Parks Needs Assessment is reasonable, possibly with snapshot updates to specific geographic areas every 2-5 years.
 - b. Response: 5 years is good benchmark to update Parks Needs Assessment. Data used to inform PNA should be updated very regularly through the agencies and project holders. Streamline the process and Database to funnel data and ease the burden of the update.
4. Parks Needs Assessment: Add metrics such as crime, race, and income to indicators for Level of Need. No changes should be made to methodology for a little while (5 years).
5. Community outreach. Require it for competitive grants (with thresholds). Grantees should provide metrics on their projects and outreach.

Committee Comment

1. Discussion of Indicators to Monitor:
 - a. Parks Needs Assessment: Monitor if high and high need areas are progressing to low need areas.
 - b. Applicants: Monitor which agencies have won and loss. How many people applied, what did they propose, where did those applications come from, what populations did they serve?
 - c. Geographic investment: Monitor geographic trends in investments to identify areas that either aren't applying or aren't winning. Provide technical assistance to remedy. Investment maps would be helpful to visualize and overlay Park Need Map.
 - d. Park use: Look at underutilization of facilities because of conditions, safety (actual and perceived).
 - e. Demographics: Measurement should consider all factors studied in the Parks Needs Assessment such as race, safety, income, etc
 - f. Coordination with local Measures: Should tie annual reporting to other measures in LA county—specifically, Measure M and Measure H (transportation and homelessness).
 - g. Regionality factor: See how the regional facilities have proven to serve high need areas.
2. Discussion of Reporting:
 - a. We don't want to put too much burden on organizations reporting. Can metrics be included in application so the reporting is built into the process? Reporting could be done at the macro level and not burden the small jurisdictions.
 - b. Electronic process: Innovative reporting will make it much easier for RPOSD staff to measure effectiveness. At grant closing, grantee could do basic self-reporting.

Summary Takeaway

- + Measure changes in crime, health, and environmental and other demographics
- + Monitor deviations from project descriptions and successful completion
- + Track winning and losing applicants as well as geographic investments
- + Lower barriers to administrative reporting
- + Coordinate reporting with complementary Measures

AGENDA ITEM: TOPIC 4- OVERALL POLICY

Public Comment

1. Level of Need, climate change, displacement, and multi-benefit projects (that benefit housing, jobs, and parks) should be emphasized within the policy and principles
2. Policy should coordinate with Measures M and H (transportation and homelessness) to foster synergy with supportive housing and transit. Projects that support all three should be valued.
3. The word equity should be stated and clearly defined. DPR is defining and measuring equity and this definition should be aligned.
4. Include a clear statement committing the District to work with applicants to create the best applications by lowering barriers through technical assistance.
5. District should have monitoring and course correction in a timely manner. Make that language stronger.

Committee Comment

1. Discussion of Policy Elements:
 - a. Technical Assistance: Include a technical assistance policy to lower barriers, encourage applications, and ensure more successful projects.
 - b. Include a policy for community involvement and outreach. There should a connection between projects and existing community and long-range plans.
 - c. Acknowledge that data collection has inefficiencies and systemic problems and establish a framework to reassess data and reporting.
 - d. Develop an evaluation policy to evaluate similar projects (such as by cost of project) against one another to allow for apples to apples comparison.

PUBLIC COMMENT

1. *No Comment*

Meeting Adjourned.



LOS ANGELES COUNTY
REGIONAL PARK AND
OPEN SPACE DISTRICT



**Measure A Implementation
Steering Committee Workshop B:
Technical Assistance**

September 7, 2017

1:00 pm – 5:00 pm

**Los Angeles River Center & Gardens | Atrium
570 W. Avenue 26, Los Angeles, CA 90065**

1:00 – 1:30 pm

Welcome and Agenda Overview

1:30 – 1:55 pm

Small Groups: Types of Technical Assistance

1:55-2:20 pm

Small Groups: Barriers to Receiving Technical Assistance

2:20 - 2:45 pm

Small Groups: Prioritizing Technical Assistance Needs

2:45 - 3:10 pm

Small Groups: Funding

3:10 - 4:45 pm

Large Group Discussion

4:45 - 5:00 pm

Public Comment

5:00 pm

Adjournment

Next Steering Committee meeting is on
Thursday, September 28, 2017 from
9:30 am to noon
Los Angeles River Center



TODAY'S AGENDA

1. Overview
2. Small Group Sessions:
 - A. *Types of Technical Assistance*
 - B. *Barriers to Receiving Technical Assistance*
 - C. *Prioritizing Technical Assistance Needs*
 - D. *Funding*
3. Large Group Discussion
4. Public Comment
5. Mark Your Calendar

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- Technical Assistance Program
- Small Group Discussion


1. OVERVIEW

1. OVERVIEW

Technical Assistance Program

Why is Technical Assistance Important?

- ◆ Reduces barriers related to low administrative capacity that deter agencies and organizations from applying for grant funding
- ◆ Improves RPOSD's effectiveness in implementing Measure A and its dedicated funding for high and very high need areas
- ◆ Assists individual study areas in applying for, receiving, and administering Measure A funds




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1. OVERVIEW

Technical Assistance Program

Primary Goals of the Technical Assistance Program (TAP)

1. Ensure that all study areas are well-informed regarding available annual allocations and competitive grant opportunities; aware that the TAP exists; have a clear understanding of how to receive TA.
2. Maximize participation from high and very high need study areas by providing support throughout the lifecycle of the grant to help with applying for funding, administering grants, and completing and maintaining projects.
3. Create and support strategic partnerships throughout the County.
4. Support organizational capacity-building among Measure A applicants to increase the capacity to administer grant projects.
5. Place emphasis on delivering completed projects to park users efficiently and effectively




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1. OVERVIEW

Technical Assistance Program

Considerations and Constraints

- The need for technical assistance exceeds RPOSD resources
- RPOSD must prioritize which types of technical assistance should be provided
- Need to balance between funds expended for technical assistance and funds expended on projects
- Technical assistance should have a direct impact on the number of successful projects delivered to park-users



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1. OVERVIEW

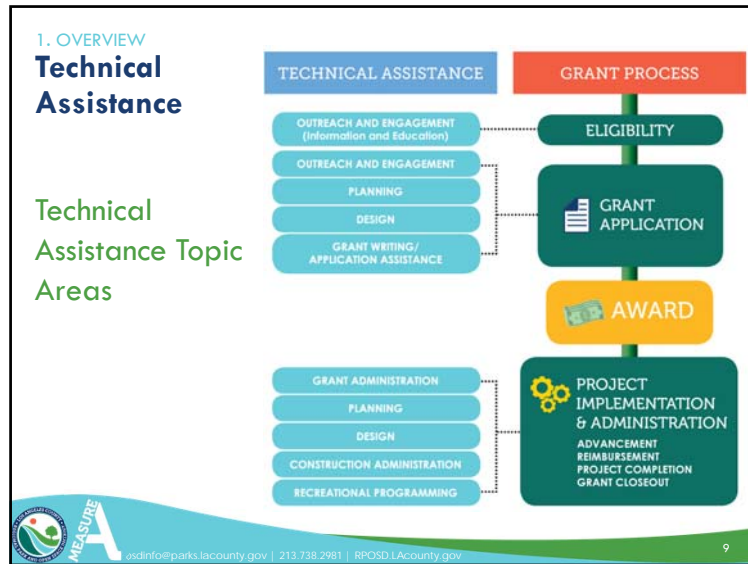
Technical Assistance Program

Technical Assistance Needs/Requests:

- Applying for RPOSD grants
- How to do effective community outreach/engagement
- Language translations
- Social media collaboration
- Construction materials selection
- Assistance developing park master plans
- Help with cost estimates
- Best practices in park and recreation design
- Technical specifications templates
- Grant writing training/assistance
- Staff support throughout grant application process
- Connections to strategic partners
- Technical training for sustainable park design
- Mentorship
- Outreach materials/templates
- Maintenance Practices & Standards
- How to successfully administer a grant



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1. OVERVIEW

Technical Assistance

Technical Assistance Delivery Methods

- Ongoing RPOSD Support:** This includes one-on-one assistance, maintenance of the RPOSD website and grantee portal, as well as other support provided directly by RPOSD.
- Financial Assistance:** Includes provision of funds directly to applicants in need of technical assistance, rather than providing a service to the applicant.
- Strategic Partnership Programs:** Any program in which entities other than RPOSD provide the needed technical assistance.
- Training and Education:** Workshops, webinars, or other training programs.
- Resource Toolkits:** Manuals, guides, directories, toolkits, and other materials that can be used by applicants throughout the grant process.

MEASURE A
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1. OVERVIEW

Small Group Instructions

- ◆ Four topics - 25 minutes to discuss each
- ◆ Each topic has a set of focused questions to guide your group's discussion
- ◆ Take notes to share your group's discussion with the larger group at 3:10
- ◆ Groups from the public will have 1 minute to share feedback for each topic (with additional time at 4:45)
- ◆ Steering Committee discussion of each topic will follow public feedback

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1. Types of Technical Assistance
2. Barriers to Receiving Technical Assistance
3. Prioritizing Technical Assistance Needs
4. Funding

2. SMALL GROUPS

2. SMALL GROUPS

Topic 1: Types of Technical Assistance

Are the topic areas, delivery methods, and tools identified in the Technical Assistance memo appropriate?

- ◆ Are there additional topic areas where technical assistance is needed?
- ◆ Are there any additional delivery methods or tools that should be considered?
- ◆ Which delivery methods or tools do you think are most effective, and why?



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2. SMALL GROUPS

Topic 2: Barriers to Receiving Technical Assistance

What are the barriers to accessing or receiving technical assistance?

- ◆ What is your experience with accessing and/or receiving technical assistance?
 - ◆ What was your best experience with receiving technical assistance?
 - ◆ What has worked well and what has not worked well?
 - ◆ How often was technical assistance offered in your past experiences?
 - ◆ Which grantors/organizations have provided helpful Technical Assistance?
- ◆ What barriers do you currently experience or anticipate for receiving technical assistance during different stages of the grant process?
 - ◆ Do these barriers occur during a specific stage of the grant process
 - ◆ Are they related to a specific type of technical assistance?



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2. SMALL GROUPS

Topic 3: Prioritizing Technical Assistance Needs

Because the resources available for technical assistance are limited and providing technical assistance can be costly, RPOSD may need to prioritize specific types of technical assistance. Which areas of the Technical Assistance Program should be prioritized?

- ◆ What type(s) of technical assistance would you rank as the highest priority (most applicable and most needed) for your agency?
- ◆ Which delivery methods of technical assistance should be prioritized?
- ◆ During which stages of the grant process is technical assistance most anticipated/needed?



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2. SMALL GROUPS

Topic 4: Funding

What sources of funding should RPOSD utilize to operate the Technical Assistance Program?

- ◆ Is Measure A is the most appropriate funding source to fund technical assistance?
- ◆ Are there any other potential funding sources that you are aware of that could fund technical assistance? If yes, what are they?
- ◆ What level of funding should be recommended?



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1. Types of Technical Assistance
 2. Barriers to Receiving Technical Assistance
 3. Prioritizing Technical Assistance Needs
 4. Funding

3. LARGE GROUP DISCUSSION

3. LARGE GROUP DISCUSSION

Topic 1: Types of Technical Assistance
Are the topic areas, delivery methods, and tools identified in the Technical Assistance memo appropriate?

- ◆ Are there additional topic areas where technical assistance is needed?
- ◆ Are there any additional delivery methods or tools that should be considered?
- ◆ Which delivery methods or tools do you think are most effective, and why?




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3. LARGE GROUP DISCUSSION

Topic 2: Barriers to Receiving Technical Assistance
What are the barriers to accessing or receiving technical assistance?

- ◆ What is your experience with accessing and/or receiving technical assistance?
 - ◆ What was your best experience with receiving technical assistance?
 - ◆ What has worked well and what has not worked well?
 - ◆ How often was technical assistance offered in your past experiences?
 - ◆ Which grantors/organizations have provided helpful Technical Assistance?
- ◆ What barriers do you currently experience or anticipate for receiving technical assistance during different stages of the grant process?
 - ◆ Do these barriers occur during a specific stage of the grant process
 - ◆ Are they related to a specific type of technical assistance?




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3. LARGE GROUP DISCUSSION

Topic 3: Prioritizing Technical Assistance Needs
Because the resources available for technical assistance are limited and providing technical assistance can be costly, RPOSD may need to prioritize specific types of technical assistance. Which areas of the Technical Assistance Program should be prioritized?

- ◆ What type(s) of technical assistance would you rank as the highest priority (most applicable and most needed) for your agency?
- ◆ Which delivery methods of technical assistance should be prioritized?
- ◆ During which stages of the grant process is technical assistance most anticipated/needed?



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3. LARGE GROUP DISCUSSION

Topic 4: Funding

What sources of funding should RPOSD utilize to operate the Technical Assistance Program?

- ◆ Is Measure A is the most appropriate funding source to fund technical assistance?
- ◆ Are there any other potential funding sources that you are aware of that could fund technical assistance? If yes, what are they?
- ◆ What level of funding should be recommended?



4. PUBLIC COMMENT

4. PUBLIC COMMENT

Please state your name before starting your comment



5. MARK YOUR CALENDAR

5. MARK YOUR CALENDAR

Upcoming Meetings

Steering Committee Meeting #4:

September 28th 9:30 am-12 noon

LA River Center: Sierra Madre Room

Steering Committee Meeting #5:

October 19th 9:30 am-12 noon

LA River Center: Atrium

Steering Committee Meeting #6:

December 7th 9:30 am-12 noon

Hall of Administration: Room 140





MEMORANDUM

DATE August 22, 2017
TO Measure A Steering Committee
FROM Los Angeles County Regional Park and Open Space District (RPOSD)
SUBJECT Technical Assistance Related to Measure A

A. INTRODUCTION

Investing resources in technical assistance programs for study areas has been identified as an effective way to reduce barriers related to administrative capacity, as discussed in the “Re-envisioning the Grantmaking Process” memo (RPOSD, August 3, 2017). Barriers that stem from having low administrative capacity include the challenges in developing grant applications as well as challenges in administering grant awards and implementing projects. In many cases, these challenges deter agencies and organizations from applying for grant funding. In addition to limiting the abilities of agencies and organizations, such challenges have the potential to limit RPOSD’s effectiveness in implementing Measure A and its dedicated funding for high and very high need areas.

