

**DATE:** October 25, 2018

**TO:** Watershed Conservation Authority Governing Board

**FROM:** Sally Gee, Associate Project Manager

**THROUGH:** Mark Stanley, Executive Officer

**SUBJECT:** Item 19: Consideration of a resolution to 1) accept a grant from Rivers and Mountains Conservancy for River Ranger Program Study; and 2) authorize the chair, or designee, to negotiate and enter into a professional services contract with PlaceWorks to complete the River Ranger Study.

**RECOMMENDATION:** That the WCA Governing Board to 1) accept a grant from the Rivers and Mountains Conservancy for the River Ranger Program Study; and 2) authorize the chair, or designee, to negotiate and enter into a professional services contract with PlaceWorks to complete the River Ranger Program Study for an amount not to exceed \$200,000.

**PROJECT DESCRIPTION:** The River Ranger Program Study will develop a plan to establish a network of river rangers along the 51-miles of the Los Angeles River and its tributaries to enhance public safety, provide watershed and environmental programming, and management of natural resources.

The San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC) and the Santa Monica Mountains Conservancy (SMMC) established an agreement (RMC Resolution 18-03 and SMMC Resolution 17-80) to implement Assembly Bill 1558 (AB 1558), also known as the River Ranger Bill introduced by Assembly member Cristina Garcia (AD 58) (see Exhibit A- Legislation). The agreement stated that each conservancy would share the costs to fund the design and implementation of the River Ranger Program Study with support from each of their joint power authorities (JPAs), the Watershed Conservation Authority (WCA) and the Mountains Recreation and Conservation Authority (MRCA), respectively. With support from RMC staff, MRCA facilitated the completion of the studies first half, Phase 1, the Visioning and Framework, which included development of vision, goals, objectives, and framework for a river ranger program reported to the California State legislators by June 30, 2018.

The recommendation is for WCA, with support from RMC, to facilitate the second half, Phase 2, of the study which will focus on long term plan establishment and sustainability, including recommendations for a governance structure, identification of funding sources to sustain a river ranger network, and pilot program implementation strategy. Senate Bill 1126 (SB 1126) introduced by State Senator Anthony J. Portantino and signed by Governor Brown on September 28, 2018, extends the timeframe of AB 1558 to March 30, 2019 (see Exhibit B- Legislation) providing sufficient time for completion of Phase 2.

To complete Phase 2, WCA aims to enter into a professional services contract with PlaceWorks, who was contracted by MRCA to complete Phase 1. PlaceWorks was selected through a competitive RFP process, facilitated by MRCA in coordination with RMC and SMMC to provide professional consultant services to produce the River Ranger Program Establishment Plan (Exhibit C – MRCA RFP February 15, 2018). PlaceWorks responded with a proposal, identifying the need for a two phased approach to complete the Plan (Exhibit D – PlaceWorks Proposal March 15, 2018). PlaceWorks gathered information from various Los Angeles River and tributary plans to identify goals and visions for a river ranger program, conducted a

review of current comparable programs, and coordinated outreach to community members through stakeholder meetings and community events to inform the development of the River Ranger Program.

**BACKGROUND:** The Rivers and Mountains Conservancy (RMC) and the Santa Monica Mountains Conservancy (SMMC) established an agreement to implement Assembly Bill 1558 (AB 1558), also known as the River Ranger Bill introduced by Assembly member Cristina Garcia (AD 58) (see Exhibit A-Legislation). The bill requires both Conservancies to collaborate with multiple state and local agencies to develop a river ranger program to provide a network of river rangers along the entire 51-mile Los Angeles River and its tributaries. A report was submitted to the Assembly and Senate Natural Resources Committees on June 30, 2018. See the attached Fact Sheets and Community Input Survey that were part of the information collected at various community events during Phase 1. (Exhibit E- Fact Sheets & Survey). The Conservancies will report back to the Assembly Committee on Water, Parks and Wildlife and the Senate Committee on Natural Resources and Water, no later than March 30, 2019

This grant from RMC (RMC Resolution 18-23) will provide funds to WCA for project management and timely completion of Phase 2 of the River Ranger Program Study. WCA will support the completion of an establishment plan and pilot program implementation strategies, which will include the development of governance structure recommendations, identification of funding sources to sustain a river ranger network and the facilitation of outreach to both community members and stakeholders.

A new draft scope of work, timeline, and budget was submitted by PlaceWorks after the completion of Phase 1 to include the use of local sub-consultants to assist with the tasks of Phase 2 (see Exhibit F – PlaceWorks Proposal October 22, 2018). Staff recommends the board to authorize the chair, or designee, to negotiate with PlaceWorks on the scope of services and costs in Exhibit F and to enter into a professional services contract with PlaceWorks to complete phase 2 of the River Ranger Study for a value not to exceed \$200,000.

**FISCAL INFORMATION:** The FY18/19 capitol budget will be updated to reflect the \$250,000 grant from the Rivers and Mountains Conservancy. The PlaceWorks contract value up to \$200,000 for The River Ranger Study is funded from the \$250,000 grant.



**AB-1558 Los Angeles River: river ranger program.** (2017-2018)

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Date Published: 10/04/2017 02:00 PM

**Assembly Bill No. 1558**

CHAPTER 452

An act relating to rivers.

[ Approved by Governor October 03, 2017. Filed with Secretary of State  
October 03, 2017. ]

LEGISLATIVE COUNSEL'S DIGEST

AB 1558, Cristina Garcia. Los Angeles River: river ranger program.

Existing law establishes the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy and the Santa Monica Mountains Conservancy (the conservancies) and prescribes the membership and functions and duties of the conservancies with regard to the protection, preservation, and development of certain lands along the San Gabriel and Los Angeles Rivers and surrounding areas.

This bill would require the conservancies to collaborate with the Department of Parks and Recreation, the California Conservation Corps, and the State Lands Commission to develop a river ranger program to provide a network of river rangers who assist the public at sites along the Los Angeles River and its tributaries, as prescribed. The bill would require the conservancies, no later than June 30, 2018, to develop a plan for the design and implementation of the program, containing specified components and information, and to provide a copy of the completed plan to certain legislative committees by that date.

Vote: majority Appropriation: no Fiscal Committee: yes Local Program: no

THE PEOPLE OF THE STATE OF CALIFORNIA DO ENACT AS FOLLOWS:

**SECTION 1.** The Legislature finds and declares as follows:

(a) Since the 1940s, the County of Los Angeles has managed the Los Angeles River as a concrete flood channel. The communities through which the river passes have had limited contact with or responsibility for the river.

(b) In the last several decades, the Los Angeles River has received greater public attention and support for its restoration and availability as an environmental and recreational resource for the communities through which the river passes, and Congress recently approved a restoration plan for an 11-mile segment of the river near Dodger Stadium in the City of Los Angeles. The Legislature has appropriated funds to pay some of the costs of the Los Angeles River restoration, including an amount of one hundred million dollars (\$100,000,000), which has been authorized under a recently enacted bond measure to benefit the river.

(c) Some communities have parks along the Los Angeles River, and bicyclists traverse the bike paths on the river's levees every day. The City of South Gate has shifted its policy to direct community attention to the benefits of the Los Angeles River.

## Exhibit A

(d) The Lower Los Angeles River Working Group is currently developing a plan for revitalizing the river downstream from the City of Los Angeles, and is considering ways to encourage communities to engage with the river and make the river a welcoming place for the communities through which it passes. The working group has also considered the possibility of placing "river rangers," similar to National Park Service Rangers, to increase public safety and provide resource interpretation services for visitors to the river.

**SEC. 2.** (a) For purposes of this section, "conservancies" means the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy and the Santa Monica Mountains Conservancy.

(b) The conservancies shall collaborate with the Department of Parks and Recreation, the California Conservation Corps, and the State Lands Commission to develop a river ranger program to provide a network of river rangers who provide assistance to the public at sites along the Los Angeles River and its tributaries. The conservancies shall solicit the participation of representatives of local governments that have jurisdiction over segments of the river, including the City of Los Angeles and the County of Los Angeles. The conservancies, in cooperation with the Lower Los Angeles River Working Group, no later than June 30, 2018, shall prepare a plan for the design and implementation of the program, including recommendations regarding ways to finance the establishment and ongoing implementation of the program, and shall ensure that the plan is developed to accomplish all of the following objectives:

(1) Establish an identity for the Los Angeles River as a place for its communities to enjoy recreational opportunities and learn about the river's history and environmental resources.

(2) Improve public safety for visitors to the Los Angeles River.

(3) Foster collaboration among state and local government entities and other public agencies with jurisdiction over the Los Angeles River, and coordinate the work of these entities and public agencies with regard to the development, maintenance, and enhancement of the river and its resources.

(4) Protect the parks, open space, and other public places adjacent to the Los Angeles River.

(5) Engage communities along the Los Angeles River in the protection and preservation of the Los Angeles River and its resources.

(6) Promote equal access and equity among all communities along the Los Angeles River with regard to the development and placement of improvements along the river.

(7) Monitor the physical conditions, environmental health, and development of green space along the Los Angeles River.

(8) Provide a system for coordinating the work of river rangers with programs and services offered by local governments and conservation corps.

(9) Incorporate the findings and principles expressed in the "Presidential Memorandum--Promoting Diversity and Inclusion in Our National Parks, National Forests, and Other Public Lands and Waters," dated January 12, 2017.

(c) No later than June 30, 2018, the conservancies shall submit a copy of the plan required to be prepared pursuant to subdivision (b) to the Assembly Committee on Water, Parks, and Wildlife and the Senate Committee on Natural Resources and Water, in compliance with Section 9795 of the Government Code.

(d) This section shall remain in effect only until January 1, 2019, and as of that date is repealed.



**SB-1126 Upper Los Angeles River and Tributaries Working Group: river ranger program.** (2017-2018)

SHARE THIS:



Date Published: 09/28/2018 09:00 PM

**Senate Bill No. 1126**

CHAPTER 895

An act to amend Section 33220 of the Public Resources Code, and to amend Section 2 of Chapter 452 of the Statutes of 2017, relating to the Los Angeles River and tributaries, and declaring the urgency thereof, to take effect immediately.

[ Approved by Governor September 28, 2018. Filed with Secretary of State September 28, 2018. ]

LEGISLATIVE COUNSEL'S DIGEST

SB 1126, Portantino. Upper Los Angeles River and Tributaries Working Group: river ranger program.

