

4. Technical Assistance Program

4.1 OVERVIEW

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

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

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

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

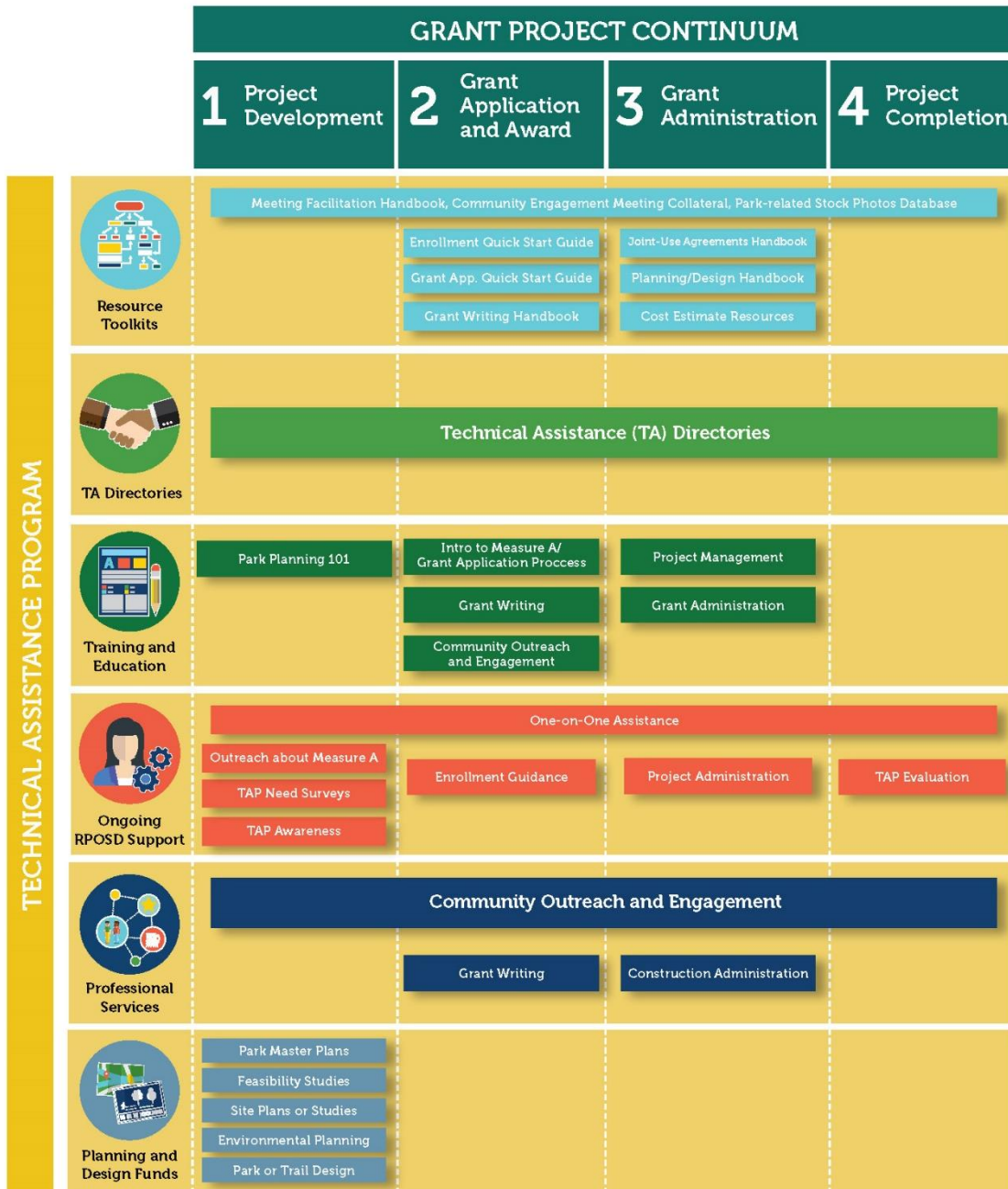
4.2 PROGRAM GOALS

The following are the primary goals of the TAP:

1. Ensure that all Study Areas throughout the County, and especially High and Very High Need Study Areas, are 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 required to receive these resources.
2. Maximize participation in Measure A from High and Very High Need Study Areas by providing proactive and flexible technical assistance throughout the 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 their ability 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 several months prior to the grant application due date. Resource Toolkits, the Technical Assistance Directory, and Ongoing Technical Assistance Support from RPOSD will be available throughout the grant process.

