

**PLEASANT VALLEY RECREATION & PARK DISTRICT
ADMINISTRATION OFFICE – ROOM 6
1605 E. BURNLEY ST., CAMARILLO, CALIFORNIA**

**AD HOC COMMITTEE – NEXUS STUDY
AGENDA**

Monday, April 27, 2020

11:00 A.M.

In order to minimize the spread of COVID-19 and keep with social distancing, the meeting room will not be open to the public. To participate in the Board committee meeting from the comfort of your home or other Stay Well at Home compliant location, you may choose one of the following options:

- a. Email – If you wish to make a comment on a specific agenda item, please submit your comment via email by 10:00 am on Monday, April 27, 2020 to Anthony Miller, Administrative Analyst at amiller@pvrpd.org. Your email will be printed and distributed to the Ad Hoc Committee members prior to the meeting.**
- b. Phone – You may call the PVRPD office at 805-482-1996, ext. #101 by 10:00 am on Monday, April 27, 2020 and provide your name, your phone number and your item of interest. PVRPD staff will call you on April 27 at 11:00 am with instructions for participating or for making a general public comment.**

1. CALL TO ORDER

2. APPROVAL OF AGENDA

3. NEXUS STUDY DISCUSSION AND PROPOSAL REVIEW

4. ORAL COMMUNICATIONS

5. ADJOURNMENT

Note: Written materials related to these agenda items are available for public inspection in the Office of the Clerk of the Board located at 1605 E. Burnley Street, Camarillo during regular business hours beginning the day preceding the Committee meeting.

Announcement: Should you need special assistance (*i.e.* a disability-related modification or accommodations) to participate in the Committee meeting or other District activities (including receipt of an agenda in an appropriate alternative format), as outlined in the Americans With Disabilities Act, or require further information, please contact the General Manager at 482-1996, extension 114. Please notify us 48 hours in advance to provide sufficient time to make a disability-related modification or reasonable accommodation.

REQUEST FOR PROPOSAL

DEVELOPMENT IMPACT FEE STUDY



www.pvrpd.org • 805-482-1996

Submit Proposals to:
Pleasant Valley Recreation and Park District
Attn: Anthony Miller
1605 E. Burnley Street
Camarillo, CA 93010
(805) 482-1996 x110
motten@pvrpd.org

RFP responses to be received until 2:00pm February 28, 2020

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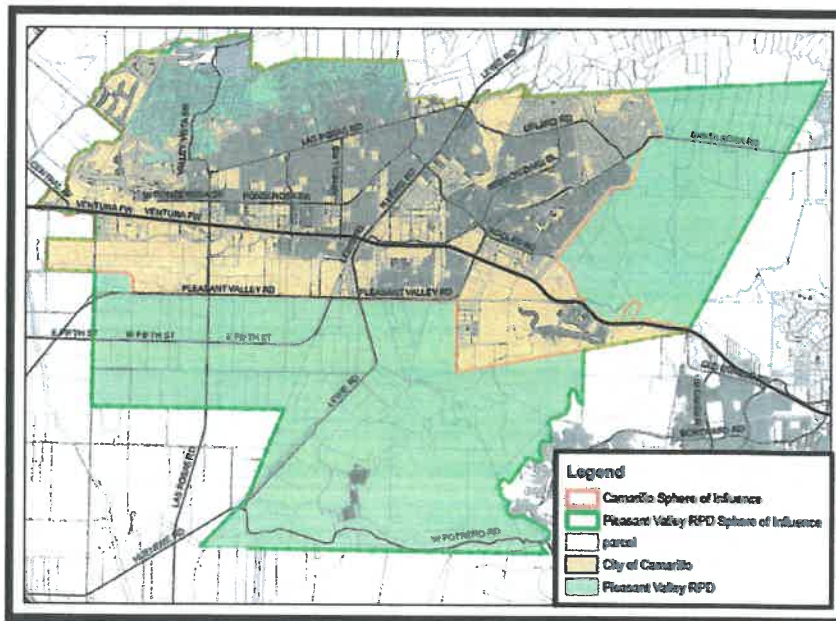
Introduction

The Pleasant Valley Recreation and Park District (“District”) is issuing this Request for Proposals (“RFP”) from qualified firms or teams of firms with experience in conducting development impact fee (DIFs) studies for recreation and park facilities and services.

The District, an independent special district, was formed in January 1962 under the State Public Resources Code of California. The birth of the District was approved by the voters in the wider Camarillo community to provide quality programs, parks and facilities that could be enjoyed by everyone. The District encompasses the city of Camarillo (“City”) and surrounding areas, serves a population of over 70,000 and covers an area of approximately 45 square miles. It has grown from one park to 28 parks since its inception 57 years ago. Within the District, a variety of recreational facilities exist including: a senior center, an indoor aquatic center, a community center, dog parks, lighted ball fields, tennis courts, a running track, walking paths, premier soccer fields, hiking trails, a nature center, picnic pavilions, children’s play equipment, and barbecue areas.

The City, incorporated in 1964, owns two small parks and a trail system that it operates independently of the District. The City also owns and operates a full-service library.

Below is a map that displays the District’s and the City’s respective Spheres of Influence:



Project Scope

The Scope of Work will encompass working closely with District staff to develop a final report which will:

- Provide a detailed and legally defensible justification and analysis, including nexus studies demonstrating the financial connection between the need for each proposed fee and build-out of the District.

- Provide an assessment of the impact fees already in place within the entire District's jurisdiction (i.e. City and County) which may be underutilized in supporting the District's operations, recommendations for adjustments to such fees if they exist and a basis upon which to efficiently utilize existing impact fee revenues.
- Provide a detailed analysis of current levels of service and the necessary measures to achieve the desired level of service outlined in the City of Camarillo's General Plan.
- Offer suggestions of unique areas or separate zones, where appropriate and necessary, to identify opportunities for additional revenue to accommodate District-wide growth.
- Detail sample calculations to provide for facilities, equipment, and infrastructure needed to support recreation and park services for growth based on forecasts of new development over a thirty (30) year period.

The District anticipates that the above Scope will require the items noted below. If the Consultant recommends that additional tasks are warranted, they must be clearly identified in Consultant's proposal.

A. Expected Base Services

- i. Conduct Kick Off meeting with District staff to refine the project scope, purpose, uses and goals of the District's development impact fee study to ensure that the study will be both accurate and appropriate to the District's needs. Review project schedule and answer any questions pertaining to the successful development of the study.
- ii. Meet with staff and conduct interviews as needed to gain an understanding of the District's processes and operations.
- iii. Identify and clarify existing and applicable city, county, and District standards (including references to the General Plan(s), Master Plan(s), Specific Plan(s) and Municipal Code(s) within the District's service area) and acceptable levels of service for specific facilities and functions, and the related fees for public safety services.
- iv. Conduct a comprehensive review of existing impact fees within the District's service area available for Recreation and Parks facilities and services, including impact fees imposed by the City of Camarillo and Ventura County, with the goal of establishing a consistent and objectively based fee structure that meets the needs of the District and its service area.
- v. Describe assumptions and bases for assumptions regarding existing levels of service in the District compared to existing standards, including a description of existing facilities and the existing number of equivalent development units (EDU) or residents served.
- vi. For the purpose of determining the level of service, the study shall include assumptions and bases for assumptions, regarding specific facilities to be constructed and the number of EDU's or new developments to be served.
- vii. Describe assumptions and bases for assumptions regarding the type of development projects planned within the District's jurisdiction and the impact new developments would have upon the level of service for existing facilities. The varying impacts of new development should be broken down by use and include, for example, Single Family, Multi-Family, Commercial Office, and Industrial/Institutional categories.

- viii. Describe whether new development in the District will require additional facilities with particular emphasis placed upon facilities currently under consideration. If additional facilities will be required, include a description of the standards by which it was determined that additional facilities would be required, and a description of the additional facilities required.
- ix. Describe the impact upon the level of service for the new development in the District after the additional facilities are constructed. Describe how the new development would benefit from the additional facilities.
- x. Prepare an estimated cost of providing additional facilities pursuant to Government Code Section 66005(a). Describe the basis upon which the total estimated cost of providing additional facilities would be allocated to each EDU in the District.
- xi. Prepare a listing of projects eligible for funding from existing and new impact fees.
- xii. Alert the District of other matters that come to the attention of the consultant in the course of this evaluation that in consultant's professional opinion the District should consider.
- xiii. Prepare a report of findings which shall include, but not be limited to, the following:
 1. Description of the overall methodology;
 2. Supporting justification;
 3. Recommended development impact fees;
 4. Analysis and calculations that provide each legal nexus between the recommended fee and the impact created by the new development;
 5. The relationship between the fee's use and the type of project on which it would be imposed;
 6. The need for any additional facilities and the type of project on which the fee would be imposed, the amount of the fee, and the cost of the facility (or portion of the facility) attributable to new development;
 7. The purpose of the proposed new fee;
 8. How the fee would be used;
 9. A summary of key results and findings, and explanation of the methodology used and documentation compliance with the "reasonable relationship" requirements of AB1600; and
 10. Any additional matters that District staff should be made aware of.
- xiv. Participate in presentations to District staff and the District Board of Directors or other interested parties as deemed necessary by District. Collect and document comments and concerns from staff and the Board members and incorporate those comments as directed. Assist with development of staff reports, resolutions/ordinances and related presentations.
- xv. Prepare a final study and provide up to six (6) bound copies, one (1) unbound copy, one (1) digital file copy in PDF format and one (1) editable digital file copy to the District.

The impact fee analysis shall be compared to at least three similar Recreation and Park Districts to ensure reasonableness, consistency and feasibility. Pursuant to Government Code Section 66000, et seq., the study shall include sufficient information and analysis upon which the District may base the findings that there is a reasonable and legally defensible relationship (benefit and burden) between the type of development projects planned for the District and the need for new or expanded facilities.

The selected consultant's proposed Work Plan and Schedule as based on the above items will form the basis for negotiations of a final Scope of Work in a Professional Services Agreement.

Proposal Submittal Requirements

The prospective Respondent shall submit six (6) copies, plus an electronic version of the proposal to the Pleasant Valley Recreation and Park District, which will not be opened publicly. All submittals shall be from a Consultant that has demonstrated experience in producing and conducting Developer Impact Fee studies.

All acceptable proposals submitted must include the following:

Letter to the Selection Committee (Liaison Committee)

This is your opportunity to introduce your team to us. The letter must convey a basic understanding of the prospective project and its key objectives and an overview of the Project team. Explain the applicant's experience providing similar services for government entities, including experience identifying important policy options based on research and analyses.

Staffing Qualifications and Organization Experience

Provide a clear description of the principal firm's Project Manager and the proposed team with names, resumes, project responsibilities and proposed staffing numbers. Provide a list of all successful ballot measures that have been performed over the past 12-years. Experience listed should be from the last three to five years with projects relevant to the Scope of Work in this Project. Each listed experience shall have a Project Manager listed as a reference with name(s) and current telephone number(s). The listed experience should distinguish between the experience and projects of the firm and the individuals. Consultant shall identify all subcontractors they intend to use for the proposed scope of work and indicate what products and/or services are to be supplied by the subcontractor.

Work Plan and Schedule

- Provide demonstrated understanding of the District's needs and scope of the project; and describe past efforts to establish baseline perceptions and opinions regarding DIFs.
- Describe the recommended approach, research methodology, timeline and work plan to include major and subtasks.
- Provide a management plan with a description of qualifications of the key personnel selected to lead the scope of services.
- Identify any suggested modification to the scope of services listed above and detail and specify tasks the consultant will perform versus tasks District staff will perform or coordinate.

Cost Proposal/Schedule of Fees

Provide an all-inclusive cost proposal for all proposed services, including partnering firms total cost and incidental expenses.

- If the fee is based on hourly rates, include rates for all team members, the expected range of billable hours, and a "not to exceed" budget.
- Project costs broken out and to include all expenses that will be charged to the District.
- Provide proposed incremental costs for any optional services, or other variability in services, particularly the cost for additional presentations beyond a minimum of three.
- A disclosure of all personal, professional or financial relationships with any officer and/or employee of the District.

Contract Requirements

Acknowledgment that a contract and insurance will be provided in substantially the same form as provided in Attachment A. List any requests for modifications to the standard contract template.

Firm Selection Process

Failure to meet the requirements for the RFP can be cause for rejection of the proposal. The District will evaluate all proposals, and if your proposal is accepted the District may elect to set up interviews to help identify the most qualified firm. The proposals will be evaluated on a variety of factors including but not limited to:

- Understanding of the project and technical approach
- Firm's qualifications and technical experience, particularly within the municipal government environment
- Overall project design and methodology
- Proposed cost to provide the requested services
- Willingness to enter into a contract and provide insurance substantially in the form of the District's standard services agreement (Attachment A). Within 30 days of Board approval, enter into a contract with the District.
- The District will contact the references of the top proposals and will use that information in the evaluation and selection process.
- Proposal reasonableness, consistency and feasibility as compared to at least three similar Recreation and Park Districts as selected by District Staff.

Right to Reject

The District reserves the right to accept and or reject any or all proposals submitted, and or request additional information from all proposers. The District also reserves the right to modify, any aspects or waive any irregularities, terminate, or delay this RFP, the RFP process, and or the program, which is outlined within this RFP at any time if doing so would serve the interest of the District. Contract award will be made at the sole discretion of the District based on evaluation of all responses.

Project Schedule

1. Request for Proposal Open - January 3, 2020
2. **Deadline for Proposals - 2:00 pm February 28, 2020**
3. Consultants Selected for Interview - March 2nd – March 15th, 2020
4. Interviews Conducted – March 2020
5. Approval and Award of Project - April 2020
6. Presentation of Final Report to District Board – July 2020

Additional Information

All responses to this RFP will become the property of Pleasant Valley Recreation and Park District. All proposals and any subsequent contract will be subject to public disclosure per the "California Public Records Act," California Government Code, sections 6250-6270, once the District has awarded the contract resulting from this solicitation.

The District will review and evaluate all proposals. The District reserves the right to request one or more oral interviews of any respondents prior to the final selection. The District assumes no liability for any cost incurred by any firm in the preparation of its proposal in response to this RFP, or presentation of the proposal or subsequent interview(s), nor for obtaining any required insurance. The District reserves the right to negotiate all final terms and conditions of any contract as necessary to more closely match District needs.

Attachments:

Attachment A – Standard Services Contract Template



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RESPONSE TO REQUEST FOR PROPOSALS (RFP)

PLEASANT VALLEY RECREATION AND PARK DISTRICT

DEVELOPMENT IMPACT FEE STUDY

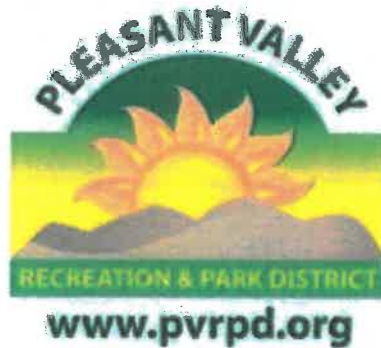
PROPOSAL SUBMISSION DEADLINE:

February 28, 2020, at 2:00 p.m.

Public Finance
Public-Private Partnerships
Development Economics
Clean Energy Bonds

*Newport Beach | San Jose | San Francisco | Riverside
Dallas | Houston | Raleigh | Tampa*

PLEASANT VALLEY RECREATION AND PARK DISTRICT



DEVELOPMENT IMPACT FEE STUDY

PROPOSAL SUBMISSION DEADLINE:

FEBRUARY 28, 2020, AT 2:00 P.M.

Prepared for:

Pleasant Valley Recreation and Park District

1605 East Burnley Street

Camarillo, CA 93010

Attention: Anthony Miller, Administrative Analyst



www.FinanceDTA.com

5000 Birch Street, Suite 6000
Newport Beach, CA 92660

February 26, 2020

Mr. Anthony Miller
Administrative Analyst
Pleasant Valley Recreation and Park District
1605 East Burnley Street
Camarillo, CA 93010
Phone: (805) 482-1996 x110
E-mail: AMiller@PVRPD.org

RE: Request for Proposals ("RFP") for a Development Impact Fee Study

Dear Mr. Miller:

DTA, formerly David Taussig & Associates, is pleased to submit this proposal to prepare an Assembly Bill ("AB") 1600-compliant Development Impact Fee ("DIF") nexus study ("DIF Study") for the Pleasant Valley Recreation and Park District (the "District"). The DIF Study would recommend the appropriate fee justification methodology and fee levels to support specific types of District-selected recreation and park facilities to serve new growth and provide resources to expand vital open space facilities. DTA understands that this engagement includes a comparison of park fee levels in three similar recreation and park districts to be selected by the District. The DIF Study would also further the District's goals of fostering an attractive, clean, and well-maintained community.

In terms of experience preparing AB 1600-compliant DIF studies, DTA has worked on over 500 of these studies since the approval of AB 1600 in 1987. In recent years, our firm has worked on dozens of DIF Reports as detailed in Section I of the enclosed proposal. The majority of these studies encompassed park and recreation facility impact fee studies, including several that focused solely on parks and recreation fees (e.g., the Cities of Costa Mesa, Cypress, and Perris, as well as separate fee studies for the El Dorado Hills Community Services District, the Jurupa Parks District, and other park districts). In completing these studies, DTA was required to determine local land sales prices, which we accomplished through our subscription-based access to the CoStar Property Professional ("CoStar") database. CoStar provides information on all land sales and offering prices throughout the State of California. Our park fee study experience has also enabled our firm to accrue our own database of park construction and recreation facilities costs. This DTA database has been further enhanced by our firm's involvement in accruing similar data for the entire County of Los Angeles in support of its successful Measure A (the Clean Neighborhood Parks and Beaches Measure of 2016), which was approved by 75% of the County's electorate. We are also currently administering the special taxes for the County Department of Parks and Recreation, which requires the levy of special taxes on over 2,000,000 parcels.

In terms of DTA's DIF-specific experience, in recent years, our firm has also prepared AB 1600-compliant DIF justification studies for the Cities of Anaheim, Blythe, Brawley, Calexico, Cathedral City, Chino Hills, Coachella, Colton, Costa Mesa, Desert Hot Springs, Fontana, Hesperia, Live Oak, Los Banos, Mammoth Lakes, Palo Alto, Paso Robles, Pasadena, Perris, Red Bluff, Redlands, San Francisco, San Jacinto, San Luis Obispo, Temple City, Tustin, and Victorville, as well as the Counties of Colusa, Riverside, San Bernardino, Santa Barbara, and Yuba, among others.



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5000 Birch Street, Suite 6000
Newport Beach, CA 92660

As described in greater detail in the attached proposal, DTA is a public finance consulting firm with offices in Newport Beach, San Jose, San Francisco, and Riverside, California, as well as Dallas and Houston, Texas, Raleigh, North Carolina, and Tampa, Florida. Since its establishment in 1985, DTA has completed consulting assignments for more than 3,000 clients in 10 states. During this period, the firm has been involved in the formation of more than 2,000 public finance districts, with total bond authorizations exceeding \$60 billion. Our financing programs have utilized a variety of public financing mechanisms, such as Assessment Districts ("ADs"), Community Facilities Districts ("CFDs"), Certificates of Participation, Tax Allocation Bonds, Sewer and Water Revenue Bonds, Marks-Roos Bond Pools, Landscaping and Lighting Districts ("LLDs"), Integrated Financing Districts, and various types of fee programs. DTA is licensed and registered with the U.S. Securities and Exchange Commission ("SEC") and Municipal Securities Rulemaking Board ("MSRB") as a Municipal Advisor (No. 867-01160) and follows all the fiduciary requirements associated with this designation.

DTA has assembled a project team for the District with the breadth of experience required to provide impact fee consulting services in a professional and timely manner. This project would be primarily handled out of DTA's Newport Beach office. Kuda Wekwete, a Senior Vice President at DTA, would be the Project Manager and have the District's primary account responsibility. Mr. Wekwete would be assisted by Richard Ruiz, a Senior Associate at DTA, in addition to other support staff. For quality control purposes, Mr. Wekwete would be assisted by me, David Taussig, DTA's President, and Nathan Perez, Esq., a Managing Director at DTA.

Mr. Wekwete also holds a Series 50 license as a registered Municipal Advisor with the SEC/MSRB under rules promulgated following the Dodd-Frank Act in 2010. Brief resumes for each of our team members are included in Section II of this proposal. All personnel will be available full-time (100%) for the duration of the project and a proposed schedule can be found in Section III.

If you have questions regarding this proposal, please feel free to call me at (800) 969-4DTA. We look forward to having the opportunity to work with you on this engagement.

Best Regards,

David Taussig
President
Phone: (800) 969-4DTA
Fax: (949) 480-0034
David@FinanceDTA.com

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I FIRM QUALIFICATIONS

A Brief Statement of Project Approach

DTA’s overall approach to the District’s DIF Study shall be discussed in detail in Section III of this proposal. To briefly summarize, in refining our work plan to meet or exceed the District’s needs, DTA will review and clarify existing City of Camarillo (“City”) and District standards, including references to any locally approved General Plans and Specific Plans, the District’s General Fund budget and its Municipal Code, and other conceptual City and District documents. DTA will conduct interviews with District staff to identify capital improvements to meet the outdoor recreational needs of the community and provide a high level of service for parks, recreation, open space, and trails. The project team will review any existing Parks Master Plans and other planning documents that list park and recreational facilities proposed within the vicinity of the District, as well as any relevant Capital Improvements Programs (“CIPs”). Once a facilities needs list has been selected, DTA will apportion benefit generated by the new facilities between existing and new development in consultation with District staff and in accordance with DTA’s nexus analysis by utilizing land use and demographic projections prepared by DTA with the District’s assistance. Finally, DTA will prepare the Administrative Draft and Final DIF Reports and present our nexus study at a series of meetings with various stakeholders and the District’s Board of Directors (the “District’s Board”).

DTA has included a kickoff meeting and three (3) additional meetings in our Scope of Work, which could include meetings with stakeholders, such as the Building Industry Association (“BIA”) and other concerned community representatives, and meetings with District staff and the District Board (e.g., the public hearing). We have found during prior fee study engagements that involving stakeholder groups in the development of the infrastructure needs list and review of the draft fee study provides the political support needed by the District Board in its deliberations and approval of the fee study.

Notably, DTA stays current on all recent legal decisions potentially impacting the methodologies we utilize in preparing our fee studies, with our in-house attorney, Nathan Perez, reviewing each of our reports. In terms of park fees, we are well aware of the recent *Boatworks, LLC vs. City of Alameda* 5th District Court of Appeals decision and its impact on determining the cost of land for park and open space fee justification purposes and have already considered that decision in preparing recent fee studies.

Information on the DTA team assigned to this engagement is listed in Section II.

B Firm Qualifications and Experience

DTA is a public finance and urban economics consulting firm founded in 1985 that specializes in infrastructure and public services finance. Our firm has offices in Newport Beach, San Francisco, San Jose, and Riverside, California, as well as branch offices in Dallas and Houston, Texas, Raleigh, North Carolina, and Tampa, Florida. This project would primarily be handled out of DTA's Newport Beach office.

DTA has been performing public facilities fee consulting services for 33 years, since 1987. DIFs were enacted under AB 1600 by the California Legislature in 1987 and codified under California Government Code §66000 *et seq.*, also called the Mitigation Fee Act (the "Act" or "AB 1600"). DTA has had extensive experience preparing DIF studies that have complied with Section 66000 *et seq.* of the Government Code and withstood legal scrutiny to the extent that none of our prior studies have been subject to any litigation. DTA also retains in-house legal counsel who is engaged in this project and can assist our firm in clarifying legal issues that may arise related to the review or preparation of the DIF Study.

DTA has a staff of 55 employees, all of whom are directly involved solely in public finance. Staff members come from backgrounds in several fields, including land development, public administration, civil engineering, investment banking, economic consulting, redevelopment, law, and land use planning. This diversity of experience and expertise allows DTA to meet a wide variety of challenges related to both the actual work product and client management. All of DTA's personnel have considerable experience in computer-based financial analyses and modeling, which is a key component of the firm's consulting services. This ensures that the development of computer models utilized in the potential DIF Study will be in experienced hands. Please see Section II of this proposal for more information about the team members assigned to this engagement.

Since its establishment in 1985, DTA has completed consulting assignments for over 3,000 clients in 10 states. During this period, the firm has been involved in the formation of over 2,000 public finance districts, with total bond authorizations exceeding \$60 billion. Our financing programs have utilized a variety of public financing mechanisms, such as ADs, CFDs, Certificates of Participation, Tax Allocation Bonds, Sewer and Water Revenue Bonds, Marks-Roos Bond Pools, LLDs, Integrated Financing Districts, and various types of fee programs.

Our experience implementing a variety of public financing mechanisms and analyzing District budgets has enabled our firm to prepare and implement Public Facilities Financing Plans ("PFFPs") that include capital financing alternatives and revenue projections, infrastructure Master Plans, sewer and water rate analyses, and other related documents that transcend the preparation of fee studies.



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SECTION I FIRM QUALIFICATIONS

Regarding fee studies, each of DTA's AB 1600 studies, as well as our AD formation work, includes a benefit cost analysis and the determination of nexus between the facilities financed, existing and future land uses, and specific financing mechanism. DTA has prepared over 500 fee justification studies and analyses throughout California and in other states involving fees for a variety of public improvements, including transportation, water, sewer and flood control facilities, fire and police stations, parks and recreation facilities, libraries, and other types of infrastructure.

In addition to the planning and implementation of financing mechanisms, DTA is also involved in fiscal and economic analyses of land development impacts, project feasibility studies, and economic development studies. DTA staff has also prepared over 700 Fiscal Impact Reports ("FIRs") estimating the revenue and cost impacts of various land use decisions on cities, counties, and special districts.

While the implementation of a DIF program does not require holding a ballot election, DTA has been involved in more than 1,000 ballot elections over the past 35 years in the formation of CFDs and ADs and approval of parcel taxes and special taxes. Virtually all these elections have involved landowners seeking to establish these types of districts, so our success rate has been very high. We can provide the District with a complete list of the elections our firm has assisted with over the past 12 years, upon request, although it would include several hundred elections and we would need to assemble this data. In terms of specific successful ballot measures that individually involved thousands of registered voters over the past 12 years, the three following districts come to mind:

- Los Angeles County Regional Park and Open Space District - Safe, Clean Neighborhood Parks and Beaches Measure of 2016 (Measure A): 75% approval by Los Angeles County's registered voters;
- City of Los Angeles – Streetcar CFD: 73% approval by Downtown Los Angeles' registered voters; and
- Fig Gardens Fire Protection District – Fire Services CFD: 83% approval by the District's registered voters.

Perhaps DTA's most outstanding qualification is the dedication and loyalty of its senior employees, many whom have worked at DTA for 15 years or more and are available should any unique situations arise. DTA can offer a level of management expertise that is unequalled throughout the public finance consulting industry. Additional information on DTA is available on our website (www.FinanceDTA.com).



www.FinanceDTA.com

C Recent Similar Projects and References

DTA has provided public finance consulting services to virtually every major city and county in the State of California. Our city clients are too numerous to list individually but include the Cities of Anaheim, Fresno, Irvine, Long Beach, Los Angeles, Sacramento, San Diego, San Francisco, and San Jose. Our county clients have included the Counties of Alameda, Butte, Contra Costa, Fresno, Imperial, Los Angeles, Madera, Marin, Orange, Placer, Riverside, Sacramento, San Bernardino, San Luis Obispo, Santa Barbara, San Diego, San Francisco, San Luis Obispo, Santa Barbara, Shasta, Sutter, Stanislaus, and Yuba. DTA has also provided public finance consulting services for over 325 school districts, water districts, park districts, and fire protection districts throughout California.

In recent years, DTA has prepared AB 1600-compliant DIF justification studies for the Cities of Anaheim, Blythe, Brawley, Calexico, Cathedral City, Chino Hills, Colton, Costa Mesa, Cypress, Desert Hot Springs, Escalon, Firebaugh, Fontana, Fowler, Goleta, Kingsburg, Live Oak, Mammoth Lakes, Palo Alto, Pasadena, Paso Robles, Red Bluff, Reedley, Rialto, San Francisco, San Jacinto, San Luis Obispo, Temple City, Torrance, and Victorville and the Counties of Colusa, Kings, Riverside, San Bernardino, San Luis Obispo, Santa Barbara, Shasta, Stanislaus, and Yuba, among others.

Listed on the following pages are examples of five of DTA’s recent impact fee studies for municipalities in California and our references for each of these studies. The first three nexus studies, specifically those for the El Dorado Hills Community Services District and Cities of Costa Mesa and Perris, exclusively involved park and recreation fee studies similar to the one we are proposing for the District. The two remaining references refer to more comprehensive fee program nexus studies that included parks and recreation facilities as a component. For each reference listed, DTA completed the requested scope of work while adhering to the corresponding schedule and budget. We encourage you to contact our references to learn firsthand how well DTA staff meets the needs of its clients.

El Dorado Hills Community Services District, CA

El Dorado Hills Community Service District, El Dorado County, CA

Project Description

DTA recently completed a park and recreational facilities AB 1600 fee study for the District that updated their 2009 AB 1600 fee study. The purpose of the updated study was to recommend appropriate fee justification methodologies and fee levels based on a legally supportable analysis of the levels of park impact fees required for new residential development within the District. DTA provided professional and technical assistance to the District in preparing a comprehensive review of required impact fee levels documented in a written report prepared under California Government Code 66000 (AB 1600). Furthermore, DTA facilitated numerous meetings and workshops involving the BIA, the County of El Dorado, and individual stakeholders to ensure proper transparency was provided throughout the update process.

In addition, DTA administers the District's 28 LLDs with a total annual levy well over \$1 million. To complete these tasks, DTA performs background research based on data provided by the District, including reviewing the Engineer's Reports and analyzing specific services provided by each underfunded LLD in the District, specifically the costs assigned for those services and rationale for the apportionment of costs for those services.

Location

- El Dorado Hills Community Services District, CA

Project Dates

- November 2016-Ongoing

Project Budget

- \$100,000

Scope of Work

- Coordination with the District to identify needed facilities;
- Calculation of fee amounts for residential land uses;
- Preparation of a Fee Ordinance;
- Documentation of all work and preparation of an AB 1600 fee study; and
- Assessment Engineer.

Client

Kevin Loewen
General Manager
El Dorado Hills Community Services District
1021 Harvard Way
El Dorado Hills, CA 95762
Phone: (916) 933-6624
Fax: (916) 933-5341
KLoewen@EDHCSD.org

City of Costa Mesa, CA



Lions Park, Costa Mesa, CA

Project Description

In order to adequately plan for new development and identify the public park and recreation facilities and costs associated with mitigating the direct and cumulative impacts of new development, DTA was retained by the City of Costa Mesa in 2015 to prepare an AB 1600 fee justification study. The park fee study identified the additional public park and recreation facilities required by new development ("Future Park Facilities") and amount of land needed to be acquired by the City for additional parks. DTA developed a database of park and recreation facilities costs to determine the cost of the specific facilities required by the City. The firm also used the CoStar database to identify recent sales prices of properties within the City that are similar to those that would be purchased by the City for park purposes in order to determine the land acquisition costs to be paid by the City. DTA also made changes to the study based on specific input from the Planning Commission and City Council, with the City Council ultimately adopting fees to fund 4.3 acres of improved parks for every 1,000 new residents generated by new development.

Location

- City of Costa Mesa, CA

Project Dates

- August 2014 – August 2015

Project Budget

- \$44,475

Scope of Work

- Projections of future population, housing, and employment;
- Coordination with the City to identify needed facilities;
- Development of facilities cost estimates;
- Calculation of fee amounts for residential land uses; and
- Documentation of all work and preparation of an AB 1600 fee study.

Client

Daniel Inloes
Economic Development Administrator
Economic and Development Services
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Phone: (714) 754-5088
Daniel.Inloes@CostaMesaCA.gov

City of Perris, CA



Mercado Park, Perris, CA

Project Description

In order to adequately plan for new development and identify the public park and recreation facilities and costs associated with mitigating the direct and cumulative impacts of new residential development, DTA was retained by the City of Perris in 2005 to prepare an AB 1600 fee justification study. DTA then partnered with the City in 2017 to update the fee program to include both non-residential and residential land uses based on projected future development for 2017-2040. The park fee study identified the public park and recreation facilities standard required by new development ("Future Park Standard"), thereby determining the amount of land needed to be acquired and improved by the City for additional parks required to meet the needs of future residents and employees. DTA developed a database of park and recreation facilities costs to estimate the cost of the facilities required by the City. The firm also used the CoStar database to determine the current levels of development for different land use types. DTA made changes to the study based on specific input from the Planning Department and Deputy City Manager. The City Council then adopted fees to fund 5.0 acres of improved parks for every 1,000 new residents generated by new development.

Location

- City of Perris, CA

Project Dates

- March-June 2017

Project Budget

- \$29,135

Scope of Work

- Projections of future population, housing, and employment;
- Coordination with the City to identify needed facilities;
- Development of facilities cost estimates;
- Calculation of fee amounts for residential and non-residential land uses; and
- Documentation of all work and preparation of an AB 1600 fee study.

Client

Darren Madkin
Deputy City Manager
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DMadkin@CityofPerris.org

City of Paso Robles, CA



Paso Robles, CA

Project Description

DTA is currently working on an update to an original AB 1600 fee justification study that our firm prepared for adoption by the Paso Robles' City Council in 2006. DTA's 2006 engagement involved the preparation of the fee justification study and a Fiscal Impact Analysis ("FIA") for the City. DTA prepared its original work in 2006 and updates in 2009, 2012, and 2014. We are currently working with the City on an additional update to establish new land use categories and amend facilities costs. Major project objectives included a comprehensive review of existing City fee programs and ordinances and the identification of the needed backbone infrastructure, with an emphasis on the transportation facilities required to fund two new State highway interchanges, and police, fire, library, park, and city administrative facilities fees. DTA is also preparing a new Draft Ordinance to be utilized by the City for the collection of fees.

In addition, DTA also successfully completed the formation of a Citywide Mello-Roos CFD to mitigate the police and fire protection services shortfalls determined through the preparation of the FIA. We are now establishing three new CFDs to generate funding for two newly proposed planned communities and an updated Citywide fee. Furthermore, DTA has very recently prepared a series of cash flow pro formas for each major infrastructure category of the City's public facilities needs list for long-term budget and financial planning purposes.

Location

- City of Paso Robles, CA

Project Dates

- March 2004-Ongoing

Project Budget

- \$50,000 (in Recent Years)

Scope of Work

- Coordination with the City to identify needed facilities;
- Calculation of fee amounts for residential and non-residential land uses;
- Preparation of an FIA;
- Preparation of a Fee Ordinance; and
- Documentation of all work and preparation of an AB 1600 fee study.

Client

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WFrace@PRCity.com

City of Tustin, CA



Tustin, CA

Project Description

This project involved the preparation and updates for an AB 1600 fee justification study and an FIA for the City of Tustin so it could proceed with the redevelopment of the Tustin Marine Corps Air Station, which has been renamed the Tustin Legacy project and is anticipated to include almost 5,000 housing units and 9,000,000 square feet of non-residential development. DTA prepared its original work in 2004 and completed updates in 2008, 2011, and, most recently, in 2018. DTA identified needed public facilities in the areas of transportation, flood control, public safety, park and open space, community amenities, and government services required by new development. Additionally, the levels of fees that need to be imposed to finance the expansion or creation of these facilities to adequately serve projected future development in the City were identified.

DTA has also successfully completed the formation of four Mello-Roos CFDs to finance infrastructure and public services for various phases of the Tustin Legacy project.

Location

- City of Tustin, CA

Project Dates

- 2002-Ongoing

Project Budget

- \$87,211 (in Recent Years)

Scope of Work

- Projections of future population, housing, and employment estimates;
- Coordination with the City and review of the General Plan to identify needed facilities;
- Calculation of fee amounts for residential and non-residential land uses;
- Documentation of all work and preparation of an AB 1600 fee study; and
- Preparation of an FIA.

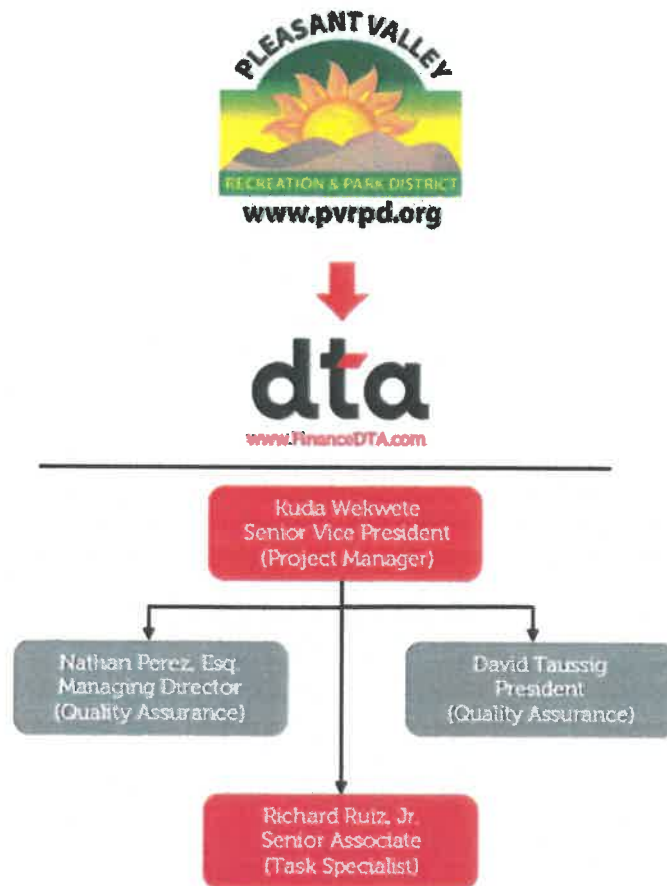
Client

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II KEY PERSONNEL

DTA has assigned personnel to this project that bring experience and technical expertise to each unique element of study. Our team organization is illustrated below. Project roles of our key team members are described below and followed by professional biographies.

Figure 1: Team Organization Chart



DTA has assembled a project team with the breadth of experience required to assist the District with preparing a DIF study. This project would be primarily handled out of DTA's Newport Beach office. Kuda Wekwete, a Senior Vice President at DTA, would be the Project Manager and have the District's primary account responsibility. Mr. Wekwete would be assisted by Richard Ruiz, a Senior Associate at DTA, in addition to other support staff. For quality control purposes, Mr. Wekwete would be assisted by David Taussig, DTA's President, and Nathan Perez, Esq., a Managing Director at DTA.

Mr. Wekwete will handle the ongoing execution and completion of the entire Scope of Work and match DTA's work and deliverables with the District's needs and objectives. He will also manage the work of DTA's project team, including leading data collection efforts, directing the development of our technical model, providing senior-level analysis, reviewing progress and work products with District staff and stakeholders, presenting DIF Study findings at project meetings, and finalizing DIF Study documentation. Mr. Wekwete will be assisted in these tasks by Mr. Ruiz and other support staff.

DTA has an enviable reputation for producing high-quality work in a quick and efficient manner to correspond with even the most aggressive project schedule. DTA's clients also receive high levels of personal attention from senior staff, with a Principal, Senior Vice President, or Vice President always available to meet with public agency staff and other groups. All key personnel can be reached at (800) 969-4DTA.

A DTA Team Biographies

Kuda Wekwete

Senior Vice President | Kuda@FinanceDTA.com

Project Role – Project Manager

Mr. Wekwete has a background in mathematical modeling and statistical analyses. Since joining DTA in 2005, Mr. Wekwete has been assisting senior staff at DTA in the formation of CFDs, ADs, and LLDs and sale of special district bonds. His work has involved the preparation of tax spreads and overlapping debt analyses for the formation and/or sale of bonds for over 175 special districts established throughout California. In this role, Mr. Wekwete has prepared Rates and Methods of Apportionment ("RMAs"), CFD and Engineer's Reports, and documents required for the formation of CFDs, sale of property, and annual levying of special taxes.



Mr. Wekwete has also been actively involved in the preparation of dozens of impact fee studies, especially in the areas of transportation and park infrastructure costing, and apportionment of these costs over various land use types based on benefit criteria. His engineering background has enabled him to assist DTA's Vice President of Engineering Services in applying a variety of apportionment methodologies to the development of fee studies and establishment of Benefit ADs for public sector clients.

Mr. Wekwete also has experience in the preparation of FIAs, tax increment analyses, and PFFPs and has performed due diligence services and prepared disclosure documentation for land purchasers, public agencies, and lenders.

Mr. Wekwete received his B.S. in operations research and industrial engineering from Cornell University and M.S. in operations research and industrial engineering from Columbia University. He also holds a Series 50 license as a registered Municipal Advisor with the SEC/MSRB under rules promulgated following the Dodd-Frank Act in 2010.

David Taussig
President | David@FinanceDTA.com
Project Role – Quality Assurance and Control



Mr. Taussig has over 45 years of experience in the fields of real estate finance and urban economics. His areas of expertise include municipal finance programs for infrastructure and public facilities development, fiscal and redevelopment impact analyses, and land development project feasibility studies.

Mr. Taussig has an extensive background in computerized financial analyses. Since founding DTA in 1985, Mr. Taussig has developed several state-of-the-art analytical methods and modeling approaches, in addition to directing the formation of over 1,000 public financing districts and subsequent sale of tax-exempt municipal bonds. These districts have funded public infrastructure and services for many types of residential and non-residential development and included several hundred master-planned communities built throughout California and in several other western states. Mr. Taussig's work has involved both the preparation and implementation of financing plans and his public sector clients have included virtually every major urban county and city within California and hundreds of special districts. He has provided similar consulting services to many of the largest land development firms in the State of California. The financing programs implemented by Mr. Taussig have ranged from land-secured CFDs to redevelopment tax increment programs and lease revenue-based Certificates of Participation. He is also responsible for DTA's successful efforts related to funding opportunities under various tax credit programs.

Mr. Taussig has also overseen the preparation of numerous feasibility and impact studies involving computerized analyses of project cash flows and/or impacts on public agencies and landowners. He has assumed project management responsibilities for several dozen AB 1600 development fee justification studies, including recent studies prepared on behalf of the Cities of Blythe, Coachella, Live Oak, Paso Robles, Perris, Red Bluff, San Luis Obispo, Torrance, and Tustin and the Counties of Colusa, Riverside, and Santa Barbara. He has also handled the preparation of over 100 fiscal impact studies utilized by public agencies to determine the impact of new development or annexations on a municipality.

Prior to establishing his own firm, Mr. Taussig was the Director of Finance for Gfeller Development Company, where he handled all take-out and construction financing for the company's residential projects and infrastructure. He also prepared development project pro formas that were used by prospective lenders and joint venture partners to evaluate the company's proposed projects.

Mr. Taussig was previously employed for 6 years by Mission Viejo Company ("MVC") where, as the Manager of Housing and Community Development, he was involved in the planning

and financing of two planned communities encompassing over 50,000 homes. Mr. Taussig handled a substantial portion of MVC's mortgage and infrastructure financing during that period. He also worked for 5 years in the public sector as the Administrator of a Federal housing and community development program and a Land Use Planner. Mr. Taussig's educational background includes a master's degree in city planning from the University of California at Berkeley and B.A. in economics from Cornell University. He has received full certification from the American Institute of Certified Planners.

Mr. Taussig and the firm are a registered Municipal Advisor with the SEC/MSRB. He holds a Series 54 license as a Principal Municipal Advisor and Series 50 license as a Municipal Advisor under regulations promulgated by the SEC and MSRB.

Nathan Perez, Esq.

Managing Director | Nate@FinanceDTA.com

Project Role – Quality Assurance and Control

Mr. Perez has a background in law, economics, business administration, and statistical analyses. Since joining DTA, Mr. Perez has been involved in all aspects of the formation and implementation of hundreds of Mello-Roos CFDs and ADs throughout California, New Mexico, Arizona, Texas, and Washington, with responsibilities related to developing tax spread pro forma analyses and preparing RMAs, Public Reports, and overlapping debt analyses.



Mr. Perez also has extensive expertise in the preparation, peer review, and defense of hundreds of DIF studies. This includes considerable work related to the preparation of facilities needs lists and apportionment of infrastructure and services costs to many land uses based on benefit criteria. He has also specialized in the apportionment of costs and setting of service levels for the construction and maintenance of law enforcement and fire protection facilities, open space acquisition, parkland, transportation facilities, drainage facilities, government services facilities, community centers, and library facilities. He has also completed nearly 175 FIRs and 55 economic development analyses for a variety of residential, commercial, and mixed-use developments throughout California and 10 other states.

Finally, his experience as an attorney has allowed Mr. Perez to effectively and efficiently evaluate dozens of state and Federal legal, regulatory, and administrative frameworks related to public finance and infrastructure development.

Prior to joining DTA, Mr. Perez worked for the Boston office of an international law firm, where he advised sponsors, managers, and investors on the tax aspects of fund formation and investment. He is admitted to the bar in both Massachusetts and California. Mr. Perez received his law degree from Harvard Law School and B.A. in economics and history, with highest distinction, from the University of North Carolina at Chapel Hill.

Mr. Perez is an active member of the Urban Land Institute (“ULI”), California Bar Association, and Hispanic National Bar Association. He also holds a Series 54 license as a Principal Municipal Advisor and Series 50 license as a Municipal Advisor under regulations promulgated by the SEC and MSRB.

Richard Ruiz, Jr.
Senior Associate | Richard@FinanceDTA.com
Project Role – Task Specialist



Mr. Ruiz has a background in econometrics and industrial organization. Since joining DTA, he has been involved in the formation and administration of numerous CFDs, ADs, and LLDs throughout California and several other states, including Texas, North Carolina, and Utah. His responsibilities related to these projects have included the development of tax spread pro forma analyses and preparation of overlapping debt analyses. In addition, while at DTA, he has participated in a variety of projects, including fiscal and economic impact

studies for cities and counties throughout California, school district rezoning projects, and city/county annexation projects.

Mr. Ruiz also has extensive experience working on the preparation of DIF justification studies for cities and counties in California. His responsibilities during the impact fee justification and apportionment analysis process for each respective project include the preparation of capital improvement and public facilities needs lists, data collection, the development and modification of the DIF Report model, the production of a written report, and interactions with city and county staff and key stakeholders.

Prior to joining DTA, Mr. Ruiz spent 14 years with an energy economics consulting firm that focused on economic and market research studies, mergers and acquisitions analyses, market entry research strategies, and economic due diligence projects for companies seeking equity funding. He has a degree in economics from California State University at Long Beach with a concentration in public finance.

III SCOPE OF WORK

A Project Approach

With respect to the District's proposed DIF Study for parks and recreation facilities, DTA would provide all-inclusive professional and technical assistance to the District in developing a conceptual project scope, reviewing applicable sections of the District Code, preparing a comprehensive review of required impact fee levels documented in a written report prepared under California Government Code 66000 *et seq.*, and preparing an appropriate ordinance and implementation schedule for the adoption and implementation of the fee program by the District. Our firm would also prepare the comparative study evaluating the park fees currently imposed by three similar recreation and park districts. DTA's Final Report ("Report") would present a fee methodology that satisfies the "rational nexus" tests used by the courts to determine the legality of development exactions. Having been subjected to legal and developer scrutiny since first preparing fee studies in 1987 under AB 1600, DTA has developed a streamlined approach and methodology that establishes a rational and substantial nexus between new development and the need for public facilities.

In determining a reasonable nexus for each specific type of public facility, DTA will utilize one or more of the methodologies discussed below depending upon the data and other information available from the District and its current infrastructure policies. The fee methodologies employ the concept of an Equivalent Dwelling Unit ("EDU") to allocate benefit among various land use classes. EDUs are a means of quantifying different land uses in terms of their equivalence to a residential dwelling unit, where equivalence is measured in terms of potential infrastructure use or benefit from each type of public facility. For many types of facilities, including parks and recreation facilities, EDUs are often calculated based on the number of residents or employees generated by each land use class. For other facilities, different measures, such as the number of service calls, quantity of trip miles, or amount of storm water run-off, more accurately represent the benefit provided to each land use class. Transportation impact fee studies typically demand EDU calculations predicated on a per unit, per trip, or Vehicle Miles Traveled ("VMT") basis.

The three fee methodologies used by DTA to establish EDUs for a public facility within a typical AB 1600 fee study are based on either an existing Infrastructure Plan (in this case, any City or District Master Plans, as well any 2020 CIP Budgets), a predetermined capacity amount, or a generic standard.

Plan-Based Fees: The first method of apportioning fees is based on a "plan," such as a Master Plan of Facilities, that identifies a finite set of improvements. These Facilities Plans generally identify a finite set of facilities needed by the public agency and are developed according to assessments of facilities needs prepared by staff and/or outside consultants and adopted by the public agency's legislative body. With this plan-based approach, specific costs can be projected and assigned to all land uses planned, often with a specific

time period in mind that reflects new development projections. In preparing an impact fee analysis, facilities costs can be allocated in proportion to the demand caused by each type of future development. This plan-based approach is generally preferable to the two other approaches to cost allocation listed below, but it requires the existence of a Facilities Plan, which is not always available. In cases in which there is no Facilities Plan, DTA would work with District staff to help select the facilities to be funded by the recommended DIFs.

Capacity-Based Fees: A second method of fee assessment is based on the “capacity” of a service or system, such as a water tank or sewer plant. This kind of fee is not dependent on a particular land use plan (i.e., amount or intensity), but rather it is based on a rate or cost per unit of capacity that can be applied to any type of development as long as the system has adequate capacity. This fee is useful when the costs of the facility or system are unknown at the outset. However, it requires that the capacity used by a particular land use type be measurable or estimable. Capacity-based impact fees are assessed based on the demand rate per unit. This fee would most typically be assessed for water or wastewater systems.

Standard-Based Fees: A third method of assessing fees is based on “standards” in which costs are based on units of demand. This method establishes a generic unit cost for capacity, which is then applied to each land use per unit of demand. Parks are an excellent example of this type of fee structure. California’s Quimby Act allows cities and counties to establish a service standard, typically 3.0 to 5.0 acres of parkland per thousand residents, that may be required of all new residential development. This standard is not based on cost but rather on a standard of service. This methodology provides several advantages, including not needing to know the cost of a specific facility and/or how much capacity or service is provided by the current system or having to commit to a specific size of facility. However, AB 1600-based park fees are not restricted to Quimby Act standards.

In preparing its analysis, DTA will apply one or more of these three methodologies to determine park and recreation needs and generate applicable fee levels. However, the results of our quantitative analyses will be tempered by real-world factors that need to at least be considered by the District prior to the adoption of revised fee levels. For example:

- How do the proposed fee levels compare with those imposed in neighboring jurisdictions?
- Do any of the fee components need to be substantially modified or eliminated?
- Will the calculated fee levels be so high they discourage future development? If so, the list of needed facilities could be shortened, with more facilities being assigned to individual development projects through conditions of approval so they are not funded through the District’s fee program and, therefore, fee levels can be decreased.
- As the fees calculated by DTA are considered “maximum” fee levels as defined under the California Mitigation Fee Act, should the District impose lower fees for one or more land use types for a period of time to encourage certain types of land development?

- Should a “fee credit” program be established for developers who build or oversize facilities on the District’s facilities needs list? Should a similar fee credit be permitted when a home(s) is demolished to allow for new development?
- Should a stakeholders’ committee or group be established to ensure the incorporation of outside input prior to the preparation of a DIF Study?
- Should the automatic fee escalator be reviewed to possibly further mitigate the impacts of inflation on the fee program prior to the preparation and adoption of the next fee program by the District?

These questions and related issues will be discussed during the kickoff meeting and affect the implementation of the Scope of Work provided immediately below.

B Proposed Scope of Work

Since its establishment in 1985, DTA has been at the forefront of establishing innovative solutions and methodologies for our clients. Having prepared numerous AB 1600 fee studies since the adoption of this legislation by the State of California in 1987, DTA has pioneered many of the industry’s techniques and standards. While some of our competitors have attempted to use our work methodology, they have often been unable to modify our methodology to account for the unique circumstances that impact a particular situation. Today, DTA continues to seek innovative solutions and refine our work products to better serve and protect our clients.

DTA’s experience gives us the ability to analyze a client’s needs and match those needs with specific financing mechanisms to maximize the capacity of a financing program while minimizing burdens on property owners. The variety of financing structures for which we have provided our services have given us a perspective and level of experience that is unique to our industry. DTA’s financial consulting services and work products reflect the scrutiny and refinement that can only come through such extensive experience. This experience can be crucial in identifying and resolving issues and helping our clients avoid the pitfalls we have seen cause problems for other municipalities.

The Scope of Work has been devised to include all tasks necessary to evaluate and update the District’s current parks and recreation facilities fee program so that it continues to comply with California Government Code Section 66000 *et seq.* in concert with the jurisprudence developed by various Federal District and State Courts. DTA’s General Counsel regularly reviews State and Federal legal and administrative opinions, regulations, and statutes that might affect or modify DIF nexus studies in California.

Work products stemming from the Scope of Work described in this section will include:

- A list of fees and fee methodologies in comparative recreation and park districts;
- Demographic and land use projections for the District;
- Facility/capital needs list;
- The Draft and Final Administrative Reports; and
- Fee Implementation Ordinance.

The following tasks shall be undertaken by DTA under this Scope of Work:

Task 1 – Development of Project Strategy and Kickoff Meeting

DTA staff will meet with District staff in a project kickoff meeting to finalize the details of the project, deliverables, timetables, and tasks, discuss the fee methodologies and best practices, identify needed information (i.e., reports, project/needs lists, stakeholder groups, data, etc.), prepare the final schedule, discuss the public process, and resolve other concerns, as appropriate.

Task 2 – Develop Population and Dwelling Unit Projections

DTA will compile and document existing and future population and development estimates for the District. The projections resulting from this task will ultimately be used to calculate fee levels. At this stage DTA would evaluate District resources, influences, and all factors affecting the existing DIF Study and various current and proposed/new fees.

This task comprises four subtasks, as detailed below.

Subtask 2A – Population Projections

DTA will gather existing information on present and future population for the District from various sources, including City and District staff, the City General Plan, existing Master Plans, the U.S. Census, the State Department of Finance, and other data sources, including the District's CIP.

Subtask 2B – Conduct Entitlement Research and Projections

DTA will coordinate with the City to determine existing and future residential development within the District over the planning horizon (2040, or such other horizon as selected by District staff). To complete this subtask, DTA will:

- Review the General Plan/CIP and related plans to determine expected development land use patterns in the District;
- Examine District records to identify existing entitlements for dwelling units; and
- Project the number of new dwelling units based on existing entitlements and population projections through 2040, or such other target year as selected by District staff.

Subtask 2C – Review Current District Fee Structure and Infrastructure Policies

DTA shall review and summarize the District’s current DIF structures, District policies and procedures, and other regulatory requirements affecting potential DIF structures and revenue program requirements.

Subtask 2D – Review Prior District Fee Justification Studies

DTA shall review the approach and methodology utilized in prior District fee justification studies, if applicable, so that they can be evaluated in light of the District’s current needs.

Task 3 – Prepare Comparative Regional Impact Fee Survey

DTA shall conduct a regional survey of the DIF programs that are currently being imposed by three (3) other similar recreation and park districts, as selected by the District. The survey will include the current fee level, fee methodology, and fee credit methodology. Survey results will be formalized into a Summary Report and presented to District staff for review.

Task 4 – Identify Facility/Capital Needs and Levels of Service

This task entails the review of the facility and capital needs required to serve new development in the DIF Study area projected in Task 2. DTA will use existing District materials (and any relevant Developer’s Facilities Reports) as base documents and focus our effort on updating this information.

For any fee program to be comprehensive in its scope, it is necessary to complete a thorough identification and review of all the facilities impacted by additional growth, including those already discussed in the General Plan or CIP, and prepare an audit trail for future changes to these facilities and/or their costs. This task will require close coordination with all District departments.

Subtask 4A – Survey/Interview District Staff

DTA shall survey/interview District staff to review projected facilities in the District, along with major equipment needs, the timing at which improvements will be needed, and any physical data that would assist in developing the costs estimated below in Subtask 4C. Based upon the results of the surveys and interviews, DTA will verify and, if appropriate, expand the list of new facilities found in the General Plan/CIP to be included within the fee program for the District.

Subtask 4B – Facilities List

Based on the information collected in Subtask 4A, DTA shall work with the District to prepare a facilities needs list that details the new facilities and equipment to serve new development in the District.

Subtask 4C – Review Cost Estimates

DTA's engineering and technical staff will, as necessary, consult with District department heads and/or engineering staff or equivalent to ascertain and understand in-house cost data for existing and projected facilities and equipment, apply appropriate inflation and cost-of-living escalators to the list of projected public facilities to determine future costs, review and/or refine existing cost data, examine major sources of revenue to fund the construction of new public facilities, and provide a proportional estimate between projected costs for new facilities and the estimated revenue from mitigation fees and other sources.

Task 5 – Develop Methodology for Calculating Updated Fee Amounts

This task entails developing the methodology used to establish the fee amount for each fee component to the extent appropriate. Two critical issues must be considered in developing a fee program. The fee program must generate revenues in a timely manner and the methodology must meet the nexus or benefit requirements of AB 1600. Since fees of any type can be controversial, it is critical that any fee established be legally defensible.

DTA's DIF Study methodology must meet the nexus or benefit requirements of AB 1600, which requires that there be a nexus between the fees imposed, use of the fees, and development projects on which the fees are imposed. Furthermore, there must be a relationship between the amount of the fee and cost of the improvements. In order to impose a fee as a condition for a development project, the methodology must accomplish the following:

- Identify the purpose of the fee.
- Ascertain the use to which the fee is to be put. If the use is financing public facilities, the facilities must be identified.
- Determine how there is a reasonable relationship between the fee's use and type of development project on which the fee is imposed.
- Establish how there is a reasonable relationship between the need for the public facility and type of development project on which the fee is being imposed.

Implicit in these requirements is a stipulation that a public agency cannot impose a fee to cure existing deficiencies in public facilities or improve public facilities beyond what is required based on the specific impacts of new development. The benefit methodology established in this task will be documented in the Report.

DTA shall prepare a memorandum (“memo”) to District staff summarizing available methodologies and their pros and cons and providing detailed examples of other counties’ or agencies’ impact fee programs. Methodologies to review will include programs based on park and recreation facility usage by District residents and employees depending on land use type. The memo will also discuss, as applicable, context-sensitive “credits” for capital improvements required as part of a project application and various treatments of pass-through trips to ensure “fair share” fees. DTA will recommend a Fee Expenditure Plan to ensure that projects can be fully funded and implemented within any required time limits for expenditures of such funds and possible flexibility to allow collected fees to be used to provide the District with a match for grant applications. Finally, the memo will include recommendations for methodology, stakeholder outreach, and the next steps. Upon review and discussion by District staff, a methodology will be selected.

Deliverable: Memo summarizing the fee methodology options and communications strategy.

Task 6 – Determine Fee Levels

This task entails calculating the fee levels based upon the dwelling unit projections completed in Task 2, facilities needs and costs determined in Task 4, and methodology selected in Task 5. An annual administrative charge shall also be included within the fee.

Subtask 6A – Calculate Recommended Fee Amounts

DTA shall calculate the DIFs for the District by inputting the data compiled under the preceding tasks and computing the amount of each fee to be levied. This work will be presented in a spreadsheet format that can be updated annually.

Subtask 6B – Document Fee Derivation

DTA shall document the methodology utilized for the DIF calculation model that can be understood by the District and public. DTA shall prepare written statements documenting the validity of the methodology for deriving each of the fees for the District. These statements will be made to meet the requirements of AB 1600 and documented in the Report discussed below.

Deliverable: Memo listing the recommended fee levels and supporting documentation.

Task 7 – Prepare Draft and Final Reports

This task entails the preparation of the Draft and Final Reports for consideration by District staff and the District Board.

Subtask 7A – Prepare Draft Report for Comments

Based on the work completed in Tasks 1-6, DTA will prepare the Draft Report for review and consideration by District staff. The Draft Report will be prepared under the standards of AB 1600 and is expected to include:

- Executive summary;
- Population projections;
- Facilities and improvements list;
- Areas of benefit (if applicable);
- Fee calculations;
- Recommended fee levels;
- Suggested process for keeping fees current;
- Fee credit mechanisms; and
- Implementation Ordinance.

Subtask 7B – Prepare Final Report

Based on the incorporation of District staff comments and concerns on the Draft Report, DTA will prepare the Report for presentation to the District Board and District staff.

Deliverable: Draft and Final Reports and Draft Implementation Ordinance.

Task 8 – Attend Meetings

In addition to the kickoff meeting listed under Task 1, DTA shall attend three (3) meetings, which could include meetings with stakeholders, such as the BIA and other concerned community representatives, various District representatives, District staff, and the District Board (e.g., the public hearing).

C Proposed Schedule

In DTA's experience, the time needed to prepare the needs list for all facilities is dependent on the cooperation of staff from the various District departments. The 15-week schedule detailed below assumes a reasonable level of cooperation from all District departments financing their facilities through the fee program.

Table 1: Proposed Schedule

Task	Task Description	Weeks 1 to 3	Weeks 4 to 6	Weeks 7 to 9	Weeks 10-12	Weeks 13-15
1	Development of Project Strategy and Kickoff Meeting					
2	Develop Population and Demographic Projections					
3	Prepare Comparative Regional Impact Fee Survey					
4	Identify Facility/Capital Needs and Levels of Service					
5	Develop Methodology for Calculating New Fee Amounts					
6	Determine Fee Levels					
7	Prepare Draft and Final Reports					
8	Attend Three (3) Additional Meetings with Stakeholders, the District Board, etc.					

IV PRICE PROPOSAL

The table below reflects the charges for each of the tasks listed in the Scope of Work described in Section III. The District will be invoiced as each one of the tasks is completed. The total cost to complete the work will be billed on a time and materials basis, not to exceed \$36,690. In addition to fees for services, the District shall reimburse DTA for out-of-pocket and administrative expenses by paying a charge equal to 3% of DTA's monthly billings for labor, plus travel costs and any outside vendor payments, not to exceed \$2,000.

Table 2: Proposed Budget

Project Task	Charge
Task #1: Development of Project Strategy and Kickoff Meeting	\$5,600.00
Task #2: Develop Population and Dwelling Unit Projections	\$3,880.00
Task #3: Prepare Comparative Regional Impact Fee Survey	\$2,410.00
Task #4: Identify Facility/Capital Needs and Levels of Service	\$4,600.00
Task #5: Develop Methodology for Calculating New Fee Amounts	\$3,880.00
Task #6: Determine Fee Levels	\$3,380.00
Task #7: Prepare Draft and Final Reports	\$6,700.00
Task #8: Attend Three (3) Additional Meetings (Not Including the Kickoff Meeting)	\$6,240.00
Total Budget	\$36,690.00

For your reference, DTA's hourly rate schedule is provided in the table below.

Table 3: DTA's Fee Schedule

Labor Category	Labor Rate
President/Managing Director	\$275/Hour
Senior Vice President	\$250/Hour
Vice President	\$230/Hour
Manager	\$190/Hour
Senior Associate	\$180/Hour
Associate II	\$165/Hour
Associate I	\$150/Hour
Research Associate II	\$140/Hour
Research Associate I	\$125/Hour

Additional meetings [more than the four (4) meetings specified in the Scope of Work] shall be charged at the rate of \$2,500 per meeting.

A Legal Defense and Annual Updating (Optional)

As a licensed attorney in California, DTA's in-house counsel for this engagement, Nathan Perez, Esq., is uniquely situated to efficiently and affordably review legal challenges to the District's fees and assessments.

Other DTA senior staff is well-versed in current impact fee and Proposition ("Prop") 218 law and all DTA staff members are experienced in receiving and responding to property owner calls and inquiries. Through comprehensive, considerate explanations, DTA can nearly always resolve complaints on or shortly after the first inquiry. However, should a legal challenge be mounted, Mr. Perez and other DTA staff will coordinate with the District's legal counsel, turn over and explain all work product, immediately respond to all information requests, assist the District in researching and responding to the challenge, and, as necessary, provide a list of comparable recreation and park districts engaging in similar practices.

These efforts, along with any services required for annual updating (or other ancillary tasks), will be billed at the hourly rates noted above in Table 3.

B Limitations

The labor costs in the table above include attendance at four (4) formal meetings (including the kickoff meeting) with District staff, stakeholders, and the District Board. Attendance at more than four (4) meetings, detailed written responses to resolve disputes, or the preparation of more than one set of major revisions to the Draft Report will be classified as additional work and may require additional billing at the hourly rates identified in the table above if the maximum fee levels have been exceeded. Other examples of additional work shall include:

- Additional analyses based on revised assumptions requested by the District, including possible changes in the facilities needs list, infrastructure costs, population projections, and related data once the preparation of the Draft Administrative Report has been initiated and/or adjustments to assumptions once the Draft Administrative Report has been approved;
- Preparation of a Master Facilities Plan for the District without significant input from District staff, including existing lists of improvements to be included on the needs list;
- Negotiations with stakeholders once the Report has been prepared;
- Actual implementation of the fee program; and
- Reproduction of over six bound copies, one unbound copy, one digital file copy in PDF format, and one editable digital file copy of the Report.

All hourly rates for services apply for a 12-month period from the execution of the agreement and are subject to a cost-of-living increase every 12 months. On or about the first two weeks of each month during which consulting services are rendered, DTA shall present to the District an invoice covering the current consulting services performed and reimbursable expenses incurred. The maximum fees listed above assume the review and implementation of the fee program with a schedule between the initiation of services and public outreach that is no longer than 8 months.

Information to be Provided by the District

DTA requests that the information listed below be provided by the District at no charge and in a timely manner so that the project does not extend beyond 8 months from the receipt of the authorization to proceed.

- The District's latest draft of its Master Plan of Parks and Recreation or a similar document, if available, and pertinent updates as they arise;
- To the extent available, a detailed description of the proposed public facilities, including the facility name and number of square feet, acres, etc. (as applicable for each type of facility);
- Inventory of the completed facilities within the District, including the type, size, and location of each facility;
- Cost estimates for proposed facilities (DTA anticipates that the District's cost data and estimates will be reviewed by DTA staff and discussed with District staff);
- Identification of any committed revenue sources pledged to fund proposed facilities on the needs list;
- Existing District Fee Ordinances and/or Resolutions; and
- Current Annual and Five-Year Reports per Government Code Sections 66006 and 66001 for any existing park fee program, if applicable.

V REQUIRED STATEMENTS

A Required Disclosures

DTA has no personal, professional, or financial relationships with any officer and/or employee of the District.

B Requested Contract Exceptions

DTA accepts the terms, conditions, and general form of the District's Professional Services Agreement, including the Insurance and Workers' Compensation requirements, except for the revisions noted below.¹

- Addition of the following phrase to the end of Section 11, "Ownership of Documentation": "Notwithstanding the above, computer software (including without limitation financial models, compilations of formulas, and spreadsheet models), prepared by Consultant are Instruments of Service of Consultant and shall remain the property of Consultant. Consultant shall likewise retain all common law, statutory, and other reserved rights, including the copyright thereto."
- Section 13(b), "Indemnification and Hold Harmless; Insurance Requirements"
"Indemnity for Other Than Professional Liability. Other than in the performance of professional services and to the full extent permitted by law, Consultant shall indemnify, defend and hold harmless District and District's Parties from and against any liability (including liability for claims, suits, actions, losses, expenses or costs of any kind, ~~whether actual, alleged or threatened,~~ including attorneys' fees and costs, court costs, defense costs and expert witness fees), where the same arise out of, are a consequence of, or are in any way attributable to, in whole or in part, the performance of this Agreement by Consultant or by any individual or entity for which Consultant is legally liable, including but not limited to officers, agents, employees or subcontractors of Consultant."

¹ Text with a strikethrough indicates language we are requesting be removed.

The logo for DTA (Development Tax Authority) features the lowercase letters 'dta' in a bold, sans-serif font. A white diagonal bar is positioned over the top of the letter 't'.

www.FinanceDTA.com

A thick white diagonal line runs from the bottom-left towards the top-right of the page, passing behind the contact information.

5000 BIRCH STREET, SUITE 6000
NEWPORT BEACH, CA 92660
PHONE: (800) 969-4DTA

Public Finance
Public-Private Partnerships
Development Economics
Clean Energy Bonds

Aerial view of Pleasant Valley Recreation & Park District via Google Earth



PLEASANT VALLEY RECREATION & PARK DISTRICT

Proposal for:

Development Impact Fee Study

March 6, 2020

Prepared by:



nbsgov.com



32605 Temecula Parkway, Suite 100
Temecula, CA 92592
Toll free: 800.676.7516

nbsgov.com

March 6, 2020

COVER LETTER

Anthony Miller
Administrative Analyst
Pleasant Valley Recreation & Park District
1605 E. Burnley Street
Camarillo, CA 93010

RE: Proposal for Development Impact Fee Study

Dear Selection Committee Members,

We reviewed in detail the Request for Proposal for a Development Impact Fee (DIF) Study for the Pleasant Valley Recreation & Park District ("District"). We understand the role of your District, its almost six-decade history of providing services to the community, and the overall goals of this Study. The District wants to remain financially sustainable by having a logical and defensible DIF program in place, to provide a source of revenues for parkland acquisition, parkland improvements, and recreational facilities. Any such program must fit the District's goals and policies.

We at NBS, along with our partner and sub-consultant Colgan Consulting Corporation, are pleased to submit this proposal. Together, we bring to this engagement a cohesive team of senior professionals with over three decades of experience performing such DIF studies. The team members assigned to this project have extensive experience calculating Quimby Act in-lieu fees and park improvement impact fees. Importantly, we understand the dialog which must occur during the study to vet the District policies to set such a program in place.

In addition, we would like to highlight these aspects of the NBS team:

- **Park and Recreation experience:** We have extensive experience performing these studies for special districts providing recreation and park services, such as yours. As demonstration of that, we were asked just this past year to address DIF studies for the CARPD conference in Lake Tahoe.
- **Planning and local government experience:** We have deep experience in planning overall, and understand the interplay between the City, County and your special district.
- **Local knowledge:** Team members have worked locally for the Cities of Camarillo, Oxnard and others in the area, as well as across California.
- **Fiscal and financial services:** NBS provides a wide-range of local government revenue studies and services to agencies across California, from fee studies to fiscal impact analyses to the formation and administration of special tax and benefit assessment districts.

helping communities fund tomorrow

Thank you again for the opportunity to submit this proposal, which includes details about our team, approach, and qualifications. If you have questions, or would like to discuss this proposal further, please contact me at 800.676.7516 or via email at nkissam@nbsgov.com. We would genuinely like to work on this project and help the District move forward successfully.

Sincerely,

A handwritten signature in blue ink that reads "Nicole Kissam". The signature is written in a cursive, flowing style.

Nicole Kissam
Director

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SECTION 1 | COMPANY OVERVIEW

Qualifications

Helping communities fund tomorrow. In 1996, California municipalities were struggling to appropriately implement local funding tools while trying to interpret Proposition 13 and a host of other rules and regulations. Then, Proposition 218 entered the scene making municipal funding even more challenging. Seeing the potentially negative effects this could have on local communities, several experienced and concerned finance and engineering professionals gathered to create NBS.

While the firm originally focused on Special Financing Districts, specifically the formation and administration of special assessments and taxes, we have evolved with our clients' needs. That evolution gave rise to a Financial Consulting practice that focuses on legally justified fee design, cost recovery policy, cost allocation, and sustainable water and wastewater utility rate programs. Across all practice areas, we have worked with more than 400 public agencies to date; including cities, counties, municipal utilities, and special purpose districts.

Our primary areas of continual investment include the highest-quality training, software and technology. In an effort to control overhead and maximize local understanding, many team members operate out of satellite offices spanning California and reaching as far as Colorado.

NBS Financial Consulting Group

This project falls squarely in our Financial Consulting Group area where we focus our attention on cost recovery mechanisms and supporting justification for various agency revenue streams. Our areas of expertise include:

- Development impact fees
- User and regulatory fees for a wide variety of local government programs and services
- Overhead cost allocation analysis
- Rate studies for municipal water, sewer, storm drainage and solid waste utilities
- Financial plans for public utilities and special districts

The Group is comprised of experienced professionals who are recognized leaders in their field. They are often asked to teach continuing education courses and participate in workouts for troubled agencies. In

NBS Company Structure	
Established:	May 13, 1996
Structure:	California S-Corporation
Legal Name:	NBS Government Finance Group
DBA:	NBS
Headquarters:	Temecula, CA
Address:	32605 Temecula Pkwy., Suite 100 Temecula, CA 92592
Regional Office:	San Francisco, CA 870 Market St., Suite 1223 San Francisco, CA 94102
Employees:	44
Shareholders:	100 % Employee Owned (ESOP)
Contact:	Nicole Kissam
Telephone:	800.676.7516
Email:	nkissam@nbsgov.com
Location:	Temecula Office
Individual Authorized to Negotiate and Execute Agreement	
Name:	Michael Rentner
Title:	President
Address:	32605 Temecula Pkwy., Suite 100 Temecula, CA 92592
Telephone:	800.676.7516
Fax:	951.296.1998
Email:	mrentner@nbsgov.com

addition, they have an in-depth understanding of all changes to laws, codes and regulations affecting local governments, including the Mitigation Fee Act, the Quimby Act, and Propositions 26 and 218.

Colgan Consulting Corporation

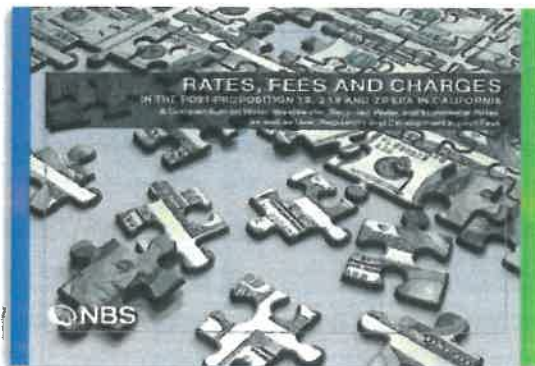
Colgan Consulting is a small Sacramento-based consulting firm that specializes in development impact fee studies for California cities, counties, and special districts. Its president, Joe Colgan, is a professional planner and recognized impact fee expert with three decades of experience in the field.

Joe founded Colgan Consulting in 2004 after 14 years as the principal impact fee consultant for David M. Griffith & Associates (DMG) and for MAXIMUS, Inc., which acquired DMG in 1998.

In the 16 years since it was founded, Colgan Consulting has served clients of all sizes from the City of Angels Camp (Population 4,000) to the Orange County (CA) Fire Authority which serves 22 cities and the unincorporated area. of Orange County.

Colgan Consulting Company Structure	
Established:	May 24, 2004
Structure:	California S-Corporation
Legal Name: Colgan Consulting Corporation	
Headquarters:	Sacramento, CA
Address:	3308 El Camino Ave. Ste. 300-212 Sacramento, CA 95821
Contact:	Joe Colgan
Telephone:	916-205-2446
Email:	joe@colgan-consulting.com
Individual Authorized to Negotiate and Execute Agreement	
Name:	Joe Colgan
Title:	President

How NBS Stands Out



NBS’ Overview of Rates, Fees and Charges. We believe in continuing education, not only for our own team, but also for our clients and municipal staff.

As industry leaders, we have a unique set of qualifications and experience in the work we perform. In that regard, we have published four booklets on related industry topics that can be downloaded at no charge at www.nbsgov.com/publications. For a hard copy, please call 800.676.7516 or email contactnbs@nbsgov.com

Rates, Fees and Charges Compendium (2015) has received high regard and interest from industry professionals and precisely relates to the District’s and other agencies’ current Development Impact Fee needs. Additional NBS publications include:

Special Financing Districts (SFDs) (2015) has been credited as the best publication on SFDs in a decade by prominent industry professionals.

Stormwater: A Ten-Step Funding Plan (2018) addresses the spectrum of stormwater needs in California. We have been asked to present this funding topic at CSMFO and FMA.

Community Facilities Districts (CFDs) (2018) explains this robust funding and financing tool for local governments in California.

SECTION 2 | STAFFING QUALIFICATIONS

Professional Staff

The proposed project team has extensive experience in the fields of finance, management, and local governance, and is fully conversant with all changes to laws, codes, and regulations affecting the requirements for this Development Impact Fee Study. Recognized as leaders in their field, they may teach university courses, serve as expert witnesses, and participate in workouts for troubled agencies.

The following is a brief overview of the NBS consulting team proposed to manage and complete the work plan steps noted for this engagement.

Project Organizational Chart



District Stakeholders, Management and Staff



The following is a summary description of each team member's role on the project. Full resumes for our senior practitioners, Nicole Kissam and Joe Cogan, are included in the Appendix.

NICOLE KISSAM, PROJECT MANAGER

Role and Responsibilities: Nicole Kissam will manage the ongoing administration of the project, serving as the primary point of contact for District's staff and directing the work efforts of our project team. She will be fully conversant in all findings and available for public events as needed. She will work closely with the District's designated project manager to monitor the schedule and delivery of work products to the District's satisfaction. While designing and directing analytical efforts, she will also provide senior-level technical analysis as warranted.

Work Experience: Nicole Kissam has an extensive background in public sector consulting, city government, corporate management, marketing and public relations. Nicole has been a financial and management consultant to local government for more than 15 years, specializing in cost recovery policy, strategy, and analysis. Her subject matter expertise includes cost allocation plans, user and regulatory fee analysis, impact fee analysis, financial plans, business process improvement, and operational best management practices for California agencies. Nicole holds a Bachelor of Science in Business Administration from California Polytechnic State University in San Luis Obispo. She has completed similar projects as requested by the District for many agencies across California.

JOE COLGAN, IMPACT FEE SPECIALIST

Role and Responsibilities: Working closely with the NBS Project Manager and District Staff, Joe Colgan will serve as the Impact Fee Specialist for the Development Impact Fee Study.

Work Experience: Joe Colgan is a recognized expert in the field with 30 years of impact fee consulting experience. President of Colgan Consulting, he is a professional planner with 10 years of direct experience in local government as a planner and planning director, and extensive experience in land use planning and capital facilities planning. He has served three terms on the board of the National Impact Fee Roundtable (now the Growth and Infrastructure Consortium), including one term as vice chair, and has spoken on impact fees at conferences and seminars nationally. Joe holds a Bachelor of Architecture degree from the University of Nebraska, Lincoln and a Master of City Planning degree from the University of Pennsylvania.

NBS SUPPORTING CONSULTANTS

Roles and Responsibilities: NBS Consultants Nicole Huerta, Kevin Gardner, and Lauren Guido are available to support the project by performing large-scale data analysis and validation, building of rate models, and assisting with technical outcomes, as needed on this study.

Work Experience: All NBS Supporting consultants have a Bachelor's degree from an accredited university, usually in the Business or Finance fields and up to five years of experience working with NBS on fee analysis.

TIM SEUFERT, CLIENT SERVICES DIRECTOR

Role and Responsibilities: As Client Services Director, Tim Seufert will ensure that the District's fundamental objectives are being met at all times and that the project is proceeding on a timely basis. He is included on the team as an active representative of our company's commitment to the highest level of service.

Work Experience: Tim Seufert has two decades of local government experience with a wide variety of revenue tools. He also has a decade of corporate financial experience. Tim has been involved with many

projects from their inception and feasibility stage to their completion. He has been a presenter at dozens of training seminars, and he is an author on local government finance issues for the California League of Cities, the California Special Districts Association, California Society of Municipal Finance Officers, and other forums.

SECTION 3 | ORGANIZATION EXPERIENCE

NBS/Colgan Consulting Development Impact Fee Study Experience

The following is a list of NBS and Colgan Consulting impact fee clients for the last several years. Please see the Relevant Project Experience listed in the Resumes for additional experience.

- City of Albuquerque, NM. Peer Review of the Impact Fee Program (2011)
- City of Aliso Viejo, General Plan Maintenance and Technology Surcharges (2017)
- City of Angels Camp, CA. Impact Fee Study (2016)
- City of Beaumont, CA. Impact Fee Study (2017)
- City of Cloverdale, CA. Accessory Dwelling Unit Impact Fee Study (2017)
- East Contra Costa Fire Protection District, Impact Fee Study (currently underway)
- City of Encinitas, CA. Impact Fee Update Study (2015)
- Hesperia, CA Recreation and Parks District (2019)
- City of Indio, CA. Impact Fee Study Update (Currently underway)
- City of La Quinta, CA. Impact Fee Update Study (2019)
- City of Lemoore, CA. Update of Traffic Impact Fees (2011)
- City of Madera, CA. Impact Fee Update Study (2018)
- City of Manhattan Beach, CA. Impact Fee Feasibility Study (2011)
- Moraga-Orinda (CA) Fire District Impact Fee Study (2014)
- City of Moreno Valley, CA. Impact Fee Update Study (2011-12)
- City of Orange, CA. Impact Fee Study (2012)
- City of Orland, CA. Development Impact Fee Study (2019)
- City of Plymouth, Review of AB1600 Annual and 5-Year Reporting (2018)
- City of Rancho Cucamonga, CA. Impact Fee Study (2014) and General Plan Maintenance Surcharge (2018), update currently underway (2020)
- City of Rocklin, CA. Public Facilities Fee Study (currently underway)
- Town of Ross, Peer Review of Impact Fee Program (2015)
- City of Tracy, Parks Impact Fee Analysis (currently underway)
- City of Victorville, Citywide Development Impact Fee Study (currently underway)
- City of Vista, CA. Update of Traffic Impact Fee Study (2013)
- City of Wildomar, CA. Impact Fee Study (2014) and Update (2015), update currently underway (2020)
- Town of Windsor, CA. Impact Fee Study (2017)
- Sacramento Metropolitan Fire District, Capital Facilities (Impact) Fee Study (2015)

References

The next pages feature a sampling of five specific projects and references similar in scope and magnitude to the District's study.

CITY OF LA QUINTA
IMPACT FEE UPDATE STUDY

Project Dates: January 2019 - October 2019
Agency Size: 42,100 Permanent Population



Contact Information

Julie Mignogna
Management Analyst
Design and Development Dept.
78495 Calle Tampico
La Quinta, CA 92253
P: 760-777-7041
E: jmignogna@laquinta.gov

This study updated all of La Quinta’s existing impact fees, including fees for parks, community and cultural centers, civic center, library, fire protection and transportation. This was the first impact fee study La Quinta has contracted out since Joe Colgan prepared an impact fee study for the City in 1998. Since that time, the City has conducted several in-house updates. In this study, NBS expanded the scope of the community center impact fee to include cultural facilities and updated costs used in some other impact fees to reflect interest costs for debt used to fund those facilities. The transportation impact fees were calculated in two parts. Costs for improvements that add capacity for vehicular traffic were allocated entirely to future development, while costs for improvements to bikeways and pedestrian facilities were split between existing and future development. The final draft impact fee study was presented to the La Quinta City Council on October 1, 2019 and was referred to the Financial Advisory Commission which strongly endorsed the study and recommended adoption of the fees. The City Council is currently considering options for phasing in some fees.

NBS Project Team: Nicole Kissam,
Director; Joe Colgan, Project
Manager

LATHROP-MANTECA FIRE DISTRICT
FIRE IMPACT FEE STUDY

Project Dates: April 2019 - August 2019
Agency Size: 25,000 Population (City of Lathrop)



Contact Information

Gene Neely
Fire Chief
19001 Somerston Parkway,
Lathrop, CA 95330
P: 209-941-5101
E: gneely@lmfire.gov

This study updated the fire impact fees charged by the Lathrop-Manteca Fire Protection District to new development in the City of Lathrop, one of the fastest growing cities in California. This impact fee update included the cost of several planned new fire stations and related equipment, and split costs between the City and unincorporated portions of San Joaquin County served by the District.

Most of the impact fees collected by the District are being used to reimburse a major developer for the cost of constructing fire stations needed to serve the rapidly growing City. The proposed impact fees were approved by the District Board and adopted by the Lathrop City Council in August 2019 without opposition by the building industry.

NBS Project Team: Nicole Kissam,
Director; Joe Colgan, Project
Manager

CITY OF RANCHO CUCAMONGA

IMPACT FEE STUDY FOR PARKS, LIBRARIES, COMMUNITY AND RECREATION CENTERS, POLICE FACILITIES, THE ANIMAL CENTER AND PUBLIC ART

Project Dates: October 2013 – June 2014

Population: 179,000



Contact Information

Dan James

Senior Civil Engineer (since retired)

Tiffany Cooper

Management Analyst II

10500 Civic Center Drive

Rancho Cucamonga, CA 91729

P: 909.477.2740 Ext 4020

F: 909.477.2849

E: Tiffany.Cooper@CityofRC.us

Project Director: Joe Colgan

Much of the focus of this study was on levels of service underlying the impact fee calculations. Rancho maintains high levels of service for parks and recreational facilities and wanted to ensure that new development would not reduce the quality and availability of those facilities for the community as a whole. The fees calculated in this study were designed to maintain the pre-existing levels of service in the City.

To support calculation of the police impact fees, Colgan Consulting carried out a detailed analysis of police calls for service to establish the distribution of calls among various types of development and to calculate calls-per-unit-per year factors for use in the impact fee calculations.

The scope of this study also included advising the City on development of a public art fee program. In light of the California Supreme Court decision in *Erlich v. Culver City*, Colgan Consulting recommended that the City structure its public art fees using in-lieu fees based on a public art design standard, rather than as impact fees.

When the draft report on the Rancho Cucamonga impact fee study was released, the Building Industry Association and several developers opposed adoption of the fees, arguing that they were not justified because existing parks and recreation facilities were adequate to support new development. The BIA hired a consultant to critique the study. However, after negotiations with the City, supported by Colgan Consulting, the BIA withdrew its opposition and the fees were adopted as recommended.

NBS was recently selected to conduct a study to update Rancho Cucamonga's impact fee program.

CITY OF ROCKLIN

IMPACT FEE STUDY – PARK IMPROVEMENTS AND PUBLIC FACILITIES

Project Dates: July 2019 - current

Agency Size: 69,250 Population



Contact Information

Marc Mondell
Assistant City Manager
3970 Rocklin Road
Rocklin, CA 95677
P: 916-625-5176
E: marc.mondell@rocklin.ca.us

NBS Project Team: Nicole Kissam,
Director; Joe Colgan, Project
Manager

This study updated Rocklin’s impact fees for park improvements and public facilities including community and recreation facilities and general government facilities. Those fees had not been updated since 2006. NBS worked with a committee consisting of the City Manager, Assistant City Manager and several department heads to identify an approach to the impact fee update, and to address the existence of a development agreement that controlled park impact fees for much of the new development in the City. NBS worked closely with the City’s Finance Department to address outstanding debt on some facilities and is currently revising the draft report which is scheduled to be submitted to the City in early March 2020.

TOWN OF WINDSOR

IMPACT FEE STUDY FOR PARKS, RECREATION, OPEN SPACE, TRAILS, PUBLIC FACILITIES, POLICE AND FIRE

Project Dates: August 2016 – March 2017

Approximate Project Size: 28,000 population



Contact Information

Camille Kazarian
Assistant Town Manager
9291 Old Redwood Hwy.
Windsor, CA 95492
P: 707.838.5350
E: ckazarian@townofwindsor.com

Project Director: Joe Colgan

This study updated several of Windsor’s existing impact fees and calculated new impact fees for open space and trails, which were not previously charged by the Town.

Impact fees calculated in this study used land use forecasts from the 2016 draft General Plan update. Colgan Consulting worked with the City staff to examine alternative fee calculation methods and select methodologies that met Windsor’s objectives and preserved the defensibility of the fees. The process also addressed impact fees for accessory dwelling units to comply with recently adopted legislation. The impact fees recommended in the report were adopted by the Town Council with no opposition from the building industry.

SECTION 4 | WORK PLAN AND SCHEDULE

Project Understanding

We understand that the District is looking for a comprehensive review of impact fees, including an evaluation of current fees as well as recommendations for restructuring or adding fees. According to the Q&A portion of this RFP process, the only fees the District receives to date are Quimby Fees. Neither the City of Camarillo nor the District have an impact fee schedule that supplements the City's Ordinance implementing Quimby/Park Land dedication fees. Since Quimby fees apply only to residential subdivision development projects, there are additional opportunities for an impact fee program that can apply to non-subdivision development projects as well as provide funding for parkland improvements and recreational facilities.

In general, the scope of services covered by this proposal involves the work necessary to prepare a development impact fee study that complies with the requirements of the California Mitigation Fee Act (Government Code Sections 66000 et seq.), the Quimby Act (Government Code Section 66477), where applicable, and relevant case law.

The specific scope of services offered in this proposal is defined by the tasks described in the work plan that follows. That scope excludes park master planning, legal, engineering, architectural, cost estimating and appraisal services.

Study Approach

Laws governing impact fees, including both court decisions and the California Mitigation Fee Act (Govt. Code Sections 66000 et seq.) require that local agencies imposing fees as a condition of development approval demonstrate that there is a reasonable relationship or "nexus" between those fees and the impact of a development project on facilities to be funded by the fees.

The required nexus for impact fees, as set forth in relevant court decisions, can be thought of as having three elements:

- **Need.** The District must show that development creates a need for the improvements funded by impact fees;
- **Benefit.** The District must show that development derives a benefit from the provision of improvements funded by impact fees, and;
- **Proportionality.** The District must show that the fees charged to a development project are proportional to the impact of that project on facilities funded by the impact fees.

The "reasonable relationship" requirements contained in Section 66001 of the California Mitigation Fee Act address the same elements in different language.

The accepted method of calculating impact fees for parks and recreation facilities in California is based on the existing level of service. For parks, that means the existing ratio of park acreage to population. (The Quimby Act mandates that approach for park land dedication requirements and the calculation of in-lieu fees for residential subdivisions.) For recreation facilities, the existing level of service can be stated in terms of square feet per capita or cost per capita. The Request for Proposal implies that this study must identify future facility needs in order to calculate impact fees as part of this study. Because impact fee calculations

are based on the existing level of service, it is not necessary to identify future facility needs except in a very general way.

We do not recommend that cities or counties seek to impose impact fees for parks or recreation facilities on non-residential development (i.e., commercial, office and industrial development) and this proposal does not cover such fees for the following reasons:

- Such fees do not increase revenue
- Park master plans almost universally define the need for parks as a function of population and population is a function of residential development
- It is virtually impossible to document a sound nexus between non-residential development and the need for parks and recreation facilities

We understand that the District does not have the authority to impose impact fees on its own, and that the impact fees calculated in this study must be adopted by the City of Camarillo and Ventura County. NBS will work with those agencies in the course of the study to compile information and to understand their policies regarding these impact fees. However, in the event that there are conflicts between the City and the County with respect to the impact fees, NBS will rely on the District to resolve those conflicts.

Information to be Provided by the District

The work to be performed by the Consultant on this impact fee study will depend heavily on information to be provided by the District. Among the types of information that may be needed by the Consultant for this study are:

- General Plan policies on park level of service
- Any available and current park master plans
- Data on the amount of existing residential development in the study area, by land use type
- Capital Improvement Programs, level of service policies, facility master plans and other facility planning data, plus inventories of existing facilities, vehicles and equipment of types to be funded by impact fees
- Cost estimates for land, capital improvements, vehicles, and/or equipment to be funded by impact fees
- Information on capital improvement funding sources and financing plans and any outstanding debt related to existing capital facilities

This proposal assumes that all information needed to perform the work covered by the scope of this proposal will be provided by the District or is readily available from other sources such as the U.S. Census Bureau or the California Department of Finance.

Detailed Work Plan

The following tasks comprise the detailed work plan for this impact fee study. These tasks represent the typical requirements of an impact fee study, and may be adjusted to meet the needs of this project.

TASK 1. KICKOFF MEETING/PROJECT INITIATION

To kickoff this study, the NBS project team will attend a kickoff meeting with key District staff and carry out other activities required to initiate the study, including:

- Discuss the goals, work plan and schedule for the project
- Establish coordination, communication and reporting procedures
- Conduct initial interviews with key District staff members
- Evaluate available information resources
- Review the existing impact fee program and identify any issues of concern to District staff
- Assess the District's current development patterns and growth potential

TASK 2. COMPILE DATA ON EXISTING AND FUTURE DEVELOPMENT

In this task, the Consultant will collect, review, organize and analyze data on existing and future development in the District and compile it in a form useful for this study. Steps in that process may include:

- Establish boundaries of the study area to be used in the analysis (e.g., existing District vs. sphere of influence)
- Define the breakdown of land use types to be used in the study
- Analyze land use data provided by the District to establish a baseline of existing development and a forecast of future development by land use type
- Identify demand variables and specify demand factors that will be used to represent the impact of development in the impact fee calculations
- Prepare development data tables to incorporate into the fee calculation model and the study report

TASK 3. FACILITY NEEDS ANALYSIS

Using forecasts of future development from Task 2, the Consultant will review the Capital Improvement Program and facility master plans and work with staff to identify new facilities, facility expansions, vehicles and equipment needed to serve future development. Steps in that process will include the following:

- Review adopted level-of-service standards and actual service levels for relevant facility types
- Work with District staff to identify the operative level-of-service standard to be used in the impact fee analysis for each facility type
- Identify any existing deficiencies or available capacity relative to the selected level of service standard
- Project the additional service demand that will be created by new development, based on selected service levels
- Translate service demand into facility needs by facility type
- Compile cost estimates for relevant facilities and other assets
- Identify costs eligible for impact fee funding

TASK 4. IMPACT FEE ANALYSIS

Using the information developed in Tasks 2 and 3, we will conduct the impact fee analysis and calculate impact fees by land use type for each type of facility addressed in the study. That process typically includes these steps:

- Review the methods used to calculate existing impact fees and consider alternative methods where appropriate
- Construct a spreadsheet fee calculation model incorporating data on existing and future development, demand factors and eligible facility costs.

- Specify formulas in the model to allocate facility costs in proportion to the impact of new development by land use type
- Calculate a cost per unit of service for each facility type
- Convert the cost per unit of service into a schedule of impact fees per unit of development by development type
- Project potential revenue from the proposed fees.

TASK 5. DRAFT AND FINAL STUDY REPORTS

The impact fee study report will explain the data, methodology and formulas used in the fee calculations and document the nexus between the proposed fees and the impacts of development for each type of impact fee calculated in the study. The report will also propose findings to satisfy the requirements of the Mitigation Fee Act regarding the purpose of the fees, the use of the fees, and the reasonable relationship between the fees and development.

As the study progresses, the Consultant will submit preliminary drafts of portions of the study report for review and comment by District staff. Once all sections are in draft form, an administrative draft of the entire study report, incorporating any previous staff comments, will be submitted for review. Then a final draft document will be prepared for the District Board and public review. If necessary, additional changes will be incorporated into the final study report.

The study report will include the following components:

- An Executive Summary including summary impact fee tables
- A chapter discussing the legal requirements for impact fees and methods used to calculate the fees
- A chapter presenting data on existing and future development in the study area and the factors used to measure the impacts of development on individual facility types
- A separate chapter for each type of fee presenting the data and methodology used in the analysis, a detailed explanation the impact fee calculations, and documentation of the nexus
- A chapter on implementation recommendations, covering steps needed to comply with the Mitigation Fee Act through proper administration of the impact fees, including but not limited to:
 - Findings and enactment of fees
 - Collection and expenditure of fees
 - Accounting and reporting requirements
 - Administrative appeals, waivers, and exemptions
 - Credits and reimbursements for developer-provided facilities
 - Updating and indexing the fees
 - Recovery of administrative costs for the impact fee program

Deliverables include: (1) Preliminary chapter drafts; (2) a complete draft report for staff review; (3) a final draft report for Board and public review; (4) the final report. All drafts and the final report will be submitted electronically in .pdf format. Six bound copies and one unbound copy of the final report will be provided. All original Microsoft Word and Excel files will be provided to the District at completion of the work.

TASK 6. CONDUCT COMPARATIVE IMPACT FEE SURVEY

Policy makers often desire a comparison of fee amounts to neighboring jurisdictions. Although an “apples to apples” comparison of cost recovery policy and fee structures between agencies is challenging, a

comparison can ensure a smoother implementation process. NBS will utilize their industry expertise comparing similar impact fees in up to three (3) neighboring and comparable communities. A list of communities will be selected and approved by District staff.

We will download the respective fee schedules and supporting studies from the Internet. If schedules and supporting studies are not available on the Internet, we will make a reasonable attempt to contact the agency to obtain that information. We will then compile a comparison of the fee categories and amounts, for the most readily comparable fee items that match the District's existing fee structure. NBS will make a reasonable attempt to contact each comparison agency for clarification regarding fee categories and amounts; however, the District may also wish to provide contact information to individuals known in each agency to assist in confirming information regarding fee schedules and amounts. Prepare a chart-based comparison of fees with Pleasant Valley Recreation & Park District's existing and proposed fire impact fees across a number of residential and non-residential land uses.

TASK 7. MEETINGS AND PRESENTATIONS

This proposal includes the cost of four on-site meetings and/or presentations of outcomes in the course of the impact fee study. In the cost breakdown presented as part of the fee proposal, the cost for one working on-site meeting is included in Task 1. Once the Final Report has been approved by District staff, we estimate that Task 7 will require approximately three (3) meetings with the District Board, Camarillo City Council, or Ventura Board of Supervisors to implement the Study's results. The costs for additional presentations or meetings to assist in facilitation of the fee program's adoption can be added on an optional "per meeting" cost basis.

Schedule

A project of this nature typically requires approximately three months for completion of the Final Report. The RFP’s project schedule indicates a project award date of April 2020 with presentation of the Final Report to the Board in July 2020. We estimate that this project may extend into August for discussion of the Final Report with the Board, City, and County as needed.

The following is an overview of our proposed project schedule. We will discuss a detailed schedule at the kick-off meeting, along with the expected timing for individual tasks. If it is important to the District to complete the Final Report to the Board by the end of July 2020, we are amenable to working towards that goal for the project.

PROJECT SCHEDULE FOR THE PLEASANT VALLEY RECREATION & PARK DISTRICT

TASK DESCRIPTION	May	June	July	August
DEVELOPMENT IMPACT FEE STUDY				
Task 1. Kickoff Meeting/Project Initiation	1			
Task 2. Compile Development Data				
Task 3. Facility Needs Analysis				
Task 4. Impact Fee Analysis				
Task 5. Draft and Final Reports				
Task 6. Comparative Fee Survey				
Task 7. Public Meetings/Presentations				

- Consultant Task Time
- City Staff Task/Review Time
- Working Site Visit
- Public Meeting/Presentation



SECTION 5 | COST PROPOSAL

Our professional fees are based on our understanding of the District’s needs and the effort we believe is necessary to complete the scope of services/task plan described. We express this honestly and transparently through our price proposal.

HOURLY RATES

NBS applied the following hourly rates to derive the overall pricing for the requested scope of services. These rates will apply for the duration of our contract:

Title	Hourly Rate
Director	\$205
Colgan Consulting	\$150
Consultant	\$140

In addition to hourly rates applicable to professional time spent on the project, we have included a small, not-to-exceed travel expense budget as shown in the Project Cost Detail table on the next page.

PROJECT PRICE PROPOSAL

For this effort, we propose a professional fee that is a specific “not to exceed” fixed fee amount of **\$34,240** for the Development Impact Fee study based on the Scope of Services in the Work Plan. A fixed fee contract amount enables the District to have full disclosure and budget for the project. The following Project Cost Detail table provides an estimate of hours and project budget required for each work plan task.

PROJECT COST DETAIL Pleasant Valley Recreation and Park District Task Plan	Consultant Labor (Hours)		Grand Totals	
	NBS Director / Joe Colgan	NBS Consultant	Consultant Labor (Hours)	Consultant Costs (\$)
<i>Hourly Rate*</i>	\$175	\$140		
DEVELOPMENT IMPACT FEE STUDY				
Task 1. Kickoff Meeting/Project Initiation	24.0	-	24.0	\$4,200
Task 2. Compile Development Data	30.0	-	30.0	\$5,250
Task 3. Facility Needs Analysis	24.0		24.0	\$4,200
Task 4. Impact Fee Analysis	20.0		20.0	\$3,500
Task 5. Draft and Final Reports	24.0		24.0	\$4,200
Task 6. Comparative Fee Survey	2.0	16.0	18.0	\$2,590
Task 7. Meetings and Presentations	36.0		36.0	\$6,300
Subtotal Tasks 1 through 7	160.0	16.0	176.0	\$30,240
Travel Expenses for Meetings				\$4,000
TOTAL				\$ 34,240
Additional Meetings and/or Presentations (per meeting)	12.0	-		\$2,100
Travel Expenses for Optional Meetings				\$1,000

**Hourly Rate reflects average hourly billing rate. Invoices will apply professional time recorded against the project to the Hourly Rates listed by title of professional in the table on the previous page.*

OPTIONAL SERVICES

Should the District require additional meetings or presentations during implementation of the Study's result, a professional fee of \$2,100 per meeting would apply, along with a travel expense budget not to exceed \$1,000.

INVOICING

We invoice on a monthly basis, following recorded consultant time on the project, paralleling our completion of the work. At no time will we invoice for charges in excess of the fee to which the Pleasant Valley Recreation & Park District and NBS mutually agree. Should the District specifically request additional services beyond those described in this document, we will discuss those requests and associated costs at that later time, and only invoice for additional fees upon separate written authorization from the District.

DISTRICT'S RESPONSIBILITIES

The District shall furnish NBS with any pertinent information that is available to the District and applicable to the Services. The District shall designate a person to act with authority on its behalf in respect to the Services. The District shall promptly respond to NBS' requests for reviews and approvals of its work, and to

its requests for decisions related to the Services. The District understands and agrees that NBS is entitled to rely on all information, data and documents (collectively, "Information") supplied to NBS by the District or any of its agents, contractors or proxies or obtained by NBS from other usual and customary sources including other government sources or proxies, as being accurate and correct, and NBS will have no obligation to confirm that such Information is correct and that NBS will have no liability to the District or any third party if such Information is not correct.

CONFLICTS OF INTEREST/DISCLOSURE

Based on the information provided in the District's Request for Proposal, NBS does not foresee any conflicts of interest with this project.

SECTION 6 | CONTRACT REQUIREMENTS

NBS accepts the terms, conditions and general form of the Pleasant Valley Recreation & Park District standard Consultant Services Agreement with the following modification:

Page A-1, Exhibit A, Section MINIMUM LIMITS OF INSURANCE – 4; NBS' Errors and Omission Liability policy is per claim not per occurrence. Please change this section to read:

"Errors and Omissions Liability: A policy of professional liability insurance in an amount not less than \$1,000,000 per ~~occurrence~~ claim."

APPENDIX

This appendix contains full resumes for the senior members of our proposed project team.

RESUME HIGHLIGHTS

- More than 15 years of experience in public sector consulting, city government, marketing and public relations
- Expertise in financial and management consulting
- Specializes in development impact fees, cost allocation plans, user fee and rate studies for California agencies

"Thanks again for another successful fee study. Always a pleasure working with you and your team."

GREG MCFANN
BUILDING OFFICIAL
CITY OF ALAMEDA

[Nicole Kissam served as the Project Manager on various financial analyses for the City.]

EDUCATION

Bachelor of Science, Business Administration, California Polytechnic State University, San Luis Obispo

PROFESSIONAL AFFILIATIONS

- California Society of Municipal Finance Officers (CSMFO)
- Growth and Infrastructure Consortium (GIC)
- American Public Works Association (APWA)

SPEAKING ENGAGEMENTS

- Building Department Fees....you need a plan, CALBO 2018
- Revenue Remedies, Pre-Conference Workshop, CSMFO 2013
- Verdict on User Fees, Panel on User Fees, CSMFO 2013

BIOGRAPHY

Nicole Kissam is Director of Financial Consulting for NBS. She has more than 15 years total work experience in public sector consulting, city government, marketing, and public relations.

Nicole has been a financial and management consultant to local government for the majority of her career, specializing in cost allocation plans, and user fee and rate studies for California agencies. She also spent several years performing management audits to improve the operational efficiency of various municipal services, including wastewater, community development, public works, recreation and human resources. She has supported, developed, and directed financial services consulting practices for three private consulting firms offering similar services to those proposed to be completed by NBS in this document.

Nicole has participated in, managed, and completed more than 100 separate consulting engagements throughout her career, from small jurisdictions with less than 10,000 population, to large jurisdictions such as the City of San Jose's Development Services Department, and City of Los Angeles' Planning and Fire Departments.

RECENT NBS PROJECT EXPERIENCE

Below is a list of fee studies in progress or recently completed by Nicole Kissam:

- Aliso Viejo, *Technology and General Plan Maintenance Fee Study*
- Carlsbad, *Citywide Cost Allocation Plan and Development Services Fee Study*
- Contra Costa County, *Peer Review of Environmental Health Fees, and Development Services / PW User and Regulatory Analysis Review*
- Culver City, *Citywide Cost Allocation Plan and Fee Study*
- East Contra Costa Fire Protection District, *Impact Fee Study and Fire Prevention Regulatory Fee Study*
- East Palo Alto, *Cost Allocation Plan and Comprehensive Fee and Rate Study*
- Eastvale, *Development Impact Fee Study*
- Fresno, *Fire Prevention User Fee Analysis and Solar Permit Fee Consulting*
- Half Moon Bay, *Cost Allocation Plan and User Fee Study*
- Hesperia Parks and Recreation District, *Impact Fee Study*
- Indio, *Cost Allocation Plan and User Fee Study*
- La Quinta, *Citywide Development Impact Fee Study*
- Lancaster, *Cannabis Cultivation Permitting Fee Analysis*
- Lathrop Manteca Fire District, *Impact Fee Study*
- Los Angeles, *User Fee Analysis for the Department of City Planning*
- Los Angeles, *Tree In-Lieu Fee Analysis for the Board of Public Works*
- Orland, *Citywide Development Impact Fee Study and Planning Application User Fee Analysis*
- Moraga-Orinda Fire Protection District, *User and Regulatory Fee Study and Impact Fee Study*
- Portola Valley, *Community Development User Fee Analysis*
- Richmond, *User Fee Analysis for Planning and Building*
- Rocklin, *Public Facilities Impact Fee Study*
- Sacramento Metropolitan Fire District, *Fire Prevention Fee Analysis and Capital Facilities (Impact) Fee Analysis*
- San Carlos, *Citywide User Fee Study*
- San Jose, *Development Services Fee Study and Fire Code Compliance Fee Study*
- San Luis Obispo, *Citywide User Fee Analysis*
- Santa Paula, *Citywide Fee Study*
- Santa Clara County Environmental Health Department, *User Fee and Fund Balance Analysis*

RESUME HIGHLIGHTS

- 30 years of experience preparing impact fee studies, including 14 years with two national consulting firms and 16 years in his own firm
- 10 years of direct experience in local government as a planner and planning director
- Three terms on the board of the National Impact Fee Roundtable, including one term as Vice Chair

EDUCATION

Master of City Planning degree, University of Pennsylvania
Bachelor of Architecture degree, University of Nebraska, Lincoln

PROFESSIONAL AFFILIATIONS

- Growth and Infrastructure Consortium (formerly the National Impact Fee Roundtable)
- Over 35 years as a member of the American Planning Association (APA) and the American Institute of Certified Planners (AICP)

SPEAKING ENGAGEMENTS

- National Impact Fee Roundtable | 2004 2005, 2007, 2009, 2011
- California Association of Recreation and Parks Districts | 2019

QUALIFICATIONS

Joe Colgan is founder and president of Colgan Consulting Corporation, a small Sacramento firm specializing in development impact fees for cities, counties and special districts. He has a thorough understanding of the constitutional and statutory requirements for defensible impact fees and is an expert in impact fee methodologies.

The vast majority of Joe's impact fee work has been done for California clients, but he has also done impact fee studies in Oregon, Arizona, Utah, New Mexico and Florida. He has prepared more than 150 impact fee studies since 1990, for clients as large as Albuquerque, NM (pop. 555,000) and the Orange County (CA) Fire Authority (serving 22 cities and unincorporated Orange County), and as small as Angels Camp, CA (pop. 4,050)

Because of his background in city planning, Joe has broad experience in both land use planning and capital facilities planning. He also has wide-ranging knowledge of facility planning practices for water, wastewater, drainage, parks and recreation and transportation facilities.

In addition to his experience with impact fees, Joe has performed numerous management audits and process improvement studies focusing on the development review process in planning, building and engineering departments. His clients for those studies have included major cities such as San Jose, CA, San Diego, CA, and San Antonio TX.

REPRESENTATIVE PROJECT EXPERIENCE

Below is a list of impact fee studies completed by Joe Colgan in the past 10 years.

- **Madera, CA, Comprehensive Impact Fee Study**
- **Beaumont, CA, Comprehensive Impact Fee Study**
- **Windsor, CA, Impact Fee Study (parks and recreation, open space and trails, police, fire and public facilities)**
- **Cloverdale, CA, Impact Fee Study (accessory dwelling units)**
- **City of Angels (Angels Camp) CA, Impact Fee Study (streets and signals, police, fire, parks and public facilities)**
- **Encinitas, CA, Impact Fee Study (streets and signals, parks, fire and libraries); this was Joe has prepared three impact fee studies for Encinitas**
- **Rancho Cucamonga, CA, Impact Fee Study (parks, community/recreation centers, libraries, police, animal center, public art)**
- **Manhattan Beach, CA, Impact Fee Feasibility Study**
- **Wildomar, CA, Comprehensive Impact Fee Study and Impact Fee Update Study for Parks and Streets**
- **Vista, CA, Impact Fee Update Study for Streets and Signals; Joe has prepared four impact fee studies for Vista.**
- **La Quinta, CA, Impact Fee Study Update**
- **City of Orange, CA, Impact Fee Study (police, libraries and parks)**
- **Moreno Valley, CA, Comprehensive Impact Study; Joe Colgan has prepared five impact fee studies for Moreno Valley**
- **Lemoore, CA, Impact Fee Update Study for Streets; Joe has prepared four impact fee studies for Lemoore**
- **Albuquerque, NM, Peer Review of the City's Impact Fee Program**
- **Mountain House CSD (San Joaquin County, CA) Update Transportation Facilities Fee and Community Facilities Fees (police, fire, parks and recreation, libraries and public facilities**
- **Desert Hot Springs, CA, Peer Review of the City's Impact Fee Program**
- **Orange County (CA) Fire Authority, Impact Fee Feasibility Study and Impact Fee Study**
- **City of Poway, CA, Impact Fee Study (water, wastewater, streets, parks and recreation; fire and update of housing in-lieu fees**

Thursday, February 27, 2020

Anthony Miller, Administrative Analyst
Pleasant Valley Recreation and Park District
1605 E. Burnley Street
Camarillo, CA 93010

Re: Proposal for Park Impact Fee Nexus Study and Related Consulting Services

Dear Anthony:

SCI Consulting Group (“SCI”) is pleased to submit, for your review, this proposal to provide a Park Impact Fee Nexus Study (“Nexus Study”) for the Pleasant Valley Recreation and Park District (“District”). The Nexus Study would establish the legal and policy basis for establishing a new park impact fee program for the District. Specifically, the Nexus Study and the fee programs will comply with the substantive and procedural requirements of the Mitigation Fee Act (“Act”) which are as follows:

- Identify the purpose of the fee.
- Identify the use to which the fee is to be put.
- Determine how there is a reasonable relationship between the fee's use and the type of development project on which the fee is imposed (“benefit relationship”).
- Determine how there is a reasonable relationship between the need for the park and recreational facilities and the type of development project on which the fee is imposed (“impact relationship”).
- Determine how there is a reasonable relationship between the amount of the fee and the cost of the facilities or portion of the facilities attributable to the development on which the fee is imposed (“proportional relationship”).

The Nexus Study will utilize a standards-based methodology to establish the District’s new park impact fee. Under this method, the cost components are based on level of service (“LOS”) standards and defined on a per capita basis. These costs are then applied to different land uses according to their respective average household density or employment density to establish a cost / fee per unit or per square foot of building area.

Our approach to the Nexus Study would be based on a close interaction and coordination of the project with District staff, City/County staff, and other key stakeholders. If selected, SCI would provide comprehensive services in a manner that limits the time and resources of District staff. We do not have any work commitments that would interfere with their responsiveness and ability to complete the projects within a reasonable timeframe.

PROPOSED WORK PLAN AND APPROACH

Based on our current understanding of the projects and the technical analysis and services needed by the District, we propose the following scope of work and approach:

Task 1: Initial Research and Planning. SCI will first coordinate a project kick-off conference call to discuss the process of gathering all the available data and cost estimates needed for the project. SCI will review the City's General Plan, the County's General Plan, the District's Park and Recreation Master Plan, applicable authorizing ordinances, and other technical studies and plans related to the District's funding of park and recreational facilities. SCI will then coordinate a project kick-off meeting with the District to discuss the goals and objectives, proposed methodologies, and approaches, and develop a detailed timeline, task list, and deliverables for the project.

Task 2: Impact Analysis and Fee Determination. Following the strategy and utilizing the gathered data and cost estimates, SCI will determine the maximum park impact fees to fund new development's fair allocation of the proposed park and recreational facilities. SCI, the District will need to maintain a productive dialogue throughout this process to ensure cost allocation methodologies are appropriate and comply with the requirements of the Act. Upon completion of the initial cost allocation and fee determination, SCI will review the technical analysis, key findings and recommendations with District staff and make any adjustments as necessary.

Task 3: Nexus Study Report. SCI will then prepare a draft Nexus Study Report for administrative review and comment. The Nexus Study will include a summary of fee methodologies, approach, and findings along with technical analysis and documentation to support the new fee. The Nexus Study will also provide the required findings to demonstrate compliance with nexus requirements of the Act. Additionally, the Nexus Study will summarize the adoption, accounting and reporting requirements of the Act for implementation and annual administration of the fee programs. A comparison of the proposed fee to those of neighboring and comparable jurisdictions will also be provided. After review of the Administrative Draft Report, SCI will provide a Public Review Draft of the Nexus Study according to one set of consolidated comments from the District.

Task 4: Stakeholder Outreach. SCI will present the Public Review Draft and the fee program before the City Council, the County Board of Supervisors, the Building Industry Association, area developers, and other key stakeholders, as necessary. The purpose of these stakeholder outreach meetings is to educate the stakeholders on the purpose and details of the fee program and solicit their input and support. A PowerPoint presentation will be prepared for each conference or meeting to succinctly present the District's plans, an overview of key findings and recommendations, and the proposed fee schedule.

Task 5: Nexus Study Final Report and Approval by District Board. After incorporating input from the various stakeholders, SCI will make any necessary changes based on one set of consolidated comments from the District and the County and provide a Nexus Study Final Report. SCI will also review and present the Nexus Study and fee program before the District Board and the public for approval. SCI will also make any revisions to the Nexus Study Final Report, if any, requested by the District Board. SCI will also provide the District with a draft resolution, notice of public hearing, and submittal report for the approval of the fee program.

Task 6: Adoption by City Council. Upon approval of the fee program by the District Board, SCI will also review and present the Nexus Study and fee program before County staff, City Counsel and eventually the City Council and public for adoption.

Task 7: Adoption by Board of Supervisors. Upon approval of the fee program by the District Board, SCI will also review and present the Nexus Study and fee program before County staff, County Counsel and eventually the County Board of Supervisors and public for adoption.

In-Person Meetings. We anticipate the need for at least one (1) kickoff meeting with District staff, one (1) District Board meeting, one (1) City Council meeting, and one (1) County Board of Supervisors meeting. Additional meetings, assistance, or participation in further presentations, beyond our proposed four (4) in-person meetings, will be billed at our hourly billing rates for the duration of the project.

DISTRICT RESOURCES

SCI will carry out all tasks specified in the Work Plan and any other related services, as appropriate, for the preparation of the Nexus Study, and approval and adoption of the fee program. The District would be responsible for the following:

- Meet or participate in video conference calls periodically with SCI as needed.
- Provide information and documentation regarding the District's capital improvement plan, park and recreation master plan, park inventory, and additional data as requested.
- Assist with the review of the Nexus Study and other information presented and prepared by SCI.
- Assist with planning, review, and coordination of action items.

TIMELINE

We anticipate that preparation of the Public Review Nexus Study and stakeholder outreach meetings would take approximately two to three months. The timeline will in part depend upon the availability of the required data and cost estimates and level of stakeholder outreach. District Board approval of the fee program could occur the following month or subsequent month, depending upon the District's Board meeting calendar and ability to satisfying the noticing requirements. The final adoption by the County Board of Supervisors and City Council could occur two to three months later. As required by law, the updated park impact fee could become effective sixty days after adoption.

ABOUT SCI CONSULTING GROUP

Established in 1985, **SCI Consulting Group** is a recognized public finance consulting firm with leading expertise in assisting California public agencies with local funding of public services and improvements. We also possess industry-leading expertise with the important legal and procedural requirements for establishing development impact fee programs, Community Facilities Districts, Benefit Assessment Districts, and other local financing mechanisms. SCI has prepared over 120 development impact fee nexus studies and facility financing plans. SCI has also formed and annually administers nearly 1,000 special taxes, assessments, and fees for over 175 public agencies throughout the State.

This expertise and experience will ensure that the District's goals and objectives are met successfully, collaboratively, on schedule, and on budget.

PARK AND RECREATION AGENCY CLIENTS (partial list) *

Arbuckle RPD	City of Plymouth	Fulton-El Camino RPD
Arcade Creek RPD	City of San Diego	Garden Valley Ranch Estates CSD
Arden Park RPD	City of Sutter Creek	Georgetown Divide RD
Auburn RPD	City of Temple City	Mission Oaks RPD
Bear River RPD	City of Vacaville	Monterey Peninsula Regional PD
Cameron Park CSD	Chico Area RPD	Mtn. Rec. Conservation Auth.
Carmichael RPD	Conejo RPD	North Highlands RPD
City of Amador City	Cordova RPD	Orangevale RPD
City of Angels	Cosumnes CSD	Paradise RPD
City of Belmont	County of Amador	Pleasant Valley RPD
City of Colusa	County of Contra Costa	Rancho Simi RPD
City of Diamond Bar	County of El Dorado	Rio Linda Elverta RPD
City of Folsom	County of Placer	Santa Clara Valley OSA
City of Ione	County of San Joaquin	Sunrise RPD
City of Jackson	County of Solano	Truckee-Donner RPD
City of Lompoc	County of Ventura	Twain Harte CSD
City of Menlo Park	Durham RPD	
City of Moorpark	Easton CSD	
City of Palmdale	El Dorado Hills CSD	* Park Impact Fee Programs /
City of Placentia	Fair Oaks RPD	Quimby Programs in Bold
City of Placerville	Feather River RPD	

REFERENCES

Jim Friedl, General Manager
Conejo Recreation and Park District
403 W. Hillcrest Drive
Thousand Oaks, CA 91360
(805) 495-6471
jfriedl@crpd.org

Steve Randall, General Manager
Truckee-Donner Recreation and Park District
10046 Church Street
Truckee, CA 96161
(530) 582-7720
steve@tdrpd.com

Greg Foell, District Administrator
Orangevale Recreation and Park District
6826 Hazel Avenue
Orangevale, CA 95662
(916) 988-4373
foellorpd@ovparks.com

Leslie Fritz, Director of Education
CA Park & Recreation Society
7971 Freeport Blvd.
Sacramento, CA 95832-9701
(916) 665-2777 ext. 3010
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Matthew Duarte, Executive Director
CA Association of Park and Recreation Districts
6341 Auburn Boulevard, Suite A
Citrus Heights, CA 95621
(916) 722-5550
mduarte@capri-jpa.org

Anthony Tannehill, Legislative Representative
California Special Districts Association
1112 I Street, Suite 200
Sacramento, CA, 95814
877.924.2732
anthonyt@csda.net

FEE SCHEDULE / MANNER OF PAYMENT

Compensation for the preparation of a Park Impact Fee Nexus Study and related consulting services as outlined in the Work Plan shall be an all-inclusive fee of \$27,840. After the completion of each task, SCI shall submit an invoice for each task performed.

TASK	Fixed Fee
Task 1: Initial Research and Planning	\$4,915
Task 2: Impact Analysis / Fee Determination	\$4,220
Task 3: Nexus Study Administrative Review Draft	\$3,290
Task 4: Public Review Draft / Stakeholder Outreach	\$2,570
Task 5: Nexus Study Final Report; District Board Approval	\$3,805
Task 6: Adoption by City Council	\$3,250
Task 7: Adoption by County Board of Supervisors	\$3,290
Incidental Costs (Not-To-Exceed)	\$2,500
TOTAL ALL-INCLUSIVE FEE	\$27,840

The scope of work includes up to four (4) in-person meetings. Compensation additional in-person meetings and out-of-scope services shall be billed at the hourly billing rate of \$185 per hour. Travel time shall be billed at 75% of the hourly bill rate.

Incidental costs incurred by SCI for the purchase of property or statistical data, travel, and other out-of-pocket expenses incurred in performing the scope of work shall be reimbursed at actual cost. We estimate these costs to be under \$2,500.

Note: The park impact fee justified by the Nexus Study will include and recover the costs associated with the preparation and implementation of the Nexus Study and related consulting services.

ADDITIONAL INFORMATION

Employment Policies. SCI does not and shall not discriminate against any employee in the workplace or against any applicant for such employment or against any other person because of race, religion, sex, color, national origin, handicap, or age, or any other arbitrary basis. SCI Consulting Group ensures compliance with all civil rights laws and other related statutes.

Conflict of Interest Statements. SCI has no known past, ongoing, or potential conflicts of interest for working with the District, performing the Scope of Work, or any other service for this Project.

Insurance. SCI carries professional Errors and Omissions insurance in the amount of \$2 million per occurrence and \$2 million aggregate. SCI also carries general liability insurance in the amount of \$2 million per occurrence and \$4 million aggregate.

Independent Contractor. If selected, SCI shall perform all services included in this proposal as an independent contractor.

PROJECT TEAM

If selected, I would serve as the project manager and principal-in-charge. Melanie Lee, Senior Consultant would also be involved with the technical analysis and preparation of the Nexus Study. The two of us do not have any work commitments that would interfere with our responsiveness and ability to complete the project within a reasonable timeframe.

I specialize in the areas of developer mitigation, Mello-Roos formations, development impact fees, and other new revenue mechanisms to offset the need for new or increased services and public facilities to serve new development. With over 18 years of experience in public finance and developer mitigation, I have developed extensive expertise in assisting public agencies in addressing of the financial impact of new development. I have prepared over 100 development impact nexus studies and public facility financing plans.

I graduated from Boise State University with a B.A. in Economics with an emphasis in public finance. I am also a frequent presenter on impact fee programs at annual conferences and area workshops held by the CSDA, CPRS, CARPD, FDAC and CSMFO. In 2012, I was invited to speak at the annual conference of the California Association of Recreation and Park Districts on strategies for successfully establishing impact fee programs. I am a commercial associate member of the California Society of Municipal Finance Officers, member of the CSDA Legislative Committee, and former Parks and Recreation Commissioner (Community Resources) for the City of Fairfield.

If you have any questions or require additional information, please do not hesitate to contact me. I can be reached at 707-430-4300 ext. 113 or via email at blair.aas@sci-cg.com. We look forward to the possibility of assisting the District with this important project and stand ready to proceed.

Sincerely,



Blair E. Aas
Director of Planning Services

cc: Melanie Lee, SCI Consulting Group

Pleasant Valley Recreation & Park District

Proposal to Prepare a

Development Impact Fee Study





February 27, 2020

Mr. Anthony Miller
Administrative Analyst
Pleasant Valley Recreation and Park District
1605 East Burnley Street
Camarillo, California 93010

Re: Proposal to Prepare a Development Impact Fee Study for Pleasant Valley Recreation and Park District

Dear Selection Committee;

Willdan Financial Services ("Willdan") is pleased to present this proposal to the Pleasant Valley Recreation and Park District ("District") to prepare a Development Impact Fee Study for recreation and park facilities and services. It is Willdan's understanding that the final deliverable will provide the following: a detailed and technically defensible justification and analysis; an assessment of the impact fees already in place within the District's jurisdiction, which may be underutilized; detailed analysis of current levels of service; recommendations of unique areas or separate zones to identify opportunities for additional revenue to accommodate growth; and sample calculations to provide for facilities, equipment, and infrastructure needed to support recreation and park services over a long-term period.

Given Willdan's unmatched impact fee experience, we are particularly well positioned to serve the District and help achieve the established long-term goals. Our project approach helps to ensure the preparation and/or update of an impact fee study that will withstand technical challenges and public scrutiny. Outlined below are the advantages and benefits that Willdan will provide to the District.

Unmatched experience defending and implementing fee programs. Willdan's impact fee staff has assisted more than 100 California government agencies with the development and/or update of all fee types and is fortunate to be in a position that will provide a tremendous benefit to the District. Each project has required defensible documentation and thorough coordination of fee program changes for different agency departments and stakeholders within the business community. In some cases, Willdan has been required to negotiate fees with stakeholders and, on occasion, defend them in meetings and public forums.

We are particularly strong in advising our clients on the advantages and disadvantages of different fee schedule structures (agency-wide versus multiple-fee districts/zones; more versus fewer land-use categories; etc.) and methods of fee calculation that are based on the priorities of the District and stakeholders.

Best-in-class impact fee team that can work immediately to prepare an impact fee program. The Willdan team begins a project by evaluating the agency's existing fee program, if available, and current capital planning policies and funding programs. Not all capital projects are amenable to funding from impact fee programs, and we identify sources that complement fee revenues to fully fund the capital improvement program. The team's Principal-in-Charge James Edison and Project Manager Carlos Villarreal are well respected by our clients for their skill in proactively organizing a clear, consensus-based project approach.

Successful project completion. As indicated within our submission, *Willdan has successfully completed many impact fee studies, including most recently in the Cities of Carpinteria, Garden Grove, Fillmore, Hollister, Murrieta, Rialto and Santa Clara.* These fee programs were approved by their respective City Councils.

We are excited about this opportunity to use our skills and expertise to serve the Pleasant Valley Recreation and Park District. To discuss any aspect of this submittal, please contact Mr. Edison directly at (510) 853-2612, or via email at jedison@willdan.com.

Sincerely,

WILLDAN FINANCIAL SERVICES

A handwritten signature in black ink, appearing to read 'Chris Fisher', is written over a horizontal line.

Chris Fisher
Vice President, Group Manager



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Staffing Qualifications and Organization Experience

Firm Background

Willdan Financial Services is one of three operating divisions within Willdan Group, Inc. (WGI), which was founded in 1964 as an engineering firm working with local governments. Today, WGI is a publicly-traded company (NASDAQ ticker: WLDN). WGI, through its subsidiaries, provides professional technical and consulting services that ensure the quality, value and security of our nation's infrastructure, systems, facilities, and environment. The firm has pursued two primary service objectives since its inception—ensuring the success of its clients and enhancing its surrounding communities. In doing so, Willdan has gained a notable reputation for technical excellence, cost-effectiveness, and client responsiveness in providing superior consulting services. The company's service offerings span a broad set of complementary disciplines that include engineering and planning, energy efficiency and sustainability, and financial and economic consulting. Willdan has crafted this set of integrated services so that, in the face of an evolving environment—whether economic, natural, or built—Willdan can continue to extend the reach and resources of its clients. Currently, WGI has over 1,300 employees operating from offices in 26 states.

Willdan Financial Services

Established on June 24, 1988, Willdan Financial Services ("Willdan"), is a national firm, and is one of the largest public sector financial consulting firms in the United States. Willdan assists local public agencies by providing the following services:

- User fee studies;
- Cost allocation studies;
- Real estate economic analysis;
- Economic development plans and strategies;
- Special district formation and administration;
- Housing development and implementation strategies;
- Financial consulting;
- Real estate acquisition;
- Development impact fee establishment and analysis;
- Utility rate and cost of service studies;
- Municipal Advisory services;
- Feasibility studies;
- Debt issuance support;
- Long-term financial plans and cash flow modeling; and
- Property tax audits.

With a staff of over 70 people, and office locations in Temecula and Oakland, California; Phoenix, Arizona; Aurora, Colorado; Plano, Texas; Orlando, Florida; and Washington, DC, we have helped over 1,200 public agencies successfully address a broad range of financial challenges, such as financing the costs of growth and generating revenues to fund desired services.

Development Impact Fee Experience

Willdan's commitment to public agencies and public solutions has helped us develop the broad finance expertise that will be utilized to support the Pleasant Valley Recreation and Park District's ("District") Development Impact Fee Study for recreation and park facilities and services. Willdan has worked on virtually every aspect of municipal finance, including fiscal and economic impact studies related to development and re-organization, the financing of infrastructure and services through special district or supplemental taxes, and even working under contract as a department head of an entire municipality. This experience has provided Willdan team members with deep insight into the sources of municipal revenue and the costs of services.

Managing Principal James A. Edison, and his team have worked with public agencies on many community development projects, including the full range of analysis related to feasibility, economic and fiscal impacts, infrastructure finance, and negotiations with private developers.

Willdan's impact fee staff has assisted more than 100 agencies with impact fee-related projects. The following identifies a partial listing of our development impact fee clients. Agencies listed in bold type face, within the **table provided on the following page**, denote impact fee projects completed by proposed team members Mr. James Edison and/or Mr. Carlos Villarreal.



**Willdan Financial Services
Development Impact Fee Experience**

Partial Client List

- | | |
|---------------------------------|--|
| City of Alameda, CA | City of Rialto, CA |
| City of Antioch, CA | City of Richmond, CA |
| City of Arcadia, CA | City of Rio Rancho, NM |
| City of Artesia, CA | City of Rio Vista, CA |
| City of Banning, CA | City of Rocklin, CA |
| City of Bellflower, CA | City of Rolling Hills Estates, CA |
| City of Beverly Hills, CA | City of Rosemead, CA |
| City of Brea, CA | City of Roseville, CA |
| City of Burlingame, CA | City of San Carlos, CA |
| City of Calimesa, CA | City of San Fernando, CA |
| City of Carpinteria, CA | City of San Jose, CA |
| City of Clovis, CA | City of San Ramon, CA |
| City of Coachella, CA | City of Santa Clara, CA |
| City of Commerce, CA | City of Santa Clarita, CA |
| City of Compton, CA | City of Sebastopol, CA |
| City of Corona, CA | City of Sierra Madre, CA |
| City of Covina, CA | City of Soledad, CA |
| City of Daly City, CA | City of South Gate, CA |
| City of Dixon, CA | City of South San Francisco, CA |
| City of Dublin, CA | City of St. Helena, CA |
| City of El Centro, CA | City of Stockton, CA |
| City of El Monte, CA | City of Tehachapi, CA |
| City of El Segundo, CA | City of Thousand Oaks, CA |
| City of Emeryville, CA | City of Tracy, CA |
| City of Fillmore, CA | City of Upland, CA |
| City of Fremont, CA | City of Visalia, CA |
| City of Fresno, CA | Coachella Valley Association of Governments, CA |
| City of Garden Grove, CA | Contra Costa Fire Protection District, CA |
| City of Gilroy, CA | County of Butte, CA |
| City of Goose Creek, SC | County of El Dorado, CA |
| City of Grass Valley, CA | County of Kern, CA |
| City of Greenfield, CA | County of Kings, CA |
| City of Gustine, CA | County of Los Angeles, CA |
| City of Hawthorne, CA | County of Madera, CA |
| City of Hercules, CA | County of Merced, CA |
| City of Hollister, CA | County of Placer, CA |
| City of Huntington Beach, CA | County of Riverside, CA |
| City of Huntington Park, CA | County of Sacramento, CA |
| City of Indian Wells, CA | County of San Benito, CA |
| City of Irwindale, CA | County of San Diego, CA |
| City of Kingsburg, CA | County of San Joaquin, CA |
| City of La Mesa, CA | County of San Luis Obispo, CA |
| City of La Verne, CA | County of Shasta, CA |
| City of Laguna Hills, CA | County of Solano, CA |



**Willdan Financial Services
Development Impact Fee Experience
Partial Client List**

City of Lake Elsinore, CA	County of Sonoma, CA
City of Lancaster, CA	County of Stanislaus, CA
City of Livermore, CA	County of Tulare, CA
City of Long Beach, CA	County of Yolo, CA
City of Madera, CA	Dixon Public Library District, CA
City of Manteca, CA	East Contra Costa Fire Protection District, CA
City of Menifee, CA	Fremont Unified School District, CA
City of Montebello, CA	Kern Council of Governments, CA
City of Monterey, CA	March Joint Powers Authority, CA
City of Moreno Valley, CA	Milpitas Unified School District, CA
City of Morgan Hill, CA	Mountain View Fire Protection District, CA
City of Mountain View, CA	Mt. Diablo Fire Protection District, CA
City of Murrieta, CA	North Tahoe Fire Protection District, CA
City of Oceanside, CA	Oakdale Rural Fire Protection District, CA
City of Oroville, CA	Rodeo-Hercules Fire Protection District, CA
City of Pacifica, CA	Salida Fire Protection District, CA
City of Palmdale, CA	San Geronio Memorial Healthcare District, CA
City of Parkland, FL	San Joaquin Area Flood Control Agency, CA
City of Petaluma, CA	San Miguel Fire Protection District, CA
City of Pismo Beach, CA	Shasta County Regional Transportation Agency, CA
City of Pittsburg, CA	Stanislaus Council of Governments, CA
City of Placer Hills, CA	Stanislaus County Fire Protection District, CA
City of Pleasant Hill, CA	Stockton-San Joaquin Library District, CA
City of Porterville, CA	Suisun Fire Protection District, CA
City of Rancho Mirage, CA	Tehachapi Valley Rec. & Park District, CA
City of Redding, CA	Tehama County Regional Transportation Agency, CA
City of Redlands, CA	Town of Windsor, CA
City of Redwood City, CA	Town of Yucca Valley, CA
City of Reedley, CA	Tulare County Association of Governments, CA

Client References

Provided below are Willdan's client references for your review and consideration. We are proud of our reputation for customer service and encourage you to contact these clients regarding our commitment to completing projects within budget and agreed upon timelines.

City of Fillmore, CA | Development Impact Fee Update

The City of Fillmore hired Willdan in 2016 to prepare an update to their Development Impact Fee Study. The impact fees needed to be comprehensively updated to address changes in facility planning and long-range growth projections. The public facilities/impact fees included in the study were: **water, sewer, transportation improvement, park and recreation, fire protection, police and stormwater**. Our Engineering division was also part of the project team, to address the capital improvement project needs and costs associated with water, sewer and transportation improvements.

Client Contact: Gaylynn Brien, Finance Director
250 Central Avenue, Fillmore, CA 93015
Tel #: (805) 524-1500, ext. 126; Email: gbrien@ci.fillmore.ca.us





County of Stanislaus, CA | Development Impact Fee Update

Willdan has a long-standing relationship with the County of Stanislaus. In 2016, we assisted the County with an update to the existing impact fee program. The program is made up of a **range of fee categories including animal control, behavioral health, criminal justice, detention, emergency services, health, library, park, sheriff patrol and investigation, and countywide information technology facilities.** Fees are collected on new development countywide, including incorporated municipalities within the County, which include the Cities of Ceres, Hughson, Modesto, Newman, Oakdale, Patterson, Riverbank, Turlock and Waterford. The study also includes a Regional Transportation Impact Fee (RTIF), which is currently being updated for the County. Considerable stakeholder outreach was an integral component of this project.

Willdan recently revised the Public Facilities Impact Fee Update report to include an accessory dwelling unit land use category.

Client Contact: Keith Boggs, Assistant Executive Officer
1010 10th Street, Suite 6800, Modesto, CA 95354
Tel #: (209) 652-1514; Email: boggsk@stancounty.com

City of Hollister, CA | Public Facilities Fee Study Update

The City of Hollister hired Willdan in 2018 to prepare an update to their Public Facilities Fee Study, which was initially developed in 2006 by our firm. **The public facilities/impact fees included in the study were: city hall/city yard, water facilities, park and recreation, and storm drain.** Willdan worked with the client to recommend fees that did not stifle development, while still providing the facility expansions needed to support growth.

Client Contact: Mary M. Paxton, Successor Agency Program Manager
375 Fifth Street, Hollister, CA 95023
Tel #: (831) 636-4316 ext. 16; Email: mary.paxton@hollister.ca.gov

City of Morgan Hill, CA | Development Impact Fee Study and Update

Willdan was initially retained by the City of Morgan Hill in 2010 to conduct a development impact fee and nexus study, which included general government, fire, police, parks and recreation, library and storm drain fee categories. This project included stakeholder outreach.

The City once again engaged Willdan to update their impact fees in October 2017, which was completed in July 2019. **Facilities included in the recent project were traffic (roads and bikeways), water, sewer, drainage, police, fire, parks, library and public facilities.**

Client Contact: Dat Nguyen, Finance Director
17575 Peak Avenue, Morgan Hill, CA 95037
Tel #: (408) 779-7237; Email: dat.nguyen@morganhill.ca.gov

City of Pismo Beach, CA | Development Impact Fee Study and Update

Willdan assisted the City of Pismo Beach with an update to their impact fee program in 2018. **The program included the following facilities: police, fire protection, park and recreation improvements, water system improvements, wastewater, traffic and general government/administrative facilities.** This project was warranted due to the amount of time that had elapsed since the prior update, coupled with the adoption of new and revised public facility master plans that complemented the updated impact fees. Prior to fee program adoption, Willdan held a stakeholder meeting to inform the public about the project, and to solicit feedback from the development community.

Client Contact: Nadia Feeser, Administrative Services Director
760 Mattie Road, Pismo Beach, CA 93449
Tel #: (805) 773-7010; Email: nfeeser@pismo-beach.org



Project Team

Our management and supervision philosophy for the project team is very simple: staff every position in sufficient numbers with experienced personnel to deliver a superior product and convey results to decision makers in meetings, on time and on budget. With that philosophy in mind, we have selected experienced professionals for the District's engagement. We are confident that our team possesses the depth of experience that will successfully fulfill the desired work performance.

Managing Principal **James Edison** will serve as the **principal-in-charge/technical advisor**. His responsibilities will include overseeing consultant tasks, the quality of work products and assuring timely completion of the project. He has been selected for this role due to his familiarity with innovative approaches to funding public facilities and recent legislative and case law changes that alter how public agencies can use the *Mitigation Fee Act*.

Mr. Edison is a former bond attorney, and an active member of the California State BAR. With this knowledge and expertise overseeing the District's project, he can be of assistance in advising, and addressing matters that are related to the review and/or preparation of an impact fee and nexus study.

Mr. **Carlos Villarreal** will serve as **project manager**. Mr. Villarreal will be the District's day-to-day contact and be present at key meetings. He will be responsible for data gathering and report writing, leading tasks, and coordinating with District staff to ensure that data gathering proceeds smoothly and minimizes the burden on client staff. He has been selected to serve in this capacity due to his prior experience developing and updating a variety of impact fee programs throughout the State of California.

Furthermore, Willdan will not require the assistance of a subcontractor in order to complete the Expected Base Services or scope listed within the City's RFP.

Resumes

Provided on the pages that follow are resumes for Mr. Edison and Mr. Villarreal, which outline their qualifications, certifications and project experience.



James Edison

Principal-in-Charge

Education

Juris Doctorate, Boalt Hall School of Law, University of California, Berkeley

Master of Public Policy, Richard and Rhoda Goldman School of Public Policy, University of California, Berkeley

Bachelor of Arts, magna cum laude, Harvard University

Professional Registrations

Member of State Bar, California

Licensed Real Estate Broker, California

Affiliations

Council of Development Finance Agencies

CFA Society of San Francisco

Congress for the New Urbanism

Urban Land Institute

Seaside Institute

International Economic Development Council

20 Years' Experience

Mr. James Edison specializes in the nexus between public and private, with expertise in public-private partnerships, and the benefits of economic development to municipalities and state, provincial, regional and national governments. He possesses deep expertise in land use economics, with a specialty in finance and implementation, including fiscal impact and the public and private financing of infrastructure and development projects, both in the U.S. and internationally. Mr. Edison's public-sector experience includes local and regional economic impact studies; fiscal impact evaluations; new government formation strategies; and the creation of impact fees, assessments, and special taxes to fund infrastructure and public facilities. He has conducted numerous evaluations of the economic and fiscal impact of specific plans and consulted on a wide variety of land use planning topics related to community revitalization and the economic and fiscal impacts of development.

As a former bond attorney, Mr. Edison understands the legal underpinnings and technical requirements of public financing instruments and has advised both public and private clients on the use of individual instruments, and the interaction between those instruments and the needs of developers and project finance.

Related Experience

City of Morgan Hill, CA – Development Impact Fee Update: Mr. Edison managed the update of the City's existing nexus study, which included general government, fire, police, parks and recreation, library and storm drain fee categories. The project scope included stakeholder outreach. The City has once again engaged Willdan to update their impact fees.

City of Santa Clara, CA – Parks Fee Update: Mr. Edison served as principal-in-charge of the City's park impact fee update. This project included a demographic analysis and estimation of the cost of acquiring and improving public park land.

City of Alameda, CA – Comprehensive Impact Fee Update: Mr. Edison led the Willdan team updating the impact fee programs of the City of Alameda and creating a separate impact fee program for Alameda Point, the former Alameda Naval Air Station.

County of Tulare, CA – Countywide Impact Fees: Mr. Edison served as project manager for a study that involved the creation of an impact fee program for the County. The study includes a range of facilities including public protection, library and parks, as well as a transportation facilities impact fee, with different fees calculated for two zones in the County.

City of Fremont, CA – Comprehensive Impact Fee Update: Mr. Edison led the Willdan team in the successful update of the impact fee programs for the City of Fremont. The effort included an update of the City's transportation impact fee program and capital improvement program.

County of Riverside, CA – Comprehensive Impact Fee Update: Mr. Edison led the effort to establish a comprehensive fee program for the County, including facilities fees for fire, police, parks, criminal justice, libraries and traffic. He prepared the technical and analytical documents necessary to calculate the fee and establish the necessary nexus to collect it, as well as presented the fees during public hearings to the County Board of Supervisors.

City of Manteca, CA – Fire Impact Fee Update: Mr. Edison served in the capacity of project manager for the update of the City's fire services impact fee program.

City of Pacifica, CA – Park Fee Update: Mr. Edison served as the City's project manager to update their park fee to include new costs and to impose fees for home expansion/remodels, in addition to new development.

Stanislaus County Council of Governments, CA – Regional Transportation Fee Update: Mr. Edison worked on an update of the County's transportation impact fee program. Key tasks included a revised capital improvement program and fee model, along with a public participation process that ensures buy in from the communities of Stanislaus County and the County government itself.





Carlos Villarreal

Project Manager

Mr. Carlos Villarreal is proposed to serve in the role of project manager due to his experience documenting nexus findings for development impact fees, preparing capital improvement plans, facilitating stakeholder involvement, and analyzing the economic impacts of fee programs. He has supported adoption of fee programs funding a variety of facility types, including, but not limited to transportation, parks, library, fire, law enforcement and utilities.

Related Experience

City of Morgan Hill, CA – Development Impact Fee Update: Mr. Villarreal served as project manager for a study to update the City's existing nexus study, including general government, fire, police, parks and recreation, library and storm drain fee categories. The project scope included stakeholder outreach. The City has once again engaged Willdan and Mr. Villarreal is serving as the project manager on the project.

City of Santa Clara, CA – Parks Fee Update: As assistant project manager to Mr. Edison, Mr. Villarreal collected the necessary data to update the City's park impact fee. This project included a demographic analysis and estimation of the cost of acquiring and improving public park land.

City of Upland, CA – Impact Fee Study Update: Conducted a study to update the City's impact fee program, including general government, regional transportation, water, sewer, storm drain and park fees. Traffic fees were established within the San Bernardino Associated Governments' (SANBAG) guidelines to provide a local funding source for improvements of regional significance.

City of Alameda, CA – Development Impact Fee Update: Mr. Villarreal served as the lead project analyst for this engagement to update the City's impact fee program. He coordinated with the City to gather the pertinent data for the project, and was instrumental in preparing the nexus study, in addition to participating in the presentation to stakeholders and the City Council

County of Stanislaus, CA – Impact Fee Study Update: Mr. Villarreal served in the role of project manager for a study updating the County's existing impact fee program. The program includes a range of facilities, like public protection, library, and parks. The study also included a transportation facilities impact fee, with different fees calculated for two zones in the County. Considerable stakeholder outreach was an integral component of this project.

County of San Benito, CA – Comprehensive Impact Fee Study: In the role of project manager, Mr. Villarreal assisted the County of San Benito with the preparation of an updated and expanded impact fee program. The fee programs included: 1) Capital Improvements Impact Fee; 2) Road Equipment Impact Fee; 3) Fire Mitigation Impact Fee; and 4) Park and Recreation Impact Fee.

City of Soledad, CA – Development Impact Fee Study Update: Mr. Villarreal managed the update of the City's impact fee program, specifically changes in demographics, growth projections, project costs, and facility standards. In particular, the City had to revise its capital facilities needs to accommodate a much lower amount of growth than what was projected before 2007. The resulting fees funded new development's share of planned facilities, while not overburdening development with unnecessary costs