Existing law provides for the protection, enhancement, and restoration of rivers in this state. Existing law establishes the Santa Monica Mountains Conservancy and prescribes the membership, functions, and duties of the conservancy with regard to the acquisition, preservation, and improvement of real property within the Santa Monica Mountains zone, as defined. Existing law establishes within the conservancy the Upper Los Angeles River and Tributaries Working Group and requires, by March 1, 2019, the working group to develop, through watershed-based planning methods and community engagement, a revitalization plan for the Upper Los Angeles River, the tributaries of the Pacoima Wash, Tujunga Wash, and Verdugo Wash, and any additional tributary waterway that the working group determines to be necessary. Existing law requires the revitalization plan to address the unique and diverse needs of the Upper Los Angeles River, Pacoima Wash, Tujunga Wash, and Verdugo Wash, and the communities through which they pass, and to include watershed education programs.

This bill would specify the Arroyo Seco as a waterway for the working group to include in the revitalization plan and watershed education programs. The bill would authorize the working group to include representatives from the Cities of La Cañada Flintridge, Pasadena, and South Pasadena. The bill would authorize a representative appointed to the working group to designate an alternate in his or her place. The bill would instead require the revitalization plan to be developed on or before June 30, 2020, and the conservancy to provide a copy of the plan to certain legislative committees by that date.

Existing law requires the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy and the Santa Monica Mountains Conservancy to collaborate with the Department of Parks and Recreation, the California Conservation Corps, and the State Lands Commission to develop a river ranger program, as prescribed. Existing law requires the conservancies, no later than June 30, 2018, to develop a plan for the design and implementation of the program and to provide a copy of the plan to certain legislative committees by that date.

This bill would instead require the plan to be developed and a copy to be provided to the legislative committees by March 30, 2019.

This bill would declare that it is to take effect immediately as an urgency statute.

Vote: 2/3 Appropriation: no Fiscal Committee: yes Local Program: no

## Exhibit B

## THE PEOPLE OF THE STATE OF CALIFORNIA DO ENACT AS FOLLOWS:

**SECTION 1.** Section 33220 of the Public Resources Code is amended to read:

**33220.** (a) There shall be within the Santa Monica Mountains Conservancy an Upper Los Angeles River and Tributaries Working Group. The Secretary of the Natural Resources Agency, in consultation with the conservancy, and, to the extent that they wish to consult, the Los Angeles County Board of Supervisors and the City of Los Angeles, shall consider requests from local agency representatives to participate in the working group and may appoint no more than 23 representatives to the working group. A representative appointed to the working group may designate an alternate in his or her place. The working group may include, but need not be limited to, representatives from the conservancy, the County of Los Angeles, the Cities of Burbank, Glendale, La Cañada Flintridge, Los Angeles, Pasadena, San Fernando, and South Pasadena, elected officials of the cities riparian to the Pacoima Wash and Tujunga Wash, and nonprofit organizations serving the Upper Los Angeles River, San Fernando Valley, Pacoima Wash, Tujunga Wash, and Verdugo Wash.

(b) On or before June 30, 2020, the working group shall develop, through watershed-based planning methods and community engagement, a revitalization plan for the Upper Los Angeles River, the tributaries of the Pacoima Wash, Tujunga Wash, and Verdugo Wash, the Arroyo Seco, and any additional tributary waterway that the working group determines to be necessary. The revitalization plan shall address the unique and diverse needs of the Upper Los Angeles River, Pacoima Wash, Tujunga Wash, Verdugo Wash, and Arroyo Seco, and the communities through which they pass. The plan shall be consistent with and enhance, and may be incorporated into plans that include, but are not limited to, the County of Los Angeles' Master Plan. The plan shall include watershed education programs that help the Upper Los Angeles River, Pacoima Wash, Tujunga Wash, Verdugo Wash, and Arroyo Seco communities recognize the value of the waterways and the importance of protecting the river's watershed resources and its vitality to their communities. The revitalization plan shall require a master planning process that includes community engagement and a prioritization of disadvantaged communities, identified pursuant to Section 39711 of the Health and Safety Code.

(c) The conservancy shall provide any necessary staffing to the working group to assist in the development of the plan.

(d) The development and implementation of the revitalization plan may be eligible for funding from any public or private source, including, but not limited to, funding available pursuant to Section 79735 of the Water Code. Entities that are eligible to implement the revitalization plan include, but are not limited to, state agencies, local agencies, and nonprofit organizations, and may be eligible for state funding. An entity receiving funding to implement the revitalization plan shall submit progress reports to the conservancy that include the status of funding.

(e) The working group shall submit the revitalization plan to the conservancy for approval. Upon adoption by the conservancy, the revitalization plan shall be considered an amendment to the Watershed and Open Space Plan for the San Gabriel and Los Angeles Rivers. To the extent that the city or county wishes to consider the revitalization plan, the conservancy shall submit the plan for adoption to the Los Angeles County Board of Supervisors for inclusion in the Master Plan of the County of Los Angeles and to the Los Angeles City Council for inclusion into the Los Angeles River Revitalization Master Plan.

(f) No later than June 30, 2020, the conservancy shall submit a copy of the plan to the Assembly Committee on Water, Parks, and Wildlife and the Senate Committee on Natural Resources and Water.

**SEC. 2.** Section 2 of Chapter 452 of the Statutes of 2017 is amended to read:

**Sec. 2.** (a) For purposes of this section, "conservancies" means the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy and the Santa Monica Mountains Conservancy.

(b) The conservancies shall collaborate with the Department of Parks and Recreation, the California Conservation Corps, and the State Lands Commission to develop a river ranger program to provide a network of river rangers who provide assistance to the public at sites along the Los Angeles River and its tributaries. The conservancies shall solicit the participation of representatives of local governments that have jurisdiction over segments of the river, including the City of Los Angeles and the County of Los Angeles. The conservancies, in cooperation with the Lower Los Angeles River Working Group, no later than March 30, 2019, shall prepare a plan for the design and implementation of the program, including recommendations regarding ways to finance the establishment and ongoing implementation of the program, and shall ensure that the plan is developed to accomplish all of the following objectives:

Exhibit B

- (1) Establish an identity for the Los Angeles River as a place for its communities to enjoy recreational opportunities and learn about the river’s history and environmental resources.
- (2) Improve public safety for visitors to the Los Angeles River.
- (3) Foster collaboration among state and local government entities and other public agencies with jurisdiction over the Los Angeles River, and coordinate the work of these entities and public agencies with regard to the development, maintenance, and enhancement of the river and its resources.
- (4) Protect the parks, open space, and other public places adjacent to the Los Angeles River.
- (5) Engage communities along the Los Angeles River in the protection and preservation of the Los Angeles River and its resources.
- (6) Promote equal access and equity among all communities along the Los Angeles River with regard to the development and placement of improvements along the river.
- (7) Monitor the physical conditions, environmental health, and development of green space along the Los Angeles River.
- (8) Provide a system for coordinating the work of river rangers with programs and services offered by local governments and conservation corps.
- (9) Incorporate the findings and principles expressed in the “Presidential Memorandum--Promoting Diversity and Inclusion in Our National Parks, National Forests, and Other Public Lands and Waters,” dated January 12, 2017.
- (c) No later than March 30, 2019, the conservancies shall submit a copy of the plan required to be prepared pursuant to subdivision (b) to the Assembly Committee on Water, Parks, and Wildlife and the Senate Committee on Natural Resources and Water, in compliance with Section 9795 of the Government Code.
- (d) This section shall remain in effect only until January 1, 2020, and as of that date is repealed.

**SEC. 3.** This act is an urgency statute necessary for the immediate preservation of the public peace, health, or safety within the meaning of Article IV of the California Constitution and shall go into immediate effect. The facts constituting the necessity are:

In order to protect the Los Angeles River watershed’s resources and its vitality to the community, it is necessary that this act take effect immediately.

**REQUEST FOR PROPOSALS**  
**LOS ANGELES RIVER RANGER PROGRAM ESTABLISHMENT PLAN**  
**February 15, 2018**

The MRCA requests proposals from an experienced firm with a talented project manager who can cooperatively assist MRCA and the AB 1558 Steering Committee with planning, coordination, development and preparation of a Plan that would establish a River Ranger program, including development of an implementable pilot program. The program would provide a network of River Rangers to assist the public along the Los Angeles River and its tributaries, with an emphasis on public safety measures desired by the public (i.e. use of sworn peace officers, physical improvements, etc.). Recommendations for feasible financing options to sustain the program shall be included in the Plan. The firm shall also provide facilitation services, and shall coordinate the River Ranger Steering Committee.

Project Location: The Los Angeles River and its tributaries, as prescribed.

Contact: Sarah Rascon, [Sarah.rascon@mrca.ca.gov](mailto:Sarah.rascon@mrca.ca.gov), (323) 221-9944 x109  
570 West Avenue 26, Suite 100 Los Angeles, CA 90065

Attachments: This RFP consist of this memo and the following attachments:

- 1) Project Information
- 2) Scope of Services
- 3) Proposal Requirements

Questions: Direct all questions to the contact listed above before 5:00 PM on February 22, 2018. All clarifications made by the MRCA will be posted by COB on February 27, 2018 at [www.mrca.ca.gov/projectlisting.html](http://www.mrca.ca.gov/projectlisting.html) and it is the respondent's responsibility to review this information.

Proposal Submittals: Follow the guidelines listed in Attachment 2 and submit **two unbound hard copies or submit an electronic PDF file (preferred) by email by 5 p.m. on March 2, 2018** to the address above. Late submissions will not be accepted. There is no limit to the number of pages a submittal can be, however, please keep it to a minimum and include only the necessary information. Packages delivered in person should be taken to the reception desk in Suite 100 on the 2<sup>nd</sup> floor of the California Building. Electronic submittals are allowed, but please keep attachments below 5 MB.

**Selection:** Selection will be based on demonstrated competence and qualifications for the services to be performed at fair and reasonable prices to the MRCA. Proposed deviations from the RFP requirements will be noted and taken into consideration. Proposals will be reviewed within 1-2 weeks. MRCA may request interviews for selection purposes on: March 9, 2018 and March 12-13, 2018. MRCA will make every effort to adhere to the stated schedule but reserves the right to modify it as needed without prior notice.

## Attachment 1 – Project Information

### BACKGROUND

Since the 1940s, the County of Los Angeles and Army Corps of Engineers have managed the Los Angeles River (River) as a concrete flood channel. The communities through which the River passes have had limited contact with the River. In the last several decades, the River has received greater public attention and support for its restoration and availability as an environmental and recreational resource. Local, State and Federal funds have been invested to create new opportunities for recreation, environmental restoration, public access and education, but the River does not yet have any resources to provide consistent, year-round assistance to public visitors outside of 911 life-safety emergencies.

As part of Assembly Bill 1558 (AB 1558), Chapter 452, Statutes of 2017, signed by the Governor on October 3, 2017, AB 1558 requires the San Gabriel and Lower Los Angeles Rivers Conservancy (RMC) and the Santa Monica Mountains Conservancy (SMMC), the Conservancies, to collaborate with the Department of Parks and Recreation, the California Conservation Corps, and the State Lands Commission to develop a program to provide a network of River Rangers who assist the public at sites along the Los Angeles River and its tributaries, as prescribed. The legislation requires the Conservancies, no later than June 30, 2018, to develop a Plan for the design and implementation of the program, containing specified components and information. The Conservancies recommended MRCA to implement the legislation under the direction of the AB 1558 Steering Committee, and the funding was provided through an agreement among the Conservancies' Proposition 1 joint funds, pursuant to Section 79735(a) of the Water Code. MRCA is seeking assistance via this RFP from professional firms to produce the required Plan.

In addition to the entities mentioned above, the Conservancies shall solicit the participation of representatives of local governments that have jurisdiction over segments of the river, including the cities along the 51-mile length of the LA River, including its tributaries and the County of Los Angeles. AB 1558 also directs the Conservancies to develop the River Ranger program in coordination with the Lower Los Angeles River Working Group, which is administered by the RMC. AB 1558 will therefore require extensive coordination between the Conservancies and outside entities and stakeholders. The Conservancies will work together on implementation, planning, design and delivery of the AB 1558 River Ranger program while achieving the following goals identified in AB 1558:

1. Establish an identity for the Los Angeles River as a place for its communities to enjoy recreational opportunities and learn about the River's history and environmental resources.
2. Improve public safety for visitors to the Los Angeles River.
3. Foster collaboration among state and local government entities and other public agencies with jurisdiction over the Los Angeles River, and coordinate the work of these entities and public agencies with regard to the development, maintenance, and enhancement of the river and its resources.
4. Protect the parks, open space, and other public places adjacent to the River.

5. Engage communities along the River in the protection and preservation of the River and its resources.
6. Promote equal access and equity among all communities along the River with regard to the development and placement of improvements along the River.
7. Monitor the physical conditions, environmental health, and development of green space along the River.
8. Provide a system for coordinating the work of River Rangers with programs and services offered by local governments and conservation corps.
9. Incorporate the findings and principles expressed in the “Presidential Memorandum-Promoting Diversity and Inclusion in Our National Parks, National Forests, and Other Public Lands and Waters,” dated January 12, 2017.

No later than June 30, 2018, the Conservancies are required to submit a copy of the Plan to the Assembly Committee on Water, Parks, and Wildlife and the Senate Committee on Natural Resources and Water, in compliance with Section 9795 of the Government Code.

## **JURISDICTION**

The River Ranger program shall be applicable to the entire 51 miles of the River, on both the east and west river banks, and its tributaries, as prescribed. The jurisdiction of the plan would apply to at least 21 cities along the River and tributaries in the County of Los Angeles. The Stakeholder Group will include representatives from each of the cities that are located along the 51 miles of the River and tributaries (see map attached). Representation may include the head of the Recreation and Parks Department, local law enforcement, California State Parks, California Conservation Corps, State Lands Commission, Los Angeles County Department of Parks and Recreation and Homeless Services Authority.

## **SCHEDULE**

The Plan shall be completed by June 30, 2018, including review periods and revisions. However, due to the Conservancies’ Board meeting schedules, the final draft Plan shall be completed by May 15, 2018. The deadline is a mandate imposed by the California Legislature, therefore targets as outlined are non-extendable. Consultants should respond with same priority the legislature has placed on the Plan. This requires an aggressive timeline and should be of as much significance to the consulting team as it is to the Legislature; consultants should respond with priority and in a timely fashion.

## **REFERENCE DOCUMENTS**

The River Ranger Program will be structured for inclusion of all plans and visions plans pertinent to the Los Angeles River, particularly the following:

- Lower LA River Revitalization Plan ([www.lowerlariver.org](http://www.lowerlariver.org))
- Upper Los Angeles River Plan (AB 466-Bocanegra)
- Los Angeles County’s Los Angeles River Master Plan (51 Mile Plan)
- City of Los Angeles’ Los Angeles River Revitalization Master Plan
- Tujunga Wash Restoration

- Pacoima Wash Vision Plan

Other plans may be added to this list.

### **ABOUT MRCA**

The Mountains Recreation and Conservation Authority (MRCA), established in 1985, is a local government public agency exercising joint powers of the [Santa Monica Mountains Conservancy](#), the [Conejo Recreation and Park District](#), and the [Rancho Simi Recreation and Park District](#) pursuant to Section 6500 *et seq.* of the Government Code.

The MRCA is dedicated to the preservation and management of local open space and parkland, watershed lands, trails, and wildlife habitat. The MRCA manages and provides ranger services for almost 73,000 acres of public lands and parks that it owns and that are owned by the Santa Monica Mountains Conservancy or other agencies. The MRCA works in cooperation with the Conservancy and other local partners to acquire parkland, participate in vital planning processes, complete major park improvement projects, and provide education and interpretation programs for the public.

## Attachment 2 – Scope of Services

The MRCA anticipates that the selected firm will need to perform the following services. **Respondents should supplement/modify this list as they determine appropriate.**

1. Prepare a complete project description for inclusion in the initial draft River Ranger Plan. Research similar programs established elsewhere and provide reference.
2. Coordinate and conduct meetings of the Stakeholder Group and gather input to develop the River Ranger Plan, with the following goals in mind: improve public safety for visitors to the Los Angeles River; accessibility; interpretation/educational information dissemination regarding the River's history and environmental resources.
  - a. At least four Stakeholder meetings shall be conducted. The first Stakeholder meeting is scheduled to take place on March 22, 2018; consultant should be ready to begin by March 15, 2018. By April 15th, 2018 part one of the Plan shall be developed, completed and submitted for review by Steering Committee; by May 15th, 2018, part two, along with the final draft of the Plan shall be developed, completed and submitted, and by June 15th, 2018 the final draft Plan with comments and revisions shall be submitted. MRCA reserves the right to modify schedule.
  - b. A minimum of five community meetings to gather public input shall be held, all within the 3-month time frame. A minimum of two meetings will take place in the Upper LA River and 2 in the Lower LA River, and 1 at a central location between the Upper and Lower, for a total of five meetings. These meetings will function as both outreach and opportunities to gather information and data on what the River Ranger program shall entail.
3. This effort will require the consultant to conduct extensive coordination between the Conservancies and outside entities and stakeholders, while achieving the stated goals. Consultant shall serve as a liaison between the Steering Committee and the cities that are within the 51-mile corridor of the River and its tributaries. Consultant shall facilitate communications necessary between Committee members, and work with all stakeholders to submit the proposed River Ranger Plan to the State Legislature, through the Water, Parks, Wildlife and Natural Resources Committee by June 30, 2018.
4. Develop within the Plan, a strategy for coordination and cooperation between state, and local government entities and other public agencies with jurisdiction over and along the Los Angeles River for maintenance and operations, as well as enhancement of the river and its resources.
5. Community outreach: Consultant will conduct the required meetings, and shall subcontract with a professional facilitator to coordinate and lead 5 community meetings to gather information and data on what the River Ranger program needs are. Consultant shall utilize local nonprofit/non-government organizations and/or local

consultants that have a track record of engaging local constituencies, unique to certain segments of the River, including language and cultural sensitivities, have a network in the corresponding areas riparian to the Los Angeles River and its tributaries and have experience with community engagement and outreach. Meetings shall be distributed as follows: 2 in Upper Los Angeles River/tributary areas, 2 in Lower Los Angeles River/tributary areas, 1 centrally located.

6. Develop recommendations for an implementable pilot program. Includes research of similar successful efforts State/Country wide that can be used as a guide.
7. Recommend feasible means to finance the establishment of the River Ranger program, including sustainable, long-term funding mechanism(s). Such mechanisms may include but are not limited to funding opportunities available through the Los Angeles County Regional Park and Open Space District; State of California, local private sources, and new partnerships.
8. Respond to comments received during review period of the draft Plan and revise documents as necessary.
9. Prepare final documents and revise per comments. Documents will be reviewed by the Steering Committee and the Stakeholder Group.

## **REQUIRED PLAN ELEMENTS**

The final Plan shall include, but is not limited to, the following components:

- Project Description including scope of services, geographic limits, purpose and need, required skills/background, and schedule/funding requirements. Prepare project area maps as needed.
- Report the results of community outreach process and identify how it was or was not incorporated into the proposed Plan.
- Identify any required permits, approvals, or policy changes required for successful implementation.
- Provide funding concepts to finance the establishment of the River Ranger program that are long-term and sustainable.
- Analyze consistency with applicable local plans.
- Describe the scope, and provide cost estimates for, the Operations and Maintenance needs along the River and the Pilot Program area.
- An implementable Pilot Program upon completion of the Plan. Identify funding needs and approvals needed for successful implementation. Pilot Program shall include an evaluation component.

### **Attachment 3 – Proposal Requirements**

Please provide the following information in your proposal:

**1. Cover letter including the following information:**

- a. Describe the firm's approach to your work, including communication process, project management, and quality control.
- b. Name members of the proposed project team.
- c. Note any certifications as a disadvantaged business enterprise.
- d. Describe all prior participation with an MRCA project by firm and/or key personnel, whether or not firm contracted directly with MRCA, if applicable.

**2. Qualifications and Background**

- a. Provide resumes of key project personnel—Project Executive, Project Manager, Job Captain, etc. Indicate number of years each person has been employed by the firm. Resumes should highlight relevant qualifications for this project.
- b. Provide concise, 1-2 page descriptions of comparable projects now in progress or completed within the last five (5) years for which the firm provided similar services. These descriptions should demonstrate the firm's experience relevant to the project described in this RFP. List members of the proposed team who worked on the project(s) and their role. Include no more than 5 examples. Include contact information for client references.
- c. Provide the following information, to the extent such documents already exist:
  - i. List of names and contact information for clients for which services were performed in the last five years.
  - ii. Samples of the services performed including the scope and cost.
  - iii. Disclosure of any actions taken against the professional.
  - iv. A statement of change order(s) to plans or specifications or projects for which services were provided and the reason for the change order(s).
- d. Provide specific information on the firm's litigation history, in the last five years, of termination for default, litigation by or against the firm, and judgments entered for or against the firm.

**3. Proposed Budget & Fees.**

- a. Provide firm's proposed budget and fee structure. Proposal format should follow example below, with one-line item per type of activity. Each line item should include anticipated quantity or time (budgeted) for a project of this size/complexity and the proposed unit prices for each.

*Example:* Estimated Qty. Unit Cost Estimated Total

Principal Time	X Hrs.	\$X/Hr=\$X	
Technician Time	X Hrs.	\$X/Hr=\$X	
Supplies	X	\$X/Each=\$X	
Equipment	X Hrs.	\$X/H=\$X	
Trip Charges	X	\$X/Each=\$X	

#### **4. Proposed Project Timeline/Schedule**

- a. Submit a basic project schedule incorporating milestones with completion of each task required, subdivided as necessary. The start date for the schedule should be March 15, 2018.
- b. Key dates include:
  - i. Advisory Committee meeting kickoff on March 22, 2018
  - ii. By April 15th, 2018 part one of Plan shall be developed, completed and submitted for review by the Steering Committee
  - iii. By May 15th, 2018, part two, along with the final draft of the Plan shall be developed, completed and submitted
  - iv. By June 15th, 2018 the final draft Plan with comments and revisions shall be submitted to the Steering Committee
  - v. Completion and submission by June 30, 2018, including review periods/revisions

#### **EVALUATION**

Proposals will be evaluated for the following criteria:

- Demonstrated experience of the firm in relation to the services required and quality of performance on similar past projects.
- Demonstrated experience, technical competence and availability of key personnel in relation to the services required.
- Recommendations of prior clients.
- Capability of the project team to provide the services desired in a timely manner.
- Value offered considering capabilities and experience of the project team.

MRCA may contact any previous clients to verify the experience and performance of the prospective firm, key personnel, and sub-consultants, whether or not the client is listed as a reference in the proposal. The information provided in response to the above requirements will be the basis for evaluation. Failure to provide this information or the inclusion of any conditions, limitations, or misrepresentations may adversely affect the evaluation of your proposal. The Executive Officer of the MRCA reserves the right not to award any contract.

All respondents will be required to represent and warrant that they, he, she, or the officers, directors, and/or employees of bidder are not related by blood or marriage to any member of the governing boards of the Santa Monica Mountains Conservancy, the Santa Monica Mountains Conservancy Advisory Committee, the Mountains Recreation and Conservation Authority, or any other joint powers authority for which the Santa Monica Mountains Conservancy is a constituent member, or to any officer, director or staff member with discretion over the contract of any of the aforesaid public agencies. "Related by blood or marriage" is defined as being a parent, child (including stepchildren), sibling, grandparent, grandchild, aunt, uncle, niece, nephew, spouse, domestic partner, father-in-law, mother-in-law, sister-in-law or brother-in-law. The MRCA reserves the right to immediately cancel any contract entered into if it discovers a breach of this warranty and representation. Consultant shall be liable for all damages sustained by the MRCA as a result of the breach.

## Exhibit D

March 15, 2018

Sarah Rascon  
Mountains Recreation & Conservation Authority  
Los Angeles River Center and Gardens  
570 West Avenue Twenty-six, Suite 100  
Los Angeles, California, 90065

**Subject: Los Angeles River Ranger Program Establishment Plan**

Dear Sarah:

Thank you for the opportunity to submit this proposal to assist the MRCA with the Los Angeles River Ranger Program Establishment Plan. The perception of the Los Angeles River and its tributaries, as well as the physical character of its dynamic corridor, are transforming as jurisdictions and organizations come together to embrace the river as a valued and necessary asset. As the river gains public attention, the need for agencies to work together to address public safety, education, and resource improvements is becoming more urgent. The development of the River Ranger Establishment Plan as required under AB 1558 is an exciting opportunity to develop a unified program that is responsive to the unique needs and conditions of the rivers' diverse reaches. Furthermore, the development of the Establishment Plan and a pilot program will catalyze long-term multi-jurisdictional collaboration and coordination as is necessary for the success of this program and other river and watershed programs. The PlaceWorks team believes that the River Ranger Program has tremendous potential to enhance the experience of and the condition of the Los Angeles River, and is enthusiastic to assist MRCA to develop a broadly supported Plan and implementation strategy.

We have prepared this proposal based on our experience in region-wide park and open space planning, particularly in Los Angeles County, as well as our understanding of the goals of the project. Our team's experience includes extensive experience with multi-jurisdictional planning processes, including the *Los Angeles Countywide Parks and Recreation Needs Assessment* for the Los Angeles County Department of Parks and Recreation, the *Santa Ana River Parkway and Open Space Plan* for the California State Coastal Conservancy, and the *Measure A Implementation Project* for the Los Angeles County Regional Park and Open Space District. Our team includes the Acorn Group as an advisor on educational and interpretive planning. Acorn Group is a nationally recognized interpretive planning firm that has worked with government agencies and non-profit organizations throughout California to develop meaningful projects and programs. PlaceWorks also anticipates that we will collaborate with Community Based Organizations (CBOs) to conduct community outreach meetings. We have extensive experience collaborating with LA-based CBOs to develop place-appropriate outreach and engagement regarding park and open space resources and opportunities.

We have outlined a proposed approach for project phasing. As we discussed, we are available to assist with the project within the desired three-month window, but would recommend an extended schedule to build greater stakeholder buy-in and public support, and allow for the development of a more comprehensive program. We believe that a 12- to 16-month schedule would allow for a project

## Exhibit D

that involves the multiple stakeholder agencies at key points during the development of the program. We are flexible regarding scope and the level of our team's involvement, and look forward to refining the approach to meet your goals.

## Scope of Work

### **PHASE 1: VISIONING AND FRAMEWORK** *(Total Phase 1 Cost: \$140K)*

Phase 1 tasks focus on visioning and the development of a framework for the River Ranger Program. Phase 1 tasks have the potential to be completed by June 30<sup>th</sup>, 2018. However, an extended schedule would allow for greater engagement and consensus building with stakeholders.

#### **Kick-off Meeting and Phase 1 Project Management and Coordination** *(\$25K)*

PlaceWorks will attend an in-person kick-off meeting with MRCA staff, conduct bi-weekly project status update meetings via conference call, and will provide ongoing project management and coordination during Phase 1.

*Deliverables: Meeting Agendas and Summaries; Invoices and Project Status Updates*

#### **Stakeholder Committee Meeting #1: Vision and Goals** *(\$5K)*

For the purposes of this scope, PlaceWorks has identified Stakeholder Meetings consistent with the Request for Proposals. However, we understand that these meetings may become Steering Committee Meetings, depending on participants and advisory role, and are flexible regarding the format of these meetings. We anticipate that key stakeholders, and/or Steering Committee members, will include the California Department of Parks and Recreation, the County of Los Angeles Department of Parks and Recreation, the Conservation Corps, the State Lands Commission, and the cities through which the Los Angeles River and its tributaries flow.

PlaceWorks will attend Stakeholder Committee Meeting #1 to assist MRCA in presenting the River Ranger Program Establishment Plan to stakeholders, and to assist in facilitating an initial discussion regarding vision and goals for the Program.

*Deliverable: Meeting Agenda and Summary (MRCA to provide background and other meeting materials)*

#### **Background Information Review** *(\$10K)*

PlaceWorks will gather and review Los Angeles River Plans pertinent to the River Ranger Program, including the Lower Los Angeles River Revitalization Plan, the Upper Los Angeles River Plan, the Los Angeles County's Los Angeles River Master Plan, the City of Los Angeles' Los Angeles River Revitalization Master Plan, the Tujunga Wash Restoration Plan, and the Pacoima Wash Vision Plan. PlaceWorks will prepare a concise summary of these relevant plans, emphasizing components related to overall vision as well as recreation, education, access and connectivity, public safety, and resource protection and enhancement.

## Exhibit D

*Deliverable: Memorandum (or Matrix) summarizing Relevant Planning Documents*

**Base Map Development** (\$3K)

PlaceWorks will develop a project base map that identifies the Program Area, city and County boundaries, watershed boundaries, and other key features relevant to planning and outreach as identified in coordination with MRCA. We assume that this information is available from previous planning efforts and will be provided in GIS format.

*Deliverable: Project Base Map*

**Review of Comparable Programs** (\$10K)

PlaceWorks will identify three to five comparable programs in collaboration with MRCA staff and conduct preliminary research. PlaceWorks will summarize the framework, goals, funding sources, successes and challenges of each program based on available information.

*Deliverable: Memorandum (or Matrix) summarizing comparable established programs*

**Draft Vision and Goals and Outreach Strategy** (\$10K)

PlaceWorks will draft a vision statement and goals based on input from Stakeholder Meeting #1 and lessons learned from the review of relevant documents and comparable programs. In addition, PlaceWorks will develop a recommended outreach strategy in collaboration with MRCA staff to guide the first round of community meetings. The draft vision statement and goals, as well as the outreach strategy, will be refined based on input received at Stakeholder Committee Meeting #2. Should the project schedule be extended, this task could occur following completion of the first round of community meetings.

*Deliverables: Draft Vision Statement and Goals; Draft Outreach Strategy*

**Stakeholder Committee Meeting #2: Outreach Framework** (\$7K)

PlaceWorks will facilitate a second Stakeholder Meeting to present findings from the review of relevant documents and comparable programs, to revisit vision and goal statements discussed at Meeting #1, and to discuss priorities and approach for the first round of community outreach meetings.

*Deliverables: Meeting Materials and Meeting Summary; Revised Draft Vision and Goal Statements; Revised Outreach Strategy.*

**Community Meetings Round 1: Vision and Opportunities** (\$65K)

In this task, PlaceWorks will contract with CBOs identified in collaboration with MRCA staff and the Stakeholder Committee to conduct the first round of community meetings to provide information on the envisioned River Ranger Program, and to solicit input on key issues and opportunities along the LA

## Exhibit D

River corridor. The focus of the first round of meetings will be to assess needs that the River Ranger Program can address.

PlaceWorks will develop meeting materials to be used at each community meeting. Materials will be packaged into a toolkit to be utilized by CBOs in order to provide information on the River Ranger program and to seek input regarding how the program could help meet community needs. Contents will be determined in collaboration with MRCA staff and CBOs, and are anticipated to include agendas, sign-in sheets, sample press release, meeting flyer, informational materials, presentation materials, interactive activities, and instructions for conducting meetings.

Contracted CBOs will conduct community meetings using the Community Meeting Toolkit. Five meetings will be conducted, including two in Upper Los Angeles River/tributary areas, two in Lower Los Angeles River/tributary areas, and one in a centrally located area. We anticipate that the contracted CBOs will advertise, facilitate, and summarize meetings. PlaceWorks will compile and summarize outcomes in a singular Community Meeting Round 1 Summary.

*Deliverable: Community Meeting Toolkit- Round 1; Community Meeting Round 1 Summary*

### **Stakeholder Committee Meeting #3: Defining the Program (\$7K )**

Following the first round of Community Meetings, PlaceWorks will attend a Stakeholder Committee meeting to present outcomes of the first round of meetings and facilitate a discussion of the Plan framework and contents.

*Deliverables: Meeting Materials and Summary*

### **Project Description and Program Framework (\$10K )**

PlaceWorks will develop the Project Description based on data received and needs and priorities identified through the planning process. The Project Description will define the scope of services included in the Program, geographic limits, purpose and need, required skills/background, schedule/funding requirements, and other key components identified through the planning process. Depending on the project schedule, this task will either be the culminating deliverable or a critical step towards further development of the Plan. Either way, the Project Description and Program Framework are intended to guide the development of the River Ranger Program and the Pilot Program.

*Deliverables: Draft Project Description and Program Framework*

## **PHASE 2: ESTABLISHMENT PLAN AND PILOT PROGRAM DEVELOPMENT (TOTAL COST \$168K )**

In this task, PlaceWorks will work with MRCA and the Stakeholder Committee to develop the River Ranger Program Establishment Plan and Pilot Program. This task would be initiated following the completion of Phase 1, and would be completed within six to nine months.

## Exhibit D

**Phase 2 Kick-off Meeting and Project Management and Coordination (\$36K)**

PlaceWorks will attend an in-person kick-off meeting with MRCA staff and key stakeholders to review outcomes of Phase 1, discuss any refinements to the Project Description and Program Framework. In addition, PlaceWorks will, conduct bi-weekly project status update meetings via conference call, and will provide ongoing project management and coordination during Phase 2.

*Deliverables: Meeting Agendas and Summaries; Invoices and Project Status Updates*

**Draft Establishment Plan Development (\$30K)**

PlaceWorks will prepare the Draft Establishment Plan. Contents will be defined by the planning process and in collaboration with MRCA, and will meet the goals identified in AB 1558. Preliminarily, it is anticipated that the Establishment Plan will include the following contents:

- Introduction
  - Project Description Overview
  - Planning Process (including summary of outreach)
- Vision and Goals
- Background and Planning Context
  - Consistency with Applicable Local Plans
- Program Components/Recommendations (policies or guidelines)
  - Public Safety
  - Equal Access
  - Community Engagement and Education
  - Resource Protection and Preservation
  - Monitoring and Reporting
- Implementation
  - Program Identity
  - Guidelines for Collaboration and Coordination
  - Permits, Approvals, Policy Changes
  - Phasing and/or Priorities
  - Program Cost (capital, operations and maintenance)
  - Funding concepts
  - Pilot Program (preliminary framework- to be further developed following Outreach Round 2)

*Deliverable: Administrative Draft and Draft Establishment Plan*

**Stakeholder Committee Meeting #4: Draft Plan (\$7K)**

PlaceWorks will attend a Stakeholder Committee meeting to present and solicit input on the Draft Establishment Plan, and to discuss the approach for the second round of community outreach meetings. PlaceWorks will incorporate committee and MRCA comments into a Public Review Draft Plan.

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*Deliverables: Meeting Materials and Summary; Public Review Draft Establishment Plan*

### **Community Outreach Round 2: Draft Establishment Plan (\$60K)**

PlaceWorks will coordinate a second round of community outreach efforts in collaboration with MRCA, stakeholders, and CBOs. Community outreach efforts may be conducted as traditional meetings, intercept events, tabling at related community events, online engagement activities, or through a combination of outreach methods. The purpose of this outreach will be to present and solicit input on the Draft Establishment Plan, and to gather additional input and priorities to inform the development of the Pilot Program.

*Deliverables: Outreach Materials and Summary*

### **Final Draft Establishment Plan and Pilot Program Development (\$20K)**

PlaceWorks will revise the Establishment Plan based on consolidated input from MRCA. PlaceWorks will then collaborate with MRCA and the Stakeholder Committee to identify and prioritize potential areas to focus the Pilot Program, and will subsequently coordinate with jurisdictional stakeholders who will be involved to refine and further develop the Pilot Program. Development of the Pilot Program will be consistent with the goals and framework identified in the Establishment Plan, yet will be developed to a greater level of detail in order to allow for refinement of Program messaging and components, including branding, as well as fiscal analysis and environmental/permitting assessment necessary to ensure program feasibility. The Pilot Program will include specific location and timing of activities, key partners and roles, and parameters for evaluation.

*Deliverables: Final Draft Establishment Plan; Administrative Draft and Revised Draft Pilot Program Recommendations*

### **Stakeholder Meeting #5: Final Plan and Pilot Program (\$7K)**

PlaceWorks will attend a Stakeholder Committee meeting to present and solicit input on the Pilot Program Recommendations. PlaceWorks will incorporate committee and MRCA comments into a Public Review Draft Plan.

*Deliverables: Meeting Materials and Summary; Public Review Draft Establishment Plan*

### **Final Establishment Plan and Pilot Program (\$7K)**

PlaceWorks will prepare a Final Establishment Plan for submission to State Agencies based on input received from Stakeholder Meeting #5 and direction from MRCA staff.

*Deliverables: Final River Ranger Program Establishment Plan including Pilot Program*

## **Proposed Schedule**

Phase 1 can be completed by June 30<sup>th</sup>, assuming aggressive schedule with quick review periods and the ability of CBOs to mobilize. Phase 2 can be completed within six to eight months from completion

## Exhibit D

of Phase 1. However, we do recommend extending the project schedule to 12 to 16 months to allow for meaningful engagement of stakeholders and the public.

## Proposed Staffing

Proposed PlaceWorks key staff are identified below. Additional staff from PlaceWorks planning and design staff from both our downtown Los Angeles and our Berkeley offices will assist throughout the project as needed.

**Isabelle Minn, ASLA, LEED AP, Principal.** Isabelle oversees the resource planning and open space practice at PlaceWorks. She has over fifteen years of experience in park and open space planning and designed. She helped oversee the award-winning *Los Angeles County Comprehensive Parks and Recreation Needs Assessment*, and is currently working on the Measure A Implementation Project for the LA County Regional Park and Open Space District.

**Isby Swick Fleischmann, ASLA, LEED AP, Senior Associate.** Isby brings over ten years of experience in resource planning and park and open space design. Isby has managed the development of park and open space plans for a range of government and non-profit organizations including the California Department of Parks and Recreation, the East Bay Regional Park District, the California State Coastal Conservancy, and Amigos de los Rios. Complementing her focus on large parks and open spaces, Ms. Fleischmann also brings expertise and experience interpretive programming, outdoor education, and public outreach.

**C.C. LaGrange, ASLA, Senior Associate.** C.C. has successfully worked with a variety of public agencies, from small cities to large regulatory bodies. Ms. LaGrange was project manager for the *Los Angeles County Comprehensive Parks and Recreation Needs Assessment*, and is currently assisting the County with implementation of this measure. Other recent work includes the Santa Ana River Parkway and Open Space Plan, which will create the vision for a mile-wide parkway along the length of the river.

**Nick Pergakes, AICP, Senior Associate.** Nick is an urban designer and planner with extensive experience in placemaking and community-based planning projects in Los Angeles communities. He has a deep appreciation for the roles that government, the private sector, and citizens play in shaping communities. He has prepared and implemented master plans, specific plans, TOD/corridor plans, and zoning/form-based codes.

We are flexible regarding the approach, and are happy to discuss changes to the scope of work outlined in this proposal, including the schedule and potential role of team members. This proposal shall remain valid for a period of 90 days from the time of submittal. I am authorized to bind PlaceWorks and the project team to the contents of this proposal.

We look forward to working with you to bring about the successful completion of this project. If you have any questions regarding the contents of this proposal, please feel free to contact me.

Respectfully submitted,

**PlaceWorks**

A handwritten signature in black ink that reads "Isabelle Minn". The signature is written in a cursive, flowing style.

Isabelle Minn, ASLA, LEED AP  
Principal

# PLACEWORKS

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# LA COUNTY PARK & RECREATION ASSESSMENT

## Los Angeles Countywide Evaluation for Future Growth

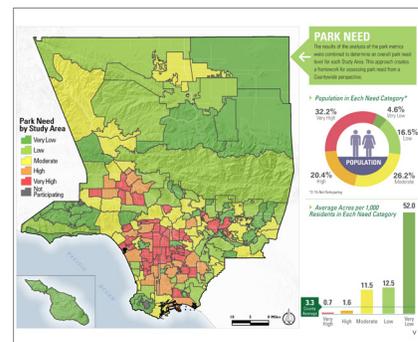
<b>Project Type</b>	Open Space and Resource Planning
<b>Location</b>	Los Angeles County, California
<b>Size</b>	4,083 square miles
<b>Client</b>	County of Los Angeles
<b>Date Completed</b>	May 2016
<b>Services Provided</b>	Open Space & Resource Planning, GIS, Urban Greening, Online Engagement, Community Outreach
<b>Awards</b>	2017 Public Outreach Award, California Chapter APA; 2017 Public Outreach Award, California APA, Los Angeles Section; 2016 Marketing & Communications Award of Excellence, California Park & Recreation Society



PlaceWorks conducted a comprehensive countywide assessment of the park, infrastructure, and recreational needs and opportunities in cities and unincorporated areas of the county. PlaceWorks facilitated a 40-member Steering Committee that guided the process for 188 study areas that cover the entirety of the County. The project included the use of a web portal to inventory all existing recreational assets and amenities. PlaceWorks also collected information regarding park and amenity conditions in order to assess deferred maintenance costs. Following the inventory, PlaceWorks completed a comprehensive needs assessment using GIS-based spatial analysis of park access and service areas. The PlaceWorks team also conducted a land inventory and park opportunity analysis for each study area, resulting in a list of potential future parks, recreation, and infrastructure projects. These findings were summarized in 188 individual study-area-based toolkits, which include maps, charts, and infographics specific to each community.



The project included extensive outreach: the PlaceWorks team trained local agencies and community-based organizations to hold community engagement events in each study area to help determine needs and prioritize projects. The individualized community toolkits played a major role in the community engagement process as they helped to illustrate existing conditions in a similar way in each community and helped to ensure an equitable planning process throughout all planning areas. Finally, PlaceWorks assessed the cost of meeting the identified need and implemented the prioritized projects. The goal of the Park Needs Assessment was to engage all communities within the County in a collaborative process to gather data and input for future decision-making and funding mechanisms on parks and recreation. The process increases the County's understanding of existing park and recreation assets, and helps determine how to improve, expand, and make them more accessible to all residents.





# MEASURE A IMPLEMENTATION

## Countywide Funding for Parks

<b>Project Type</b>	Open Space and Resource Planning
<b>Location</b>	Los Angeles County, California
<b>Size</b>	Countywide
<b>Client</b>	Los Angeles County Regional Parks and Open Space District
<b>Date Completed</b>	In Progress
<b>Services Provided</b>	Project Management, Tax Assessment Database, Forwarding and Bonding, Fund Allocation, Competitive Grant Program Development, Technology, Outreach



Measure A was approved by Los Angeles County voters in November 2016 to provide funding for parks throughout the county and replace current, expiring measures. It is anchored in the work of the Los Angeles Countywide Park and Recreation Needs Assessment and will use the park-needs data generated in the assessment

PlaceWorks is supporting the Regional Parks and Open Space District’s implementation of Measure A by developing the structures and processes to collect and disburse Measure A funds. The project requires collaboration across many of PlaceWorks’ service areas—economics, park planning, technology, graphic design, and outreach. Once implemented, a tax will be collected until rescinded by voters. Because the first funds generated by Measure A will be collected in January 2018, the implementation must be completed on an accelerated schedule with a hard deadline.





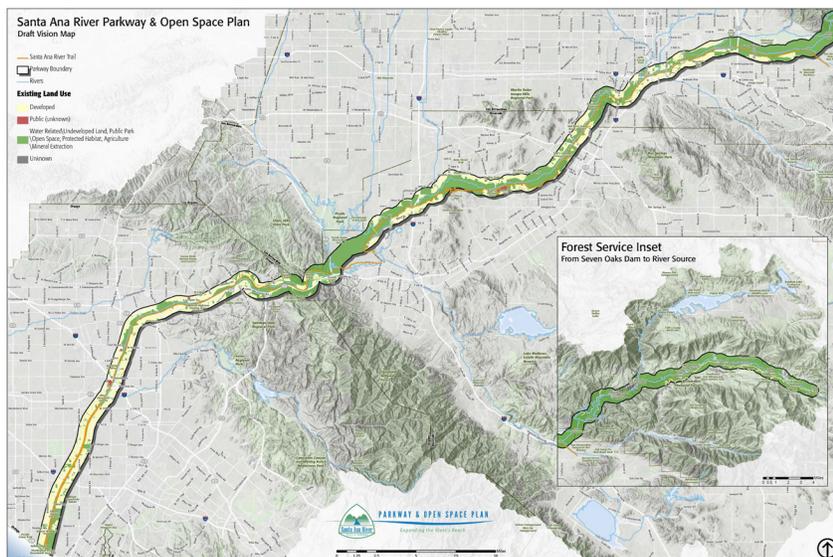
# SANTA ANA RIVER PARKWAY AND OPEN SPACE PLAN

## Connecting Parks and Open Space Across the Region

<b>Project Type</b>	Open Space and Resource Planning
<b>Location</b>	San Bernardino, Riverside, and Orange Counties
<b>Size</b>	100 Miles
<b>Client</b>	California State Coastal Conservancy
<b>Date Completed</b>	In Progress
<b>Services Provided</b>	Park and Open Space Planning, Landscape Architecture, GIS, Community Outreach, Online Engagement, Graphic Design, Signage Standards



PlaceWorks is working with California State Coastal Conservancy to identify a comprehensive vision for the Parkway that reaches beyond the spine of the Santa Ana River Trail, connecting nearby communities to the River Trail and integrating new parks and green space opportunities into the network. Key components of the planning process include the synthesis of numerous planning efforts along the corridor, assessment of the parkway boundaries and parkway needs, development of a comprehensive GIS database that identifies existing and potential opportunities in the corridor, and development of prioritization tools that can be applied to existing and future project opportunities. PlaceWorks will utilize online tools and in-person meetings and trainings to engage project partners and the public, ensuring a final Plan that is comprehensive and broadly supported. The final Plan will be a clear, graphically-rich document that will provide clear priorities and strategies to guide the enhancement and expansion of the Parkway, as well interagency coordination and collaboration. In addition to prioritization and funding strategies, the Plan will identify signage standards and other tools to build recognition of the Parkway as an exceptional regional asset. The geodatabase and signage recommendation developed as part of this effort will directly inform the development of Santa Ana River Trail maps and outreach materials.

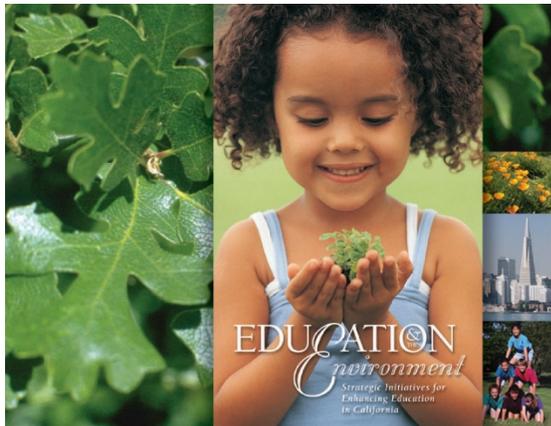


# THE ACORN GROUP

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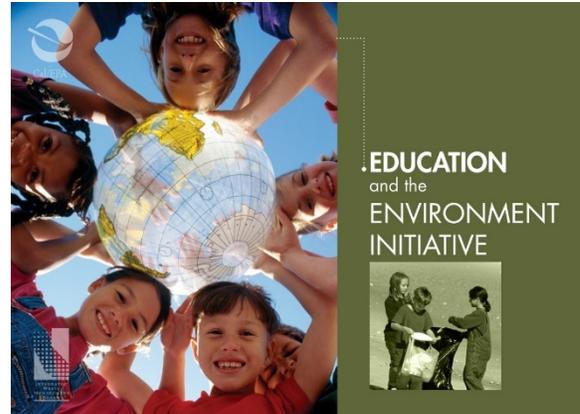
## Education Master Planning

The Acorn Group offers strategic planning services for institutions interested in promoting programs in science, environmental education, and history. Typically, our work is goal-based, starting with an examination of the institution’s mission statement and vision statement, leading to development of institutional goals and strategies to achieve them, and concluding with development of action plans. Our ability to facilitate large group discussions efficiently and without bias allows for the creation of an open and productive planning environment.



In 2001, The Acorn Group was selected to serve as project manager for development of California’s master plan for environmental education (*Education & the Environment*, a publication of CDE Press). This project was awarded a Certificate of Recognition for the Governor’s Environmental and Economic Leadership Award “in recognition of meritorious contributions to environmental protection and resource conservation in the State of California.”

In 2002, The Acorn Group served as project manager of SB 373, in partnership with the State Education and Environment Roundtable (SEER) for development of a unified education strategy to guide state-level environmental education efforts in public schools.



From 2004-2009, The Acorn Group served as co-consultant for the Education and the Environment Initiative in partnership with SEER. Both efforts involved close collaboration with the California Environmental Protection Agency, California Integrated Waste Management Board, State Board of Education, California Department of Education, and Office of the Secretary for Education.

Jennifer joined the executive team of the State of California’s Environmental Literacy Steering Committee in 2015 and currently chairs the Communications Work Group. Guided by its *Blueprint for Environmental Literacy*, the Committee was recently honored with the 2017 Best of Green Schools Moment for the Movement Award by the Green Schools National Network.

**Alameda Creek Watershed Center  
Sunol, California**

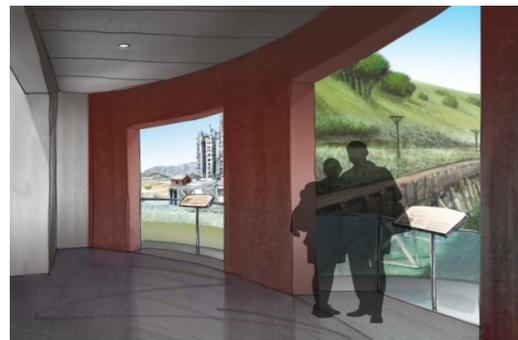
Rising from an unimpressive asphalt drive and largely ignored by the public, the Sunol Water Temple had seen better days by 2011. The Acorn Group was tasked with bringing this remarkable architectural icon back to life while celebrating the vastness of the Alameda Creek watershed whose waters flow past the temple.



From 2011-2015 The Acorn Group worked with staff of the Water Enterprise of the San Francisco Public Utilities Commission to develop an interpretive master plan for the Alameda Creek Watershed Center in Sunol. Because interpretive planning, architectural design, and landscape architectural design are integral to this effort, The Acorn Group staff worked closely with the Sunol Yard Improvements team to create a comprehensive plan that addresses all design aspects, including sustainability.

The Acorn Group’s tasks included facilitating development of the project’s mission and vision statements as well as interpretive messages; conducting an educator needs assessment; traveling to

other Bay Area museums to study comparable facilities; planning visitor experiences at the Center; identifying interpretive media; creating a conceptual design package and interpretive master plan; and writing all panel copy and designing all interpretive media, including exhibits, panels, flipbooks, and print media.

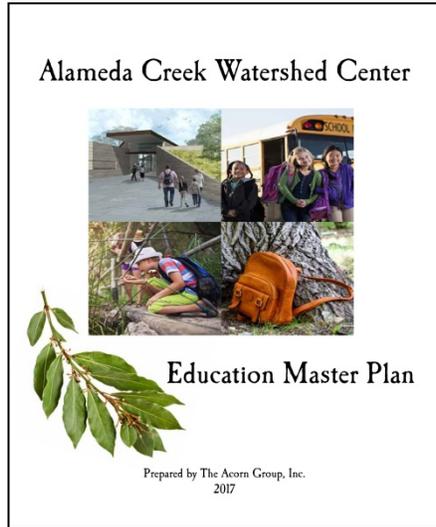


From the moment visitors arrive at the Watershed Center, they are immersed in the environment by way of a two-acre watershed discovery garden and tactile map of the entire 700-mile watershed.

They watch schooling trout in a 50-stream profile, explore the human history of the region and long-standing connections to watershed lands, learn about the wildlife in the Alameda Creek watershed, and better understand how their own behavior affects the integrity of the land and water.



Between 2016 and 2017, The Acorn Group worked closely with staff of the San Francisco Public Utilities Commission (SFPUC) to develop the **Education Master Plan** for the Alameda Creek Watershed Center.



This plan reflects guidelines established by the San Francisco Public Utilities Commission (SFPUC) and content recommendations adopted by the California State Board of Education. The plan’s purpose, over a 5-10 year period after the Center opens, is to guide development of programs that cultivate learning and promote stewardship in the watershed.

Throughout the planning process, The Acorn Group worked closely with staff of the Natural Resources and Lands Management Division, as well as an Education Advisory Committee and internal Project Team comprised of additional SFPUC staff. The Advisory Committee was comprised of science curriculum and instruction staff of Alameda County and Santa Clara

County Offices of Education, Livermore Valley Joint Unified School District, Math Science Nucleus, Contra Costa County Water District, and Santa Clara County Water District, as well as staff of Youth Outside, East Bay Regional Park District, Sustainable Agriculture Education, and the North American Association for Environmental Education.

In addition, classroom teachers and community members provided input during focus group sessions. Program providers in the region shared information about classes and events offered at their sites. This was particularly helpful to ensure the recommendations put forth in this plan do not duplicate existing efforts.

The master plan also identifies best practices in the field so that staff approach program development thoughtfully, efficiently, and effectively.

These practices also include ensuring that culturally relevant programs engage the full spectrum of people within SFPUC service areas, including members of diverse communities. Further, they call for an array of programs that accommodate K-12 students at one end of the spectrum and casual visitors at the other.



# Envisioning a Program to Make the LA River Safer and More Inviting

## Why is the LA River Ranger Plan being developed?

As the Los Angeles River is embraced as a community resource, the need for public safety, education, and resource improvements are becoming more urgent.

**Assembly Bill 1558 Los Angeles River: River Ranger Program** requires development of a program to provide a network of river rangers who assist the public at sites along the Los Angeles River and its tributaries. The program is envisioned to:

-  Establish a Los Angeles River identity
-  Improve public safety for visitors
-  Foster collaboration among those with jurisdiction over the river
-  Protect parks, open space, and other public space
-  Engage communities in the protection and preservation of the River and its resources
-  Promote diversity and inclusion
-  Promote equal access and equity among all communities along the River with regard to the development and placement of improvements along the river
-  Monitor the physical conditions, environmental health, and development of green space along the River
-  Coordinate the work of river rangers with programs and services

## Who is leading the effort?

Santa Monica Mountains Conservancy (SMMC), the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC) and their Joint Powers Authorities (JPAs).

## How will the Plan be developed?

Community and stakeholder input will inform the Program vision and components, and ensure that the program reflects community needs.

## What is the timeline for the River Ranger Plan?

### PHASE 1:

### March through June 2018

- Public Outreach and Stakeholder Engagement
- Program and Services Inventory
- Background Research and Case Studies
- Program Description and Framework to meet intent of AB1558

### PHASE 2:

### July 2018 to Spring 2019

- Ongoing Outreach
- Plan and Pilot Program Development

**Share  
Your  
Thoughts!**

## Complete the LA River Ranger Outreach Survey:

[www.surveymonkey.com/r/LARiverRangerOutreach](http://www.surveymonkey.com/r/LARiverRangerOutreach)



Your input will help determine program components and priorities.

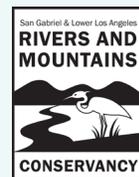
**Thank you!**

For comments and questions, please contact:

Marybeth Vergara, RMC at [mvergara@rmc.ca.gov](mailto:mvergara@rmc.ca.gov)

- or -

[info@smmc.ca.gov](mailto:info@smmc.ca.gov)





# Ideando un Programa para hacer al Río Los Angeles Más Seguro y Atractivo

## ¿Por qué desarrollar el plan de Guardaparques para el Río Los Angeles?

A medida que el Río Los Angeles se convierte en un recurso comunitario se vuelve más urgente y necesario contar con seguridad pública, educación y mejores recursos.

**El Proyecto de Ley 1558 de la Asamblea del Estado: Programa de Guardaparques para el Río Los Angeles** requiere desarrollar un programa que provéa una red de guardaparques para asistir al público a lo largo del Río Los Angeles y sus tributarios. El programa tiene como fin:

-  Crear la identidad del Río Los Angeles
-  Mejorar la seguridad pública del área
-  Fomentar colaboración entre las agencias con jurisdicción sobre el río
-  Proteger parques, espacios abiertos y otros espacios públicos
-  Involucrar a la comunidad en la protección y preservación del río y sus recursos
-  Promover diversidad e inclusión
-  Promover el igual acceso y la equidad entre las comunidades aledañas al río con respecto al desarrollo, distribución y ubicación de los mejoramientos a lo largo del río
-  Monitorar las condiciones físicas, la salud del medio ambiente y la creación de áreas verdes a lo largo del río
-  Coordinar el trabajo de los guardaparques del río con programas y servicios

## ¿Quién lidera este esfuerzo?

Santa Monica Mountains Conservancy (SMMC), San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC) y sus Autoridades de Poderes Conjuntos (JPAs por sus siglas en inglés).

## ¿Cómo se desarrollará el Plan?

La opinión de la comunidad y de partes interesadas informará la visión y componentes del Programa y asegurará que este refleje las necesidades de la comunidad.

## ¿Cuándo se llevará a cabo el Plan de Guardaparques del Río?

### FASE 1:

### Marzo a Junio del 2018

- Difusión Pública e Involucrar a Partes Interesadas
- Inventario de Programas y Servicios
- Casos de Estudio e Investigacion de Antepasados
- Descripción del Programa y Marco para Cumplir el Proposito de AB1558

### FASE 2:

### Julio del 2018 a primavera 2019

- La Difusión Continúa
- Desarrollo del Plan y Programa Piloto

**¡Comparta su Opinión!**

**Participe por internet en nuestra encuesta de difusión:**

[www.surveymonkey.com/r/EncuestaRioLA](http://www.surveymonkey.com/r/EncuestaRioLA)



Su opinión ayudará a determinar los componentes y prioridades del programa

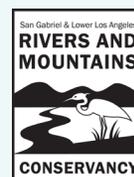
**¡Muchas Gracias!**

Para Preguntas y Comentarios, contacte a:

Marybeth Vergara de RMC a [mvergara@rmc.ca.gov](mailto:mvergara@rmc.ca.gov)

- o -

[info@smmc.ca.gov](mailto:info@smmc.ca.gov)





# OUTREACH SURVEY

We need your input! The LA River Ranger Program is envisioned as a new program to make the LA River safer and more inviting.

By completing this survey, you are helping to ensure that the River Ranger Plan reflects your community's needs. Thank you for assisting!

This project is a joint effort between the Santa Monica Mountains Conservancy (SMMC), the San Gabriel and Lower Los Angeles Rivers and Mountains Conservancy (RMC) and their Joint Powers Authorities (JPAs).

Please return this survey directly to the organization that provided it to you or send it to the Mountains Recreation & Conservation Authority (570 West Avenue 26, Suite 100, Los Angeles, CA 90065) by May 15th.

If you would prefer to complete the survey online, please go to: [www.surveymonkey.com/r/LARiverRangerOutreach](http://www.surveymonkey.com/r/LARiverRangerOutreach)

## 1. What would you like to see as part of the role of a "River Ranger"?

	Is not an important role for a River Ranger	Is somewhat of an important role for a River Ranger	Is an extremely important role for a River Ranger
Safety presence	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Undergo maintenance and operations (facilities, graffiti removal, trail maintenance, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Improve access/connectivity/signage to the river	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Care for natural resources	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide programs for recreation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide programs for environmental education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Peace officer, law enforcement, other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

How else would a River Ranger best serve your community?

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## 2. What Los Angeles River topics would you like to know more about? (choose all that apply)

- Opportunities for recreation
- Trail access points
- Cultural History
- Other (please specify): \_\_\_\_\_
- Natural history (birds, plants, water, etc.)
- Guidelines for safety
- Water issues (flood control, water quality, etc.)

**3. Do you have any safety concerns when visiting the River? (choose all that apply)**

- |  |  |
|--|--|
| <input type="checkbox"/> No, I feel safe when visiting the River | <input type="checkbox"/> Crime   |
| <input type="checkbox"/> Lack of adequate lighting               | <input type="checkbox"/> Pollution/water quality   |
| <input type="checkbox"/> Trash/debris                            | <input type="checkbox"/> Lack of maintenance of parks, trails and facilities (restrooms, etc.) |
| <input type="checkbox"/> Other (please specify):                 |  |
- 

**4. How often do you visit the Los Angeles River?**

- |   |   |   |
|---|---|---|
| <input type="checkbox"/> I have never visited | <input type="checkbox"/> A few times a year | <input type="checkbox"/> Multiple times a month |
| <input type="checkbox"/> Once a year or less  | <input type="checkbox"/> Once a month       | <input type="checkbox"/> Once a week or more    |

**5. What do you do at the Los Angeles River? (choose all that apply)**

- |  |   |   |
|--|---|---|
| <input type="checkbox"/> Bike                    | <input type="checkbox"/> Kayak          | <input type="checkbox"/> Picnic               |
| <input type="checkbox"/> Walk                    | <input type="checkbox"/> Enjoy the view | <input type="checkbox"/> Watch birds/wildlife |
| <input type="checkbox"/> Ride a horse            | <input type="checkbox"/> Visit a park   |   |
| <input type="checkbox"/> Other (please specify): | _____                                   |   |

**6. What language(s) would you like to see represented on the River? (i.e. spoken by staff, signage, etc.)**

- |                                  |                                     |  |
|----------------------------------|-------------------------------------|--|
| <input type="checkbox"/> English | <input type="checkbox"/> Korean     | <input type="checkbox"/> Japanese                |
| <input type="checkbox"/> Spanish | <input type="checkbox"/> Armenian   | <input type="checkbox"/> Russian                 |
| <input type="checkbox"/> Chinese | <input type="checkbox"/> Vietnamese | <input type="checkbox"/> Other (please specify): |
| <input type="checkbox"/> Tagalog | <input type="checkbox"/> Farsi      | _____  |

**7. Where do you live? (optional)** City \_\_\_\_\_ ZIP Code \_\_\_\_\_

**8. What age category best describes you?**

- |                                   |                                |                                |                              |
|-----------------------------------|--------------------------------|--------------------------------|------------------------------|
| <input type="checkbox"/> Under 18 | <input type="checkbox"/> 25-34 | <input type="checkbox"/> 45-54 | <input type="checkbox"/> 65+ |
| <input type="checkbox"/> 18-24    | <input type="checkbox"/> 35-44 | <input type="checkbox"/> 55-64 |                              |

**9. Would you be interested in future employment or volunteer opportunities?**

- Yes, I would be interested in future employment opportunities
- Yes, I would be interested in future volunteer opportunities
- No, I am not interested

If yes, or for project updates, please provide your name and email address (optional):

\_\_\_\_\_

## SCOPE AND COST:

# LOS ANGELES RIVER RANGER PLAN

OCTOBER 22, 2018

## PHASE 2: ESTABLISHMENT PLAN AND PILOT PROGRAM DEVELOPMENT

In this phase, the PlaceWorks team will work with the RMC, MRCA, SMMC and WCA (the Steering Committee) to develop the River Ranger Program Establishment Plan and Pilot Program.

### 1. Phase 2 Kick-off Meeting and Project Management and Coordination *OCTOBER 23, ONGOING*

PlaceWorks will attend an in-person kick-off meeting with the project team to review outcomes of Phase 1, discuss any refinements to the Project Description and Program Framework. At the meeting, we will also review the matrix developed at the end of Phase 1 related to options for governance, funding and financing.

In addition, PlaceWorks will conduct bi-weekly project status meetings via conference call, and will provide ongoing project management and coordination during Phase 2.

*Deliverables: Meeting Agendas and Summaries; Invoices and Project Status Updates*

### 2. Develop Executive Summary *OCTOBER*

Following the kickoff meeting, PlaceWorks will develop an executive summary of Phase I, including specific program components identified at the meeting. The executive summary will be a 6-8 page, graphically rich document that presents the findings and results of the Phase 1 outreach and framework development.

*Deliverable: Phase I Executive Summary*

### 3. Governance, Funding and Pilot Program Options *OCTOBER 30*

The PlaceWorks team will refine and further develop up to four potential feasible models for governance, funding and financing of the River Ranger Program and options for a related pilot program. PlaceWorks and Jose Gardea will use matrix of options to guide discussions in meetings with agencies below.

*Deliverables: Meeting Materials and Summary; Governance, Funding and Pilot Program Options Matrix*

## Exhibit F

LOS ANGELES RIVER RANGER PLAN PHASE II  
EXHIBIT A: SCOPE OF WORK**4. One-on-one Agency Stakeholder Meetings** *OCTOBER-DECEMBER 15, 2018*

PlaceWorks and Jose Gardea will assist in scheduling and will attend up to ten meetings with agencies to discuss River Ranger governance, funding and financing, as well as options for a pilot project. The meetings will include specific conversations regarding potential arrangements for program establishment and funding sources.

*Deliverables: Meeting Materials and Summaries*

**5. NGO Partner Coordination** *EARLY NOVEMBER 2018*

PlaceWorks and Wendy Ramallo will develop an engagement strategy and attend a meeting with NGO partners to discuss priorities identified in Phase I and the outreach approach for Phase II. We will share the executive summary from Phase I and the plan for conducting outreach. PlaceWorks will update the community engagement plan, and develop and distribute outreach materials to NGO partners.

*Deliverables: Community Engagement Plan; Meeting Materials and Summary;*

**6. Draft Establishment Plan Outline and Funding Options, Pilot Program** *LATE NOVEMBER*

Based on the outcome of one-on-one meetings with agencies, the PlaceWorks team will develop a working outline for the Establishment Plan and Funding Options, and a list of potential related pilot programs. These will serve to help seek input from the Stakeholder Committee and the community in tasks 6 and 7 below.

*Deliverables: Draft Plan Outline and Funding Options; Draft Related Pilot Program*

**7. Community Outreach Round 2: Draft Establishment Plan and Pilot Program Input** *NOVEMBER -DECEMBER*

PlaceWorks and Wendy Ramallo will coordinate a second round of community outreach efforts in collaboration with the Steering Committee and NGOs. Community outreach efforts may be conducted as traditional meetings, intercept events, tabling at related community events, online engagement activities, or through a combination of outreach methods. The purpose of this outreach will be to present results of Phase I and solicit input on priorities for the pilot program.

*Deliverables: Outreach Materials and Summary*

**8. Stakeholder Committee Meeting #5: Plan Outline, Funding Options and Pilot Program** *EARLY DECEMBER 2018*

The PlaceWorks team will attend a Stakeholder Committee meeting to present and solicit input on the Establishment Plan Outline and Funding Options, and to share materials to be used in the

second round of community outreach. PlaceWorks will incorporate committee and Steering Committee comments into a Public Review Draft Plan.

*Deliverables: Meeting Materials and Summary*

## 9. Draft Establishment Plan Development *FEBRUARY 15, 2019*

PlaceWorks will prepare the Draft Establishment Plan. Contents will be defined by the planning process and in collaboration with the project team, and will meet the goals identified in AB 1558. The Plan will identify the governance model, the agencies responsible, and specific implementation components of the River Ranger Program. While the contents of the plan will be informed by the results of Tasks 1-8, it is anticipated that the Establishment Plan will likely address the following:

- **Introduction**
  - o *Program Purpose and Background Context*
  - o *Planning Process and Context*
  - o *Key Issues*
  - o *Plan Contents and Organization*
- **Program Overview**
  - o *Vision, Guiding Principles and Goals*
  - o *Parent agency or organization*
  - o *Governance Model*
  - o *Service Area*
- **Program Components (Potential Scope of Services provided by the Program)**
  - o Public Safety Presence
    - Emergency Response
    - River Safety
    - Fire Management
    - Public Safety Improvements (phones, signage, wayfinding, lighting, etc.)
  - o Maintenance and Resource Management
    - Protection
    - Enhancement/Restoration
    - Monitoring of River conditions (debris, trash, water levels, etc); trail, park and open space conditions; Utilization/visitation (including illegal/unsafe access)
    - Maintenance, Clean-up and debris removal
  - o Outreach
    - LA River Identity - Engaging the broader public
    - Homeless Outreach
  - o Recreation Programs
    - Role of Rangers
    - Programs and activities
  - o Interpretation/ Education Programs
    - Topics
    - Methods
- **Staffing and Employment (Titles and job descriptions)**
  - Sworn Peace-Officers
  - Interpretive Rangers
  - Youth and Job Training Programs

- Seasonal Programs
- **Implementation Strategies**
  - *Anticipated Costs*
  - *Funding Strategies*
  - *Partnerships*

*Deliverables: Administrative Draft and Draft Establishment Plan*

## 10. Stakeholder Committee Meeting #6: Draft Establishment Plan and Pilot Program FEBRUARY 2019

The PlaceWorks team will attend a Stakeholder Committee meeting to present and solicit input on the Draft Establishment Plan, and to discuss the approach for the second round of community outreach meetings. PlaceWorks will incorporate committee and Steering Committee comments into a Public Review Draft Plan.

*Deliverables: Meeting Materials and Summary; Public Review Draft Establishment Plan*

## 11. Final Draft Establishment Plan and Pilot Program Development MARCH 2019

The PlaceWorks team will revise the Establishment Plan based on consolidated input from the Steering Committee. We will identify and prioritize potential areas to focus the Pilot Program, and will subsequently coordinate with jurisdictional stakeholders who will be involved to refine and further develop the Pilot Program. Development of the Pilot Program will be consistent with the goals and framework identified in the Establishment Plan, yet will be developed to a greater level of detail in order to allow for refinement of Program messaging and branding, as well as fiscal analysis and as a summary of potential environmental/permitting assessment necessary to ensure program feasibility. The Pilot Program will include specific location and timing of activities, key partners and roles, and parameters for evaluation. PlaceWorks will prepare a Final Establishment Plan for submission to State Agencies based on input received from Stakeholder Meeting #6 and direction from Steering Committee staff.

*Deliverables: Final Establishment Plan and Draft Pilot Program Recommendations*

## 12. Stakeholder Meeting #7: Final Plan and Pilot Program APRIL 2019 (if needed)

PlaceWorks will attend a Stakeholder Committee meeting to present the Final Plan and Pilot Program Recommendations.

*Deliverables: Meeting Materials and Summary; Final Establishment Plan*

## COST ESTIMATE

The costs for completing Phase 2 of the River Ranger Establishment Plan by the PlaceWorks team are provided in Table 1. PlaceWorks bills on a monthly basis. Our invoices show hours worked by labor category, billing rate, and total by labor category, plus reimbursable expenses. PlaceWorks' costs additionally include a markup of 10% on subconsultants.

TABLE 1. COST ESTIMATE

Task	PlaceWorks	Wendy Ramallo	Jose Gardea
1. Phase 2 Kick-off Meeting and Project Management and Coordination	\$27,306.00	\$2,475	\$1,200
2. Develop Executive Summary	\$6,691		
3. Governance, Funding and Pilot Program Options	\$7,048	\$1,650	\$1,200
4. One-on-one Agency Stakeholder Meetings	\$13,930		\$12,000
5. NGO Partner Coordination	\$10,695	\$4,950	
6. Draft Establishment Plan Outline and Funding Options, Pilot Program	\$7,343	\$1,650	\$1,200
7. Community Outreach Round 2: Draft Establishment Plan and Pilot Program Input	\$10,683	\$2,475	
8. Stakeholder Committee Meeting #4: Plan Outline, Funding Options and Pilot Programs	\$12,757	\$2,640	\$1,200
9. Draft Establishment Plan Development	\$21,302	\$6,600	\$1,200
10. Stakeholder Committee Meeting #6: Draft Establishment Plan and Pilot Program	\$9,429	\$1,980	
11. Final Draft Establishment Plan and Pilot Program	\$9,822	\$825	\$1,200
12. Stakeholder Meeting #7: Final Plan and Pilot Program	\$7,083	\$1,980	
<i>Subtotal</i>	<i>\$144,089</i>	<i>\$27,225</i>	<i>\$19,200</i>
Expenses	\$4,000	\$200	\$200
<b>TOTAL</b>			<b>\$194,914</b>

October 25, 2018 - Item 19

**RESOLUTION 2018-29**

**RESOLUTION OF THE WATERSHED CONSERVATION AUTHORITY TO 1) ACCEPT A GRANT FROM THE RIVERS AND MOUNTAINS CONSERVANCY FOR THE RIVER RANGER PROGRAM STUDY; AND 2) AUTHORIZE THE CHAIR, OR DESIGNEE, TO NEGOTIATE AND ENTER INTO A PROFESSIONAL SERVICES CONTRACT WITH PLACEWORKS TO COMPLETE PHASE 2 OF THE RIVER RANGER STUDY.**

**WHEREAS**, the Watershed Conservation Authority (WCA) has been established as a joint powers agency between the Rivers and Mountains Conservancy (RMC) and the Los Angeles County Flood Control District (District); and

**WHEREAS**, the Watershed Conservation Authority (WCA) has further been established to focus on projects which will provide open space, habitat restoration, and watershed improvement projects in both the San Gabriel and Lower Los Angeles Rivers watershed; and

**WHEREAS**, this action authorizes the acceptance of grant funds from the Rivers and Mountains Conservancy for the River Ranger Program Study; and

**WHEREAS**, this action authorizes the Chair, or designee, to negotiate and enter into a professional services contract with PlaceWorks to complete phase 2 of the River Ranger Study; and

**WHEREAS**, the proposed action is exempt from the provisions of the California Environmental Quality Act; NOW

*Therefore be it resolved that the WCA hereby:*

1. **FINDS** that this action is consistent with the purposes and objectives of the WCA.
2. **FINDS** that the actions contemplated by this resolution are exempt from the environmental impact report requirements of the California Environmental Quality Act (CEQA).
3. **ADOPTS** the staff report dated October 25, 2018.
4. **ACCEPTS** a grant of up to \$250,000 from the Rivers and Mountains Conservancy for the River Ranger Program Study.
5. **AUTHORIZES** the Chair, or designee, to negotiate and enter into a professional services contract with PlaceWorks for the River Ranger Study for an amount not to exceed \$200,000.

*~ End of Resolution ~*

//

Resolution 2018-29

Motion: \_\_\_\_\_ Second: \_\_\_\_\_

Ayes: \_\_\_\_\_ Nays: \_\_\_\_\_ Abstentions: \_\_\_\_\_

Passed and Adopted by the Board of the  
**WATERSHED CONSERVATION AUTHORITY**  
On October 25, 2018.

\_\_\_\_\_  
M. Janet Chin, Governing Board Chair

ATTEST: \_\_\_\_\_  
David Edsall, Jr.  
Deputy Attorney General