4.4 PROGRAM EXPENDITURE PLAN AND PHASING

TAP funding makes up approximately 39 percent of Measure A’s Implementation, Operations & 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 of the TAP, will be funded using 10 percent of Category 3 and Category 4 funds, respectively. Since the TAP is the first of its kind for RPOSD, ample time and preparation are required to facilitate an effective and efficient program. The TAP will follow a phased schedule in its implementation (see Figures 4-3 and 4-4).

FIGURE 4-2. MEASURE A EXPENDITURE PLAN

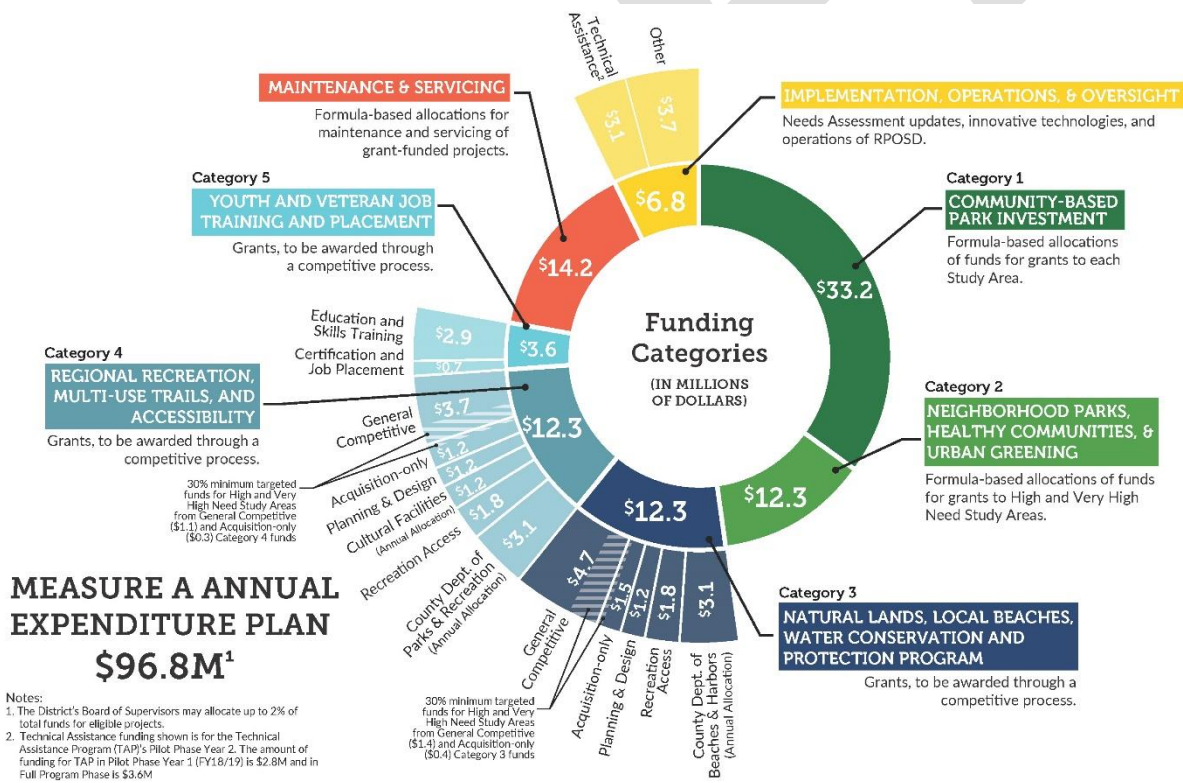


FIGURE 4-3. TAP FUNDING SCHEDULE

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 8 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 \$2,900,000	Q4 \$2,900,000	Q4 \$2,900,000	Q4 \$2,900,000	Q4 \$2,900,000	Q4 \$2,900,000	Q4 \$2,900,000
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.

