

## **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.

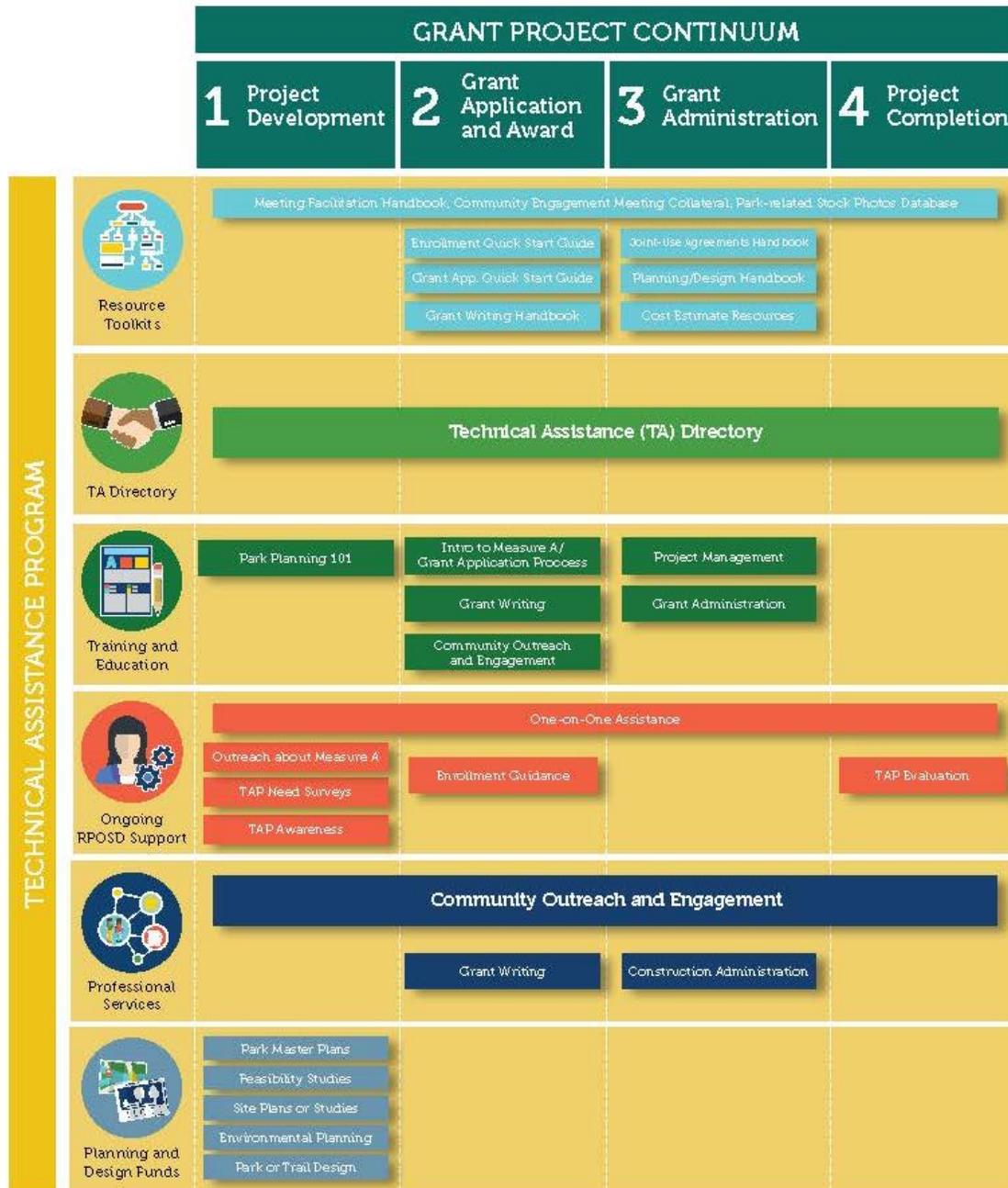
### **4.2 PROGRAM GOALS**

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

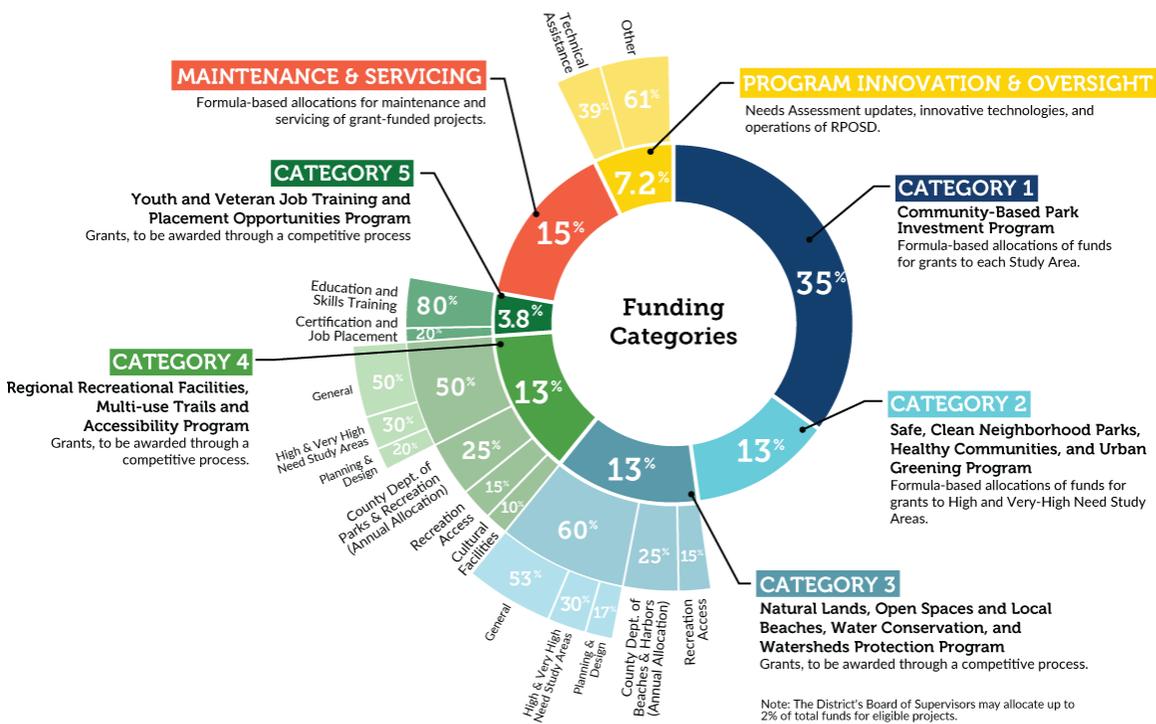