This memorandum provides recommendations for mitigating these barriers through the development of a Technical Assistance Program that assists individual study areas, and by doing so contributes to the success of Measure A in addressing park needs across the County. The Measure A Technical Assistance Program could address the range of administrative support needs of all study areas, including those in high and very high need areas, and provide assistance for both formula-based (Categories 1 & 2) and competitive grant programs (Categories 3, 4, & 5). In order to meet these requirements, the Technical Assistance Program can provide a strong suite of tools and strategies, appropriate for all stages of the grant-making continuum, from project formulation to administration through implementation and maintenance. It will also provide recommendations for funding and implementing these programs. While the immediate function of the Technical Assistance Program is to assist study areas in applying for, receiving, and administering Measure A funds, the program has the potential to build organizational capacity of potential applicants throughout the County.

The tools and strategies presented in this memorandum will support the following primary goals of the Technical Assistance Program:

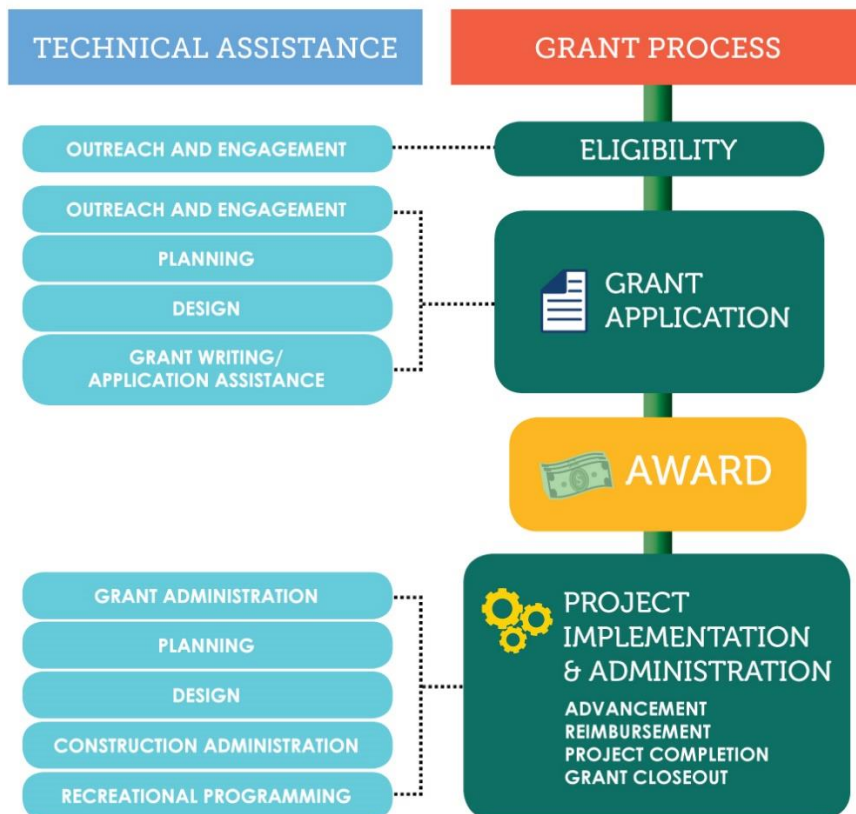
1. Ensure that all study areas throughout the County are both well-informed regarding available annual allocations and competitive grant opportunities, and well-aware that the Technical Assistance Program exists and have a clear understanding of how to receive it.

2. Maximize participation from high and very high need study areas by providing support throughout the lifecycle of the grant to help with applying for funding, administering grants, and completing and maintaining projects.
3. Create and support strategic partnerships throughout the County.
4. Support organizational capacity building among Measure A applicants to increase the capacity to administer grant projects.
5. Place emphasis on delivering completed projects to park users efficiently and effectively.

B. TYPES OF TECHNICAL ASSISTANCE

The Technical Assistance Program could provide technical support to applicants throughout the grant process. Ongoing assistance was demonstrated to be important in lowering barriers in several of the case studies outlined in the “Re-envisioning the Grantmaking Process” memo, previously circulated to the Steering Committee. Seven potential technical assistance topics are described below and include: *Community Involvement and Outreach, Planning, Design, Grant Writing/Application Assistance, Grant Administration, Construction, and Programming.* Technical assistance in these areas may be needed only once during the grant process, or at several points in the grant process. Figure 1 illustrates the key points in the grant process where technical assistance is likely to be needed, and Section D provides additional information on applying for and receiving the technical assistance tools described below.

Figure 1: Technical Assistance throughout the Grant Process



The specific delivery method of the technical assistance will vary in each of the topic areas. This memo identifies five delivery methods/tools, each with a unique identifiable icon that will be referenced throughout the memorandum, which could be incorporated into RPOSD's Technical Assistance Program:



Ongoing RPOSD Support: This includes one-on-one assistance, maintenance of the RPOSD website and grantee portal, as well as other support provided directly by RPOSD.



Financial Assistance: Includes provision of funds directly to applicants in need of technical assistance, rather than providing a service to the applicant.



Strategic Partnership Programs: Any program in which entities other than RPOSD provide the needed technical assistance.



Training and Education: Workshops, webinars, or other training programs.



Resource Toolkits: Manuals, guides, directories, toolkits, and other materials that can be used by applicants throughout the grant process.

1. COMMUNITY INVOLVEMENT AND OUTREACH

Technical assistance related to community involvement and outreach may be provided at multiple points of the Measure A grant process and in a variety of ways. This assistance should engage public agencies; nonprofit organizations; local, regional, state, and Federal philanthropic grantors and the general public.

The following tools aim to ensure that information about Measure A program opportunities are publicly available, easily understood, and readily accessible to all applicants, particularly those in high and very high need areas. They also provide assistance related to the community outreach and engagement that organizations may need to undertake prior to and during the grant application process.

Example Tools



Introductory Workshops. RPOSD could host introductory workshop for public agencies, nonprofit organizations, and other potential applicants to inform them of general opportunities that Measure A provides; and provide information on eligibility requirements, upcoming grant opportunities, critical deadlines, and resources for applicants. Frequently Asked Questions raised during these workshops could be made publicly available. Workshops could be held throughout the county and in partnership with existing community based organizations (CBOs), local agencies, or community groups to increase awareness of the workshops and reduce barriers to attendance. RPOSD has begun this outreach with the completed Parks Funding 101 and upcoming Parks Funding 102 agency update meetings.



Outreach Training and Resource Toolkit. In order to assist agencies and organizations in meeting the community engagement requirements of Measure A, training and resources will help guide applicants in the development and facilitation of meaningful outreach and engagement. Training may be web-based or in-person, and should inform best practices in community engagement, approaches to reducing engagement costs, and methods for effectively utilizing community input. Toolkits may include templates, checklists, handbooks, replicable case studies, branding materials, and other educational resources.



Culturally Inclusive Branding and Outreach Materials. To increase access to the Technical Assistance Program and Measure A funding, RPOSD could develop marketing materials in the five languages identified in the Los Angeles Countywide Parks and Recreation Needs Assessment (Park Needs Assessment): English, Spanish, Chinese, Korean, and Armenian. Concise messaging on all materials that will be used for public-facing aspects of the grant program will allow these materials to serve a dual purpose as outreach.



Social Media Outreach. RPOSD, along with strategic partners throughout the county, will utilize commonly used social media platforms and networks to share information and resources pertaining to Measure A implementation. By engaging grant-seeking agencies and organizations; local, regional, State, and national grantors; as well as Los Angeles County residents and park users, the social media initiative will expand overall awareness of Measure A, increase engagement on the part of public agencies and park users, and improve access to park-related resources by driving traffic to the RPOSD website.

Through social media updates, grant-seeking agencies and organizations will be able to easily follow project-related updates throughout the course of the project. These agencies and organizations will also be able to leverage the increased public engagement when planning for and facilitating local park-related community events and meetings. Such leverage is intended to ease the burden of public outreach on individual agencies and organizations, particularly for those with limited staff and/or resources.

Responsible Entities

RPOSD could lead the outreach and engagement processes related to Measure A grant processes, as well as form strategic partnerships with community-based organizations. Consulting firms, outreach specialists, translators, educators, graphic designers, and media outlets could be engaged to provide needed services.

2. PLANNING

Technical assistance can be provided to agencies and grantees to assist in the development of park master plans as well as site and project selection and prioritization prior to or during the grant application phase. Additionally, recipients may receive assistance with the development of planning documents and reports related to their projects.

Example Tools



Planning Manuals and Guides. The Measure A website could provide links to resources and checklists relevant to park and open space planning, including an overview of the typical process an agency may undertake in the planning of a new or improved park facility.



Master Planning and Site Prioritization/Selection. Planning assistance could be made available for study areas that lack current park master plans, whose plans are outdated, and/or have identified major demographic or physical changes that prove their current plans obsolete.

While the Park Needs Assessment included the identification of priorities for park projects, further examination of community-wide park system and project needs could help agencies and groups refine and expand on the list of priority projects for both competitive and non-competitive grants.



Site-Specific Studies. Study areas who have identified a potential project site may receive assistance with site-specific analysis. Analysis would inform acquisition and development of new parks, and/or major additions to existing parks. These studies could evaluate elements such as physical context and site conditions, land use and zoning compatibility, traffic, safety, and utilities. Assistance related to necessary environmental compliance and permitting required for site acquisition and development may also be provided.



Feasibility Studies and Cost Estimates. To ensure successful implementation of projects, feasibility studies and planning-level cost estimates and timelines could help inform land acquisition, clean-up, and project development.

Responsible Entities

Providers of planning assistance could include local organizations and consulting firms specializing in park planning and technical land use and development; and higher education institutions. RPOSD could provide links to resources and a list of local providers.

3. DESIGN

Technical assistance can draw upon the park design expertise that exists locally among public agencies, private sector consultants, and nonprofit providers. The technical assistance tools outlined below aim to ensure that resources, which range from current best practices in park design to specific information on park elements and their relative costs, are readily available and accessible to all potential grantees.

Example Tools



Manuals and Guides. The Measure A website could provide a page dedicated to design resources and best practices. Such a page would provide links to a wide range of design guides, manuals, and standards on topics such as sustainable materials, innovative approaches to design, water management, and accessibility. In addition to online access, versions of these documents could also be made available in print to cities' park and recreation departments and other park and open space organizations. Where Measure A feedback systems identify the need for design guidance that is currently unavailable, such manuals or guides could be created and provided publicly.



Reimbursement for Design-related Conferences. Applicants attending design-related conferences, symposia, or trainings could be eligible to receive reimbursements for training that directly impacts the development of design plans for Measure A projects and proposals.

Conference topics could include trends in parks and recreation design and programming and/or access, and will be identified and pre-approved by RPOSD staff. A limited number of reimbursements would be available.



Cost Estimate Catalog. A standardized catalog of costs or cost ranges, similar to that utilized for the development of the Park Needs Assessment could be provided by RPOSD online and in print. In addition, a cost estimate review from strategic partners with expertise in park development costs and/or economics could be provided to potential applicants.

Responsible Entities

Design consultants such as architects, planners, engineers, contractors, land assessors, economists, schedulers, and landscape architects could provide assistance by developing conceptual designs, construction documents, design manuals, design review, and cost estimates. RPOSD could provide toolkits/manuals and a list of local providers.

4. GRANT WRITING/APPLICATION ASSISTANCE

Assistance with grant writing and application preparation is frequently the focus of technical assistance programs for park, open space, and natural resource funding. Providing technical assistance can ensure a wider range of project applicants and increase the quantity and quality of applications received. As described in the “Re-envisioning the Grantmaking Process” memo, reducing barriers to the grant application process is crucial in ensuring that all communities are able to compete for and receive funding. Assistance with the grant writing and application process may be particularly important for high and very high need communities, who might lack organizational capacity. The majority of assistance with grant applications could be provided by RPOSD staff and/or consultants. In many case studies reviewed for the “Re-envisioning the Grantmaking Process” memo, grantors found in-house assistance to be most effective in ensuring an efficient review process, as well as applicant and project success.

Example Tools



Introductory Workshops. RPOSD could host workshops to introduce the competitive grant process to potential applicants. These workshops could be targeted to provide the appropriate level of information to each group. For example, a workshop could provide a very broad overview of the process or could provide in-depth information on a specific portion of the grant process. RPOSD could design workshops to respond to needs they see in the applications they receive, or could develop workshops based on specific requests from applicants. Workshops could be held in strategic locations to best serve the largest number of applicants in need of the particular information being offered at the workshop. RPOSD could host these workshops in partnership with existing CBOs, local agencies, or community groups to increase awareness. Frequently Asked Questions raised during workshops would be made publicly available.



User-Responsive Online Application and Toolkits. Innovative and easily accessible resources could be developed for formula-based allocations and competitive grant programs, and may include: program requirements, application tools, example applications, and clear

instructions and resources. Toolkits could contain information regarding local organizations and ongoing park and open space efforts for those seeking partnerships. Toolkits could be available as online and printed resources, and be provided to all eligible agencies and potential applicants.



Grant Writing Training. RPOSD could provide study areas access to training in grant writing. Trainings could be strategically hosted in areas of the county with easy access to applicants from high and very high need areas. Web-based and remote training options would enable real-time participation via an online webinar and/or a public television channel. Pilot training programs would allow for strategic partners to easily replicate these trainings and extend the reach of participants. To ensure that training content and materials are delivered consistently, trainings could be coordinated and facilitated by RPOSD staff or trained strategic partners.



Phone Hotlines and Chatlines. Hotlines and chatlines could be provided by RPOSD staff during regular business hours to assist agencies during critical points throughout the grant writing process. These services could also be provided throughout the granting process including assistance with application deadlines, program launch, community engagement, etc. Hotlines and chatlines would be made available in as many languages as possible.



Professional Grant Writers. Strategic partnerships with professional grant writing consultants could be provided through a contract basis and matched by RPOSD staff to identified applicants who have demonstrated the need for additional grant writing support. Consultants could assist in writing, editing, and reviewing grant applications.



Application Feedback. Applicants requiring adjustments to their application in order to be competitive could be provided personalized feedback from assigned RPOSD staff.

Responsible Entities

RPOSD staff will provide the majority of grant application support. In an effort to increase efficiency, RPOSD could utilize strategic partnerships with firms, educational institutions and organizations offering internship and apprentice programs, and various County agencies and departments. Strategic partners should have experience successfully receiving land acquisition or recreation-related capital project grants.

5. GRANT ADMINISTRATION

For both competitive and non-competitive grants, RPOSD will assign staff to assist agencies and organizations through their grant application and approval process. This assistance will be paired with an online information portal designed to facilitate direct communication between applicants and RPOSD.

Example Tools



Online Grant Portal. Innovative access to resources through an online portal can streamline application submittals, project status reporting, payment reimbursements, amendment requests, etc. RPOSD staff could assist applicants using the grant portal.



Access to Financing Mechanisms. Tools such as advances of funds, reimbursement processing, and coordinated access to financing mechanisms can assist applicants as well as attract and leverage matching funds. Information about how to apply for fund advancement would be made available to all applicants and grant recipients.



Digital and Easily Accessible Materials and Resources. RPOSD could provide required reporting materials in fillable electronic versions, allow for online or email submission, and could review materials in a manner that allows time for RPOSD staff to request amendments and additional documents from applicants.

Responsible Entities

It is anticipated that RPOSD program managers would provide the majority of grant administration support.

6. CONSTRUCTION ADMINISTRATION

Obtaining skilled construction and maintenance related resources can be a barrier to implementing successful capital projects. To overcome this barrier, RPOSD could encourage grantees to seek mentorship from strategic partners with the capacity to successfully administer park and recreation related construction activities. Through such cooperation, grantees would obtain guidance on topics such as various industry standards used for the construction and maintenance of parks and recreational facilities (e.g. design-build contracts, agency construction managers, and construction managers at-risk).

Example Tools



Mentorship Programs. Mentorship programs improve the quality of plans and proposals by creating sustainable practices in transferring skills from experts to applicants. RPOSD staff could match applicants with mentors with the most appropriate skillsets, based on identified needs or goals during the application process. For instance, mentorship programs could be provided for non-traditional project types, newly formed entities or those with little park and open space experience, and those applicants working in high need and very high need areas.



Technical Training. Training and education offered to grantees on the topics of construction materials, development practices, and budgeting would support the successful implementation of projects. Training could include seminars or workshops on key construction topics, such as drainage, watershed protection, ADA accessibility, sustainability, native plant restoration, and maintenance, among others. Topics could be suggested by RPOSD staff or requested by grantees, and offered on a rotating basis depending on seasonal or other timely issues. Trainings may be hosted in-person or via online webinars.



Pre-Qualification Pool. Specific strategic partners with expertise in the construction of parks and recreation facilities could be provided as a resource for assistance at various stages of construction and maintenance. This type of assistance would help ensure that construction activities undertaken by the project are completed by organizations that are familiar with local standards, and determined capable and available to complete the project. RPOSD could continuously update the list, in response to grant programs and partner availability.

Responsible Entities

RPOSD could identify and coordinate with consultants and technical experts who have experience, training, and familiarity with relevant construction requirements, standards, and best practices. Experts

may include landscape architects, engineers, environmental consultants, construction project managers, contractors, or other public agencies.

7. RECREATIONAL PROGRAMMING

Technical assistance tools for recreational programming falls within three categories: encouraging cooperation among service providers, program development and education, and marketing and communications support. By providing resources that support programming initiatives, RPOSD can help ensure that agencies are appropriately operating facilities that maximize Measure A investments.

Example Tools



Partnership Building & Cooperative Agreements. Strategic partners can be encouraged by RPOSD to increase the net availability and efficiency of recreational programming by the formation of joint-use agreements, volunteer programs, and other local partnerships that share access to resources, facilities, and laborers. Sample joint-use and partnership agreements could be provided.



Program Development & Education. RPOSD could connect grantees with strategic partners equipped to provide training pertaining to the development and implementation of public health and recreational programs. Strategic partners could assist by presenting educational/awareness campaigns regarding the importance of public health and recreation to schools and other community organizations.



Marketing & Communications. Through the use of an online exchange, grantees and strategic partners could share resources and information such as training guides, replicable case studies, Request for Proposals (RFPs), translations, graphic design templates, and services.

Responsible Entities

RPOSD could identify and recruit strategic partners from community-based organizations, local and national nonprofits, philanthropic organizations, interpretive planners, and local recreation groups to provide recreational program assistance.

C. FUNDING FOR TECHNICAL ASSISTANCE

Funding for technical assistance could come from Measure A and/or through other sources such as philanthropic organizations, and corporate sponsors as described below.

Measure A Categories

Measure A specifies that funding for technical assistance can come from the Program Innovation and Oversight funds and the grant programs (Section 6(d)). Because Category 1, Category 2, and Maintenance and Servicing (M&S) funds are awarded by the Per Capita and Structural Improvements formula, they are not eligible to be utilized for a common funding source for technical assistance by RPOSD. However, direct award grantees for these funds could choose to use a portion of their allocations from Categories 1 and 2 for technical assistance. Most types of technical assistance described in this memo would fall under

administrative tasks. As discussed in the June 19 memo regarding competitive grants, grantees are allowed to spend up to 25 percent of their grants on administrative costs.

A percentage of funds from Category 3, Category 4, and the Program Innovation and Oversight funds, could be pooled together to provide funding for technical assistance. Two scenarios for identifying the amount of funds for technical assistance are illustrated in Table 1 below: 1 percent and 3 percent of Category 3 and Category 4 competitive grant funds. Table 1 provides an estimate of the amount of funding that could be generated by reserving 1 percent and 3 percent of the available funds for technical assistance. Approximately \$251,000 could be reserved annually for technical assistance, assuming 1 percent of the funds are reserved for this use. Approximately \$755,426 could be reserved for technical assistance, assuming 3 percent of the funds are reserved for this use.

TABLE 1: POTENTIAL FUNDING FOR TECHNICAL ASSISTANCE

CATEGORY 3 COMPETITIVE GRANTS			
Grants	Estimated Annual Dollar Amount	1% of Estimated Annual Dollar Amount	3% of Estimated Annual Dollar Amount
General	\$7,399,809	\$73,998	\$221,994
Recreation Access	\$1,849,952	\$18,500	\$55,499
Category 3 Total		\$92,498	\$277,493

CATEGORY 4 COMPETITIVE GRANTS			
Grants	Estimated Annual Dollar Amount	1% of Estimated Annual Dollar Amount	3% of Estimated Annual Dollar Amount
General	\$6,166,508	\$61,665	\$184,995
Cultural Facilities	\$1,233,302	\$12,333	\$36,999
Recreation Access	\$1,849,952	\$18,500	\$55,499
Category 4 Total		\$92,498	\$277,493

TABLE 1: POTENTIAL FUNDING FOR TECHNICAL ASSISTANCE (CONTINUED)

PROGRAM INNOVATION AND OVERSIGHT			
	Estimated Annual Dollar Amount	1% of Estimated Annual Dollar Amount	3% of Estimated Annual Dollar Amount
Program Innovation and Oversight Annual Allocation (7.2% of Total)	\$6,681,356	\$66,814	\$200,441
Total of All Sources		\$251,000	\$755,426

Given the relatively small amount of funding for Category 5 grant projects, it is not expected that Category 5 funds will be specifically used for technical assistance by RPOSD.

Planning Grants

Planning grants, which have been discussed as a type of grant that could be funded under Measure A, are another potential source of funding for technical assistance. Community-based or nonprofit organizations could apply for a planning grant to provide technical assistance to grantees. This would entail describing technical assistance as part of the grant application materials, and ensuring that potential providers of technical assistance are aware of this program.

Philanthropy and Corporate Sponsorships

Philanthropic and corporate sponsors could be another potential source for technical assistance funding. These types of groups could help fund technical assistance not provided by Measure A, such as finding grant matching funds and helping with project design, planning, construction, and programming. In addition, outside technical assistance funds could help grantees highlight successful projects to help set the stage for future funding. Nonprofit organizations, philanthropies, and wellness businesses and agencies could provide additional funding for technical assistance.

In addition to philanthropic support, RPOSD could secure corporate sponsorships directly with wellness and outdoor recreation businesses to help provide technical assistance.

D. APPLYING FOR AND RECEIVING TECHNICAL ASSISTANCE

RPOSD will be responsible for determining the applicants who need technical assistance, which will be prioritized for applicants meeting specific criteria. The criteria could include, but should not be limited to, the following:

- Applicants considering non-traditional project types
- Applicants from, or serving, high or very high need areas
- Newly formed entities or those with little park and open space experience
- Organizations with limited organizational capacity
- Organizations with lower success records for grant applications

There are three points in the Measure A grant process where grantees may seek and secure technical assistance from RPOSD:

1. **Eligibility.** Prior to applying for Measure A funds, applicants must establish eligibility with RPOSD. As part of the eligibility process, applicants will be asked whether they desire technical assistance to complete the grant application. Applicants will likely mark a box on a form to indicate they are requesting technical assistance. RPOSD will assess whether the applicant qualifies for technical assistance based on the factors described above. Should RPOSD determine the applicant requires technical assistance, RPOSD will assign a program manager to work closely with the applicant.

Technical assistance during the eligibility process could include assistance with community outreach, updating Park Needs Assessment data, and other administrative requirements.

2. **Grant Application Process.** Technical assistance will be available for both non-competitive and competitive grant processes. Similar to the eligibility process, applicants will be asked to self-identify whether they would like technical assistance by marking a box on a form. RPOSD will make a determination about whether to provide technical assistance based on the criteria described above.
3. **Project Implementation and Administration.** Grantees could receive Measure A technical assistance funding for grant implementation and administration, including grant closeout. RPOSD staff will be able to determine those grantees that could benefit from technical assistance by having worked with them through the eligibility and grant application process. RPOSD will contact the grantees that qualify for technical assistance and present a menu of strategies available to support the project.

For funding that is available outside Measure A, such as from philanthropic organizations or corporate sponsorships, RPOSD could provide materials regarding these funding sources on the RPOSD website.

E. RECOMMENDATIONS

In order to successfully deliver the suggested tools and assistance to study areas throughout the County, it is recommended that the following overarching recommendations guide the development of the Measure A Technical Assistance Program.

Offer a Range of Tools throughout the Grant Application Process

In addition to assignment of Program Managers, RPOSD could offer a range of tools, including those described in this memo.

Identify Amount of Technical Assistance Funding to be Made Available

RPOSD could identify a specific percentage of funds from Measure A categories that would be available for technical assistance. Because start-up costs for technical assistance will likely be higher, consideration could be given to providing a larger amount of funds for technical assistance in the first three to five years.

Tailor Level of Assistance to Applicant Needs

Technical assistance could be provided consistent with the criteria met by the applicant, as well as the specific needs identified by the applicant and by RPOSD staff.

Specify Criteria for Receiving Technical Assistance

Technical assistance funding could be prioritized for applicants meeting the specific criteria, such as those identified in Section D of this memo.



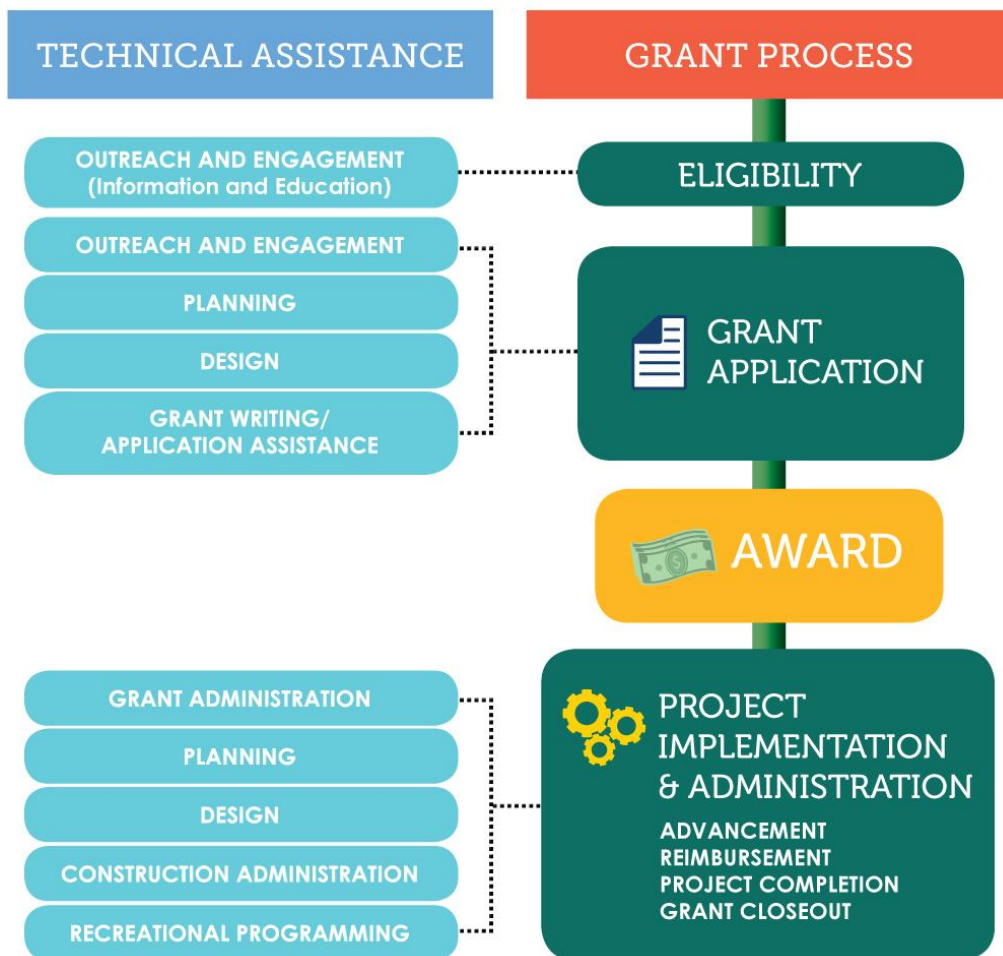
Small Groups Topic 1: Types of Technical Assistance

Technical Assistance is needed throughout the grant process to ensure that all applicants are competitive, and that awarded grants result in completed projects. The memo identified seven topic areas of technical assistance that are anticipated throughout the grant process. Technical assistance can also be delivered in many different ways. The memo identifies example tools for each topic area that fit under five delivery methods for technical assistance. Are the topic areas, delivery methods, and tools identified in the Technical Assistance memo appropriate?

Reference: Technical Assistance Related to Measure A; Section B, pages 2-3

Considerations

1. Are there additional topic areas where technical assistance is needed?



See the next page for more consideration questions on delivery methods.

Small Groups Topic 1: Types of Technical Assistance (cont.)

The specific delivery method of the technical assistance will vary in each of the topic areas. The memo identifies five delivery methods that could be incorporated into RPOSD's Technical Assistance Program:

2. Are there any other delivery methods or tools that should be considered?
3. Which delivery methods or tools do you think are most effective, and why?



Ongoing RPOSD Support: This includes one-on-one assistance, maintenance of the RPOSD website and grantee portal, as well as other support provided directly by RPOSD.



Financial Assistance: Includes provision of funds directly to applicants in need of technical assistance, rather than providing a service to the applicant.



Strategic Partnership Programs: Any program in which entities other than RPOSD provide the needed technical assistance.



Training and Education: Workshops, webinars, or other training programs.



Resource Toolkits: Manuals, guides, directories, toolkits, and other materials that can be used by applicants throughout the grant process.



Small Groups Topic 2: Barriers to Receiving Technical Assistance

Some agencies have barriers to accessing opportunities for receiving technical assistance. For example, some agencies are unable to apply for technical assistance because of limited administrative capacity, or may not even be aware of technical assistance opportunities. What are the barriers to accessing or receiving technical assistance?

Reference: Technical Assistance Related to Measure A; Section A, page 1

Considerations

1. What is your experience with accessing and/or receiving technical assistance?
 - ◆ What was your best experience with receiving technical assistance?
 - ◆ What has worked well and what has not worked well?
 - ◆ How often was technical assistance offered in your past experiences?
 - ◆ Which grantors/organizations have provided helpful Technical Assistance?
2. What barriers do you currently experience or anticipate for receiving technical assistance during different stages of the grant process?
 - ◆ Do these barriers occur during a specific stage of the grant process (e.g., eligibility/enrollment, grant application, project implementation, etc.)?
 - ◆ Are they related to a specific type of technical assistance?



Small Groups Topic 3: Prioritizing Technical Assistance Needs

Because the resources available for technical assistance are limited and providing technical assistance can be costly, RPOSD may need to prioritize specific types of technical assistance. Which areas of the Technical Assistance Program should be prioritized?

Reference: Technical Assistance Related to Measure A; Section C

Considerations

1. What type(s) of technical assistance would you rank as the highest priority (most applicable and most needed) for your agency?

- ◆ Please prioritize the following suggested topic areas of technical assistance from 1 to 7 in order of importance or need.

Community Outreach and
Engagement
 Planning
 Design

Grant Writing/Application
Assistance
 Grant Administration
 Construction Administration
 Recreational Programming

2. Which delivery methods of technical assistance should be prioritized?

- ◆ Please prioritize the following suggested delivery methods of technical assistance from 1 to 5 in order of importance or need.

Ongoing RPOSD Support
 Financial Assistance
 Strategic Partnership Programs

Training and Education
 Resource Toolkits

3. During which stages of the grant process is technical assistance most anticipated/needed?

- ◆ Please prioritize at what stage of the grant process you anticipate the highest need for technical assistance from 1 to 3.

Eligibility/Enrollment
 Grant Application

Project Implementation and
Administration

Technical Assistance

TOPIC AREAS	DELIVERY METHODS				
	Ongoing RPOSD Support	Financial Assistance	Strategic Partnership Programs	Training and Education	Resource Toolkits
Community Outreach and Engagement	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Social Media Outreach ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Outreach Training and Resource Toolkit ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Culturally Inclusive Branding and Outreach Materials ▪ ▪ ▪
Planning	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Master Planning and Site Prioritization/Selection ▪ Site-Specific Studies ▪ Feasibility Studies and Cost Estimates ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪
Design	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Reimbursement for Design-Related Conferences ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Manuals and Guides ▪ Cost Estimate Catalog ▪ ▪ ▪
Grant Writing/ Application Assistance	<ul style="list-style-type: none"> ▪ Phone Hotlines and Chatlines ▪ Application Feedback ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Professional Grant Writers ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Introductory Workshops ▪ Grant Writing Training ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ User-Responsive Online Application and Toolkits ▪ ▪ ▪
Grant Administration	<ul style="list-style-type: none"> ▪ Online Grant Portal ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Access to Financing Mechanisms ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Digital and Easily Accessible Materials and Resources ▪ ▪ ▪
Construction Administration	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Mentorship Programs ▪ Bid Pre-Qualification Pool ▪ ▪ 	<ul style="list-style-type: none"> ▪ Technical Training ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪
Recreational Programming	<ul style="list-style-type: none"> ▪ Marketing & Communications ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ Partnership Building & Cooperative Agreements ▪ Program Development & Education ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪ 	<ul style="list-style-type: none"> ▪ ▪ ▪ ▪



In the matrix above, please make any edits to the suggested technical assistance tools and write in any other specific technical assistance needs.



Small Groups Topic 4: Funding

Measure A does not specifically set aside funds for technical assistance. The memo identifies several potential sources for funding technical assistance. What sources of funding should RPOSD utilize to operate the Technical Assistance Program?

Reference: Technical Assistance Related to Measure A; Section C

Considerations

1. Is Measure A the most appropriate funding source to fund technical assistance?
2. Are there any other potential funding sources that you are aware of that could fund technical assistance? If yes, what are they?
3. What level of funding should be recommended?

TABLE 1: POTENTIAL FUNDING FOR TECHNICAL ASSISTANCE

CATEGORY 3 COMPETITIVE GRANTS

Grants	Estimated Annual Dollar Amount	1% of Estimated Annual Dollar Amount	3% of Estimated Annual Dollar Amount
General	\$7,399,809	\$73,998	\$221,994
Recreation Access	\$1,849,952	\$18,500	\$55,499
Category 3 Total		\$92,498	\$277,493

CATEGORY 4 COMPETITIVE GRANTS

Grants	Estimated Annual Dollar Amount	1% of Estimated Annual Dollar Amount	3% of Estimated Annual Dollar Amount
General	\$6,166,508	\$61,665	\$184,995
Cultural Facilities	\$1,233,302	\$12,333	\$36,999
Recreation Access	\$1,849,952	\$18,500	\$55,499
Category 4 Total		\$92,498	\$277,493

PROGRAM INNOVATION AND OVERSIGHT

	Estimated Annual Dollar Amount	1% of Estimated Annual Dollar Amount	3% of Estimated Annual Dollar Amount
Program Innovation and Oversight Annual Allocation (7.2% of Total)	\$6,681,356	\$66,814	\$200,441
Total of All Sources		\$251,000	\$755,426



Measure A Implementation

Los Angeles County Regional Park and Open Space District

Summary Meeting Notes
Steering Committee Summer Workshop B
Technical Assistance
September 7, 2017 1:00 pm – 5:00 pm

Steering Committee Members in Attendance:

Jean Armbruster	Karen Ginsberg	Linda Lowry
Jane Beesley	Mark Glassock	Norma Martinez
Scott Chan	John Guevarra	Cara Meyer
Hugo Enciso	Andrea Gullo	Stefan Popescu
Belinda Faustinos	John Johns	Barbara Romero
Hugo Garcia	Clement Lau	Bruce Saito

AGENDA ITEM: TOPIC 1- TYPES OF TECHNICAL ASSISTANCE

Public Comment

1. Simplify the process and language surrounding the program—the various delivery methods and phases of Technical Assistance (TA*) are confusing.
2. Provide resources: Workshops and trainings for every phase; calendar of deadlines; checklist of required forms; examples of funded projects/success stories, sample grant applications. Toolkits should provide specific content in order to be effective.
3. Strategic Partnerships: are critical to a successful TA Program. Partners should include paid consultants from CBOs, agencies, consultants and other private sector experts/funders. We will need to find ways to incentivize the private sector.
 - a. Organizations contracted with RPOSD should be able to serve as regional hubs to both provide direct services and serve as a local connector between under-resourced community groups and local experts/TA providers
4. TA should also be provided during the Maintenance and Servicing phase

Committee Comment

1. Types of Assistance
 - a. Include training related to sustainability that focuses on sustainable approaches to development, sustainable materials, etc.
 - b. Include legal training such as workshops for reading, writing, and understanding contracts and legal issues such as liabilities and deed restrictions.
 - c. Assistance for outreach is very important:
 - i. Outreach should also take place during implementation phase
 - ii. CBOs doing outreach for agencies in partnership with RPOSD is a form of TA
 - iii. Provide examples of different ways to do community outreach

**The abbreviation "TA" refers to Technical Assistance throughout this document.*

- iv. Agencies need assistance collecting data and compiling statistics to verify who is using regional facilities to prove who they're serving and if they're meeting regional need
 - d. Outline expectations for outreach and engagement at onset. People will be more likely to pursue TA if they know expectations.
 - e. Resources and toolkits: Provide examples of best practices and detailed resource guides
- 2. Delivery Methods
 - a. Mentor programs: Create teams of mentors that work with agencies and help them through the entire process. Toolkits and webinars miss the human element that mentoring can provide.
 - b. Workshops and trainings: Provide certification for completing certain trainings.
 - c. Resource toolkits: Show examples of other successful applications; consultant list with statements of qualifications.
- 3. Program Goals
 - a. Goals should identify benchmarks to show overall desired outcome.

AGENDA ITEM: TOPIC 2- BARRIERS TO RECEIVING TECHNICAL ASSISTANCE

Public Comment

- 1. Barriers include:
 - a. Limited resources and capacity
 - b. Unclear expectations and guidelines
 - c. Not knowing a TA program exists/lack of adequate engagement and recruitment to the program
 - d. Disconnect between community groups who know how to build parks but don't know where the needs is and agencies who don't have capacity to build parks
- 2. How can the TA program mitigate the barriers?
 - a. Clear information and expectations up front
 - b. Grant writing workshops
 - c. Transparent and specific feedback from RPSOD staff
 - d. Provide TA throughout all stages of process in different forms
 - e. Regional information hubs to connect applicants to resources and TA providers
 - f. Mentor programs
 - g. Bench consultants
 - h. Staff assistance

Committee Comment

- 1. Barriers include:
 - a. Lack of TA programs; available technical assistance can be bought but it's costly
 - b. Lack of organizational capacity
 - c. Lack of awareness that TA exists
 - d. TA tends to be too general.
- 2. How can the TA program mitigate the barriers?
 - a. Time the delivery of TA so that it's not too early or late in relation to application deadlines
 - b. TA must be specific to be effective.
 - c. Provide regional mentors/experts who can work with communities, especially ones who have high staff turnover and low capacity.
 - d. Volunteers are good but there is also a need for paid consultants for increased reliability.
 - e. Develop a model with the cooperation of other organizations that have experience providing or receiving TA.
 - f. Outreach to high need areas to find out what types of assistance they need

- g. Strategic Partnerships
- 3. Examples of TA:
 - a. Natural Resources Agencies, COGs, Board Offices, grant writing by councilmembers, Strategic Growth Council training workshops, LA Unified

AGENDA ITEM: TOPIC 3- PRIORITIZING TECHNICAL ASSISTANCE NEEDS

Public Comment

- 1. Prioritized Technical Assistance Needs:
 - a. Community outreach
 - b. Pre-application workshop/training to help with eligibility and application
 - c. Grant writing training and/or services
 - d. Grant administration training
 - e. Ongoing staff support
 - f. Financial assistance
 - g. Toolkits
 - h. Project implementation
- 2. Priorities for TA will vary, depending on the type of applicant
 - a. Government agencies will most likely need assistance with:
 - i. Outreach and engagement
 - ii. Strategic partnership programming
 - iii. Implementation/administration
 - b. CBOs will likely need assistance with:
 - i. Grant writing/application assistance
 - ii. Strategic partnerships
 - iii. Eligibility/enrollment
- 3. Focus on quality not quantity. Need to develop the model and invest in it

Committee Comment

- 1. Prioritized Technical Assistance Needs:
 - a. Beginning stages—everything leading to grant application, including assistance with planning and design
 - b. Financial assistance and strategic partnerships
 - c. Stages of need will change over time. After a few years, TA for eligibility phase won't be as necessary
 - d. Community outreach and engagement across all categories and phases
- 2. Monitoring Effectiveness
 - a. After first few rounds RPOSD should analyze to evaluate where the needs have been and why
 - b. If applications aren't coming from some areas RPOSD should explore the reasons
 - c. Funds from innovation and oversight can be used to evaluate the program over time
 - d. Need to identify specific ways to monitor growing competency

AGENDA ITEM: TOPIC 4- FUNDING

Public Comment

- 1. Potential Funding Sources:
 - a. Strategic partnerships could be a source for funding and/or service delivery
 - b. Could fund with a separate allocation from the BOS
 - c. Fund 15% from innovation and oversight, in addition to the 3% from Categories 3 and 4

2. Investment Priorities
 - a. Invest more funding in early stage TA that might reduce the need for assistance during later stages
 - b. Invest less in the beginning to see if it meets need and adjust accordingly after evaluation.
 - c. Invest time forming strong strategic partnerships that could supplement funding or services
 - d. Incentivize the private sector
 - e. Focus on quality of the program versus quantity
 - f. If TA is available to all applicants, a pot of TA funds should be set aside for high/very high need areas

Committee Comment

1. Amount of Funding
 - a. 1% and 3% are both too low
 - b. 5-10% is more likely to meet need
 - c. Invest more money in the beginning years with the idea that as capacity is built, need for TA will decrease, and therefore funding can decrease
 - d. Valuate effectiveness of TA and adjust funding level accordingly
2. Potential Funding Sources
 - a. Applicants should understand the tradeoff when funding TA from Categories 3 and 4. Pulling funds for TA means less money to build projects
 - b. Strategic partners could provide funding and collaborative resources such as training and toolkits
 - i. COGs, Metro, private foundations, educational institutions, county departments, LA Thrives, private sectors businesses, Strategic Growth Council
 - c. Fund from BOS 2% set-aside
3. Investment Priorities
 - a. Mentoring program
 - b. Strategic partnerships
4. Other Considerations
 - a. Design the program first and then figure out how to fund it. There can be a creative mixture of funding the program once it is designed.
 - b. RPOSD should work with cities, CBOs and other potential grant applicants to determine their needs. This will help inform the design of the program and the potential cost.
 - c. Technological advances should make things easier and serve as a form of TA. Agencies need to know what technology will be available to inform their need for TA.
 - d. TA should be available to high and very high need areas and those serving high need areas

Meeting Adjourned.