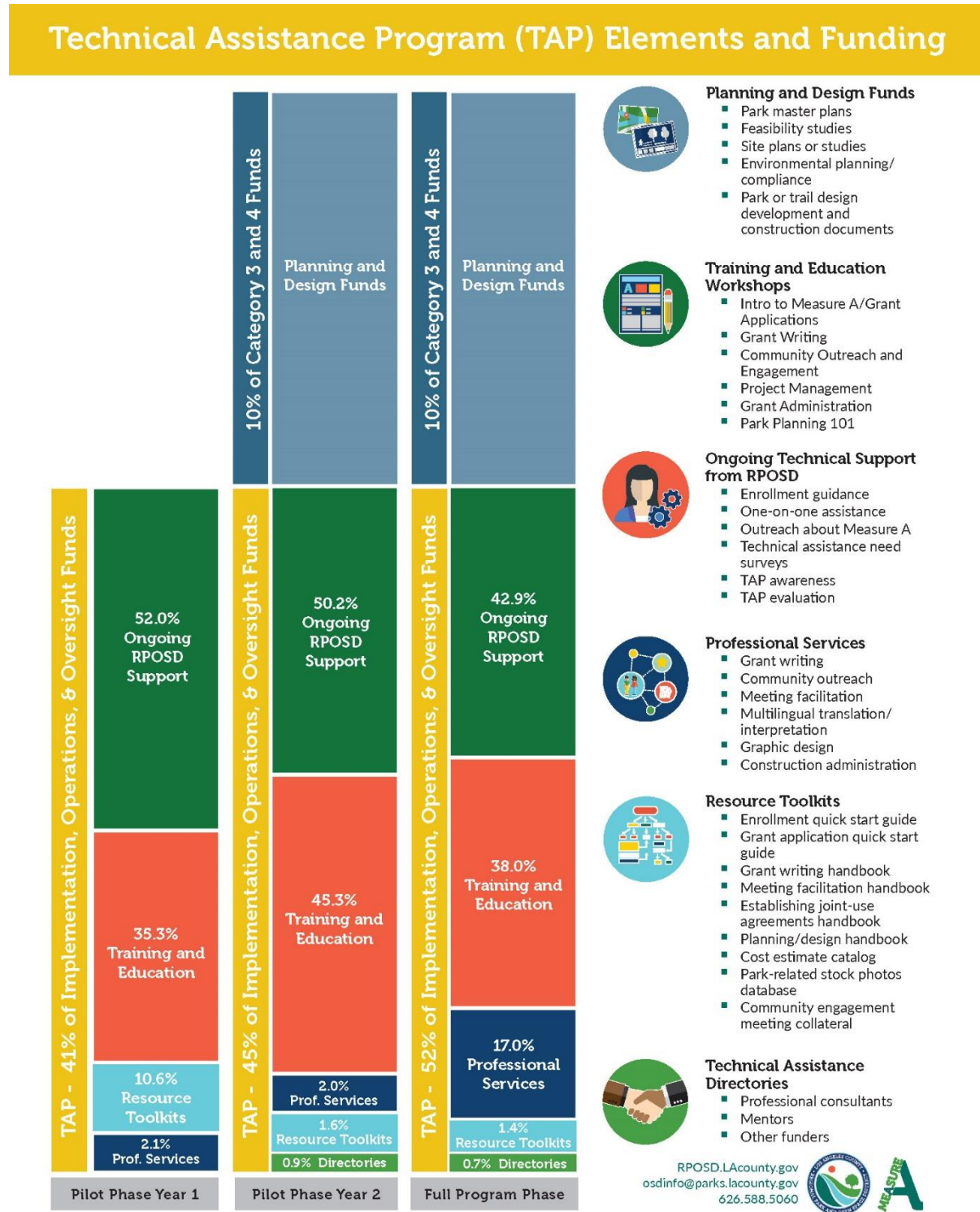
** TAP funding is to be spent every year, with Years 1 and 2 being a pilot phase, Years 3 to 7 being the full program phase, and Years 8 and onward (as needed) to be the maturity phase.

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



FIGURE 4-4. TAP PHASING



4.4.1 PILOT PHASE - YEAR 1 AND YEAR 2

The first two years of the TAP (Years 1 and 2, or FY 2018/19 and FY 2019/20) 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 agencies and organizations, allow time for RPOSD to develop resources, such as toolkits, that are tailored to applicant needs, and develop administrative processes that ensure easy access to the TAP by all applicants.

Year 1 of the program's pilot phase will provide the basic resources related to preparing for the application of Measure A funds and guidance/assistance in performing outreach and engagement to Study Area communities. The following TAP elements will be available during Year 1:

- Resource toolkits on RPOSD's website- see Section 4.6.1 for more details
- Professional services for community engagement and outreach
- 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 continue to provide professional services for community engagement and outreach, provide the full range of Training and Education workshops (see Section 4.6.3), launch the Technical Assistance Directory, and initiate the Planning and Design funds program.

4.4.2 FULL PROGRAM PHASE - YEAR 3 THROUGH YEAR 7

The majority of funding dedicated to the TAP will be available during the full program phase (Year 3 through Year 7, or FY 2020/21 through close of FY 2024/25) of the Measure A grant program. The 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 five year time period, the full TAP detailed in this chapter will be available, including professional services for other service areas that were unavailable during the program's pilot phase. During this phase of the TAP, RPOSD will conduct ongoing evaluations of expenditures and participation, and will make adjustments to TAP content and delivery accordingly (Refer to Section 4.7 for additional information).

4.4.3 MATURITY PHASE - YEAR 8 AND BEYOND

After five years of the full program phase (starting in Year 8, or FY 2025/26), RPOSD will conduct a full evaluation of the TAP. This evaluation may result in modifications to the amount of funding the TAP receives, how funds are allocated within the TAP, the content of the TAP, how assistance is delivered to participants, and how the TAP should be monitored and evaluated in subsequent years. See Section 4.7 on Monitoring and Assessment for more information about the evaluation of the TAP during the Maturity Phase.

4.5 ACCESSING TECHNICAL ASSISTANCE

RPOSD enrollees will be asked to report their need for technical assistance and indicate which TAP elements they are interested in during the enrollment process. As an initial step to understanding and addressing technical assistance needs, applicants will be asked to complete an initial technical assistance questionnaire about their organizational capacity, grant funding history, and previous planning and design efforts. The questionnaire can be updated as needed by enrollees and/or RPOSD as technical assistance needs arise/change. RPOSD Program Managers can also choose to recommend or offer TAP elements to enrollees at any time, regardless of the enrollee's responses to the questionnaire. 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. This assessment will occur annually on a pre-determined date. All enrollees will be encouraged to update their technical assistance questionnaire to reflect their need for professional services and/or Planning and Design funds before this date. Enrollees will then be notified of RPOSD's eligibility determination for these elements of the TAP. This determination does not affect access to any other elements of the TAP.

4.6 PROGRAM ELEMENTS AND ELIGIBILITY

The 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: 10.55% of available TAP funding
Pilot Phase- Year 2: 1.66% of available TAP funding
Full Program Phase (annual): 1.42% 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
 - Information regarding other funding sources/leveraging funds
- Grant Project Implementation
 - Planning/Design handbook
 - Establishing joint-use or shared-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 at all times. Resource toolkits will be updated routinely.

4.6.2 TECHNICAL ASSISTANCE DIRECTORIES

4.6.2.1 FUNDING AMOUNT

Pilot Phase- Year 1: 0% of available TAP funding

Pilot Phase- Year 2: 0.88% of available TAP funding

Full Program Phase (annual): 0.75% 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 two Technical Assistance Directories will serve as online databases that provide access to the following:

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

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

4.6.2.3 ELIGIBILITY

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

4.6.3 TRAINING AND EDUCATION

4.6.3.1 FUNDING AMOUNT

Pilot Phase- Year 1: 35.29% of available TAP funding
Pilot Phase- Year 2: 45.34% of available TAP funding
Full Program Phase (annual): 38.00% 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. The District may require all

grantees to attend periodic trainings on select topics of importance. Workshops will be led either by RPOSD or outside instructors/consultants. Workshop presentations will be recorded and posted to the RPOSD website for those not able to attend in person. Workshop topics may include and are not limited to the following:

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

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

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, as well as digital versions of handouts and speaker contact information.

4.6.4 ONGOING TECHNICAL SUPPORT FROM RPOSD

4.6.4.1 FUNDING AMOUNT

Pilot Phase- Year 1: 52.04% of available TAP funding
Pilot Phase- Year 2: 50.16% of available TAP funding
Full Program Phase (annual): 42.87% 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 will provide ongoing technical assistance support to prospective applicants, applicants, and grantees throughout the grant process, including during enrollment, prior to all application periods, during the application period, grant administration, and project/program implementation. This support includes managing the TAP, raising general awareness of the TAP, focused and proactive outreach to High and Very High Need Study Areas, providing feedback on grant applications, being a resource for all grant-related questions or needs, and acting as the liaison between applicants and outside professionals and mentors. RPOSD will also curate and maintain resources related to best practices, case studies, other technical assistance opportunities, other potential funding opportunities, and other resources (including

toolkits and recordings of training workshops). These resources will be available to the general public via the RPOSD website. RPOSD may collaborate with other organizations to deliver ongoing support.

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

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

4.6.4.3 ELIGIBILITY

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

4.6.5 PROFESSIONAL SERVICES

4.6.5.1 FUNDING AMOUNT

Pilot Phase- Year 1: 2.13% of available TAP funding
Pilot Phase- Year 2: 1.95% of available TAP funding
Full Program Phase (annual): 16.95% 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 areas 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.

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

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. Annually, 10% of Category 3 and Category 4 funds will be available for Planning and Design funds. This equates to \$2,500,000 in the first year the funds are available. The Planning and Design funds program is competitive and available to all enrollees. For detailed information about Planning and Design funds, including project requirements, award size, and evaluation criteria, refer to Section X in Chapter 3, Funding Guidelines.

4.7 MONITORING AND ASSESSMENT

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

improvement plan will be available through a public annual report, which will contain RPOSD's assessment methodology and metrics.

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

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