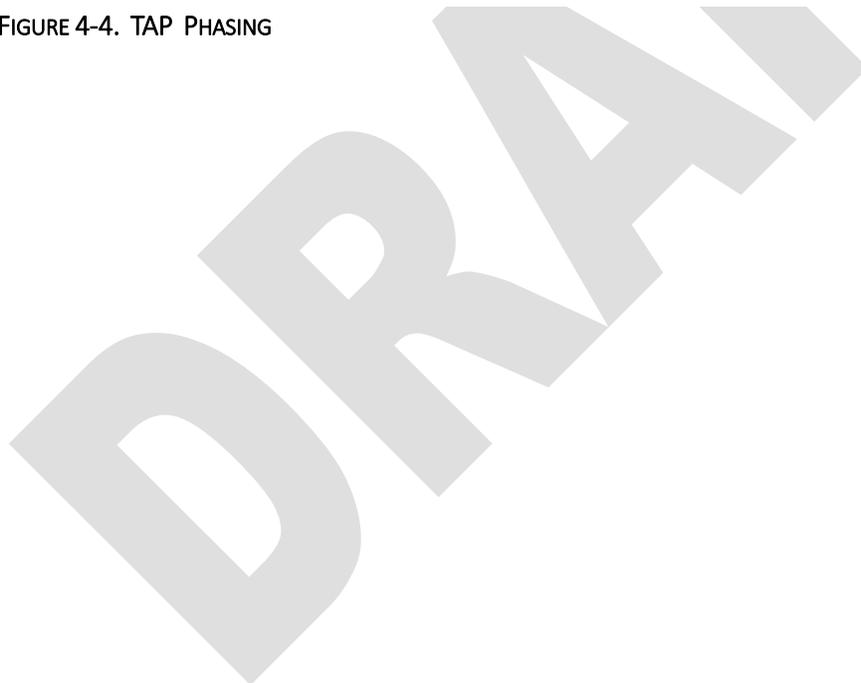
FIGURE 4-3. TAP FUNDING SCHEDULE

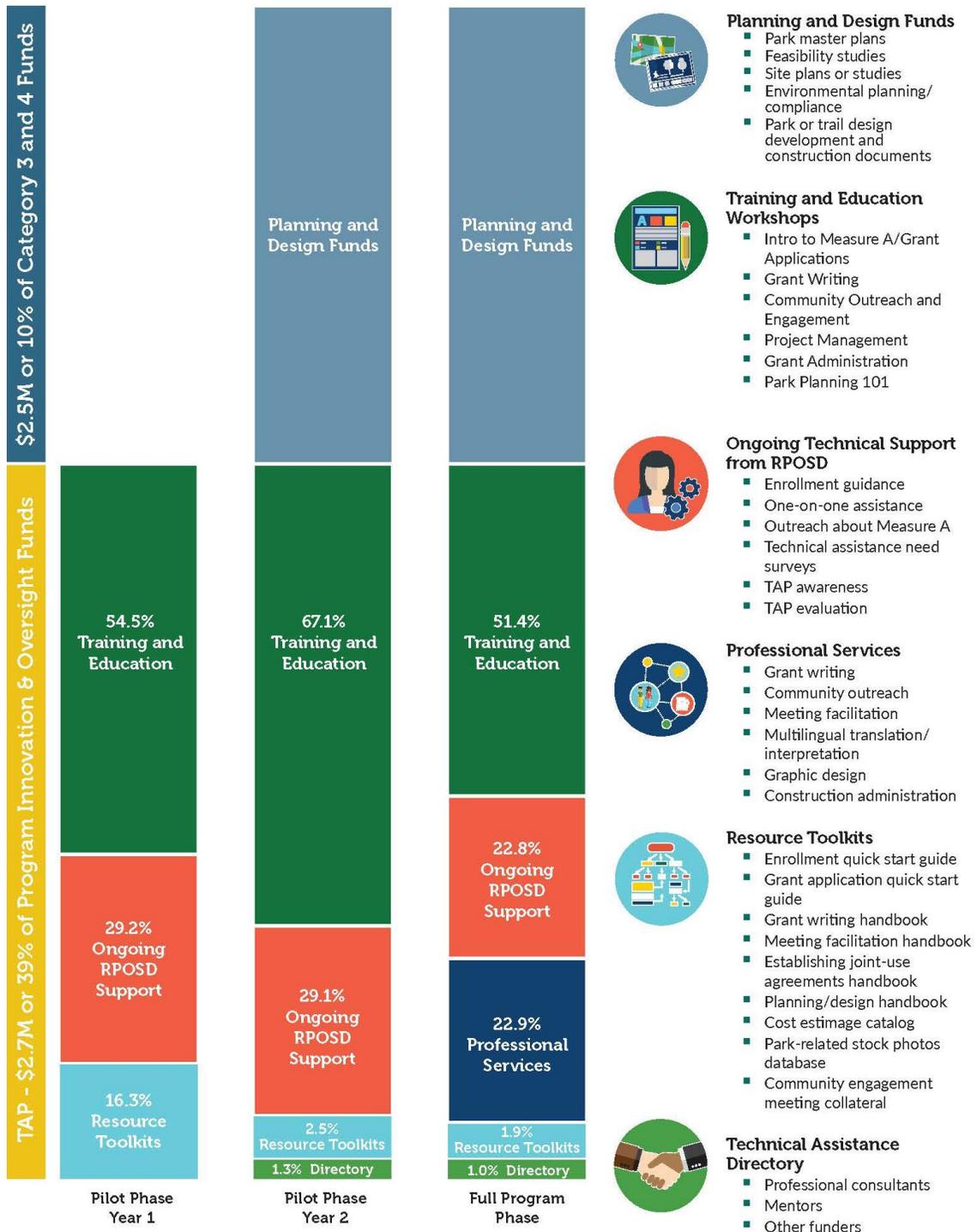
PROGRAM	FUND CATEGORY	FREQUENCY	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	YEAR 6	YEAR 7	YEAR 8	YEAR 9	YEAR 10	YEAR 11*	YEAR 12*	YEAR 13*	YEAR 14*
			2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Technical Assistance Program	Program & Innovation	1 year**	\$1,826,100	\$2,073,900	\$2,655,900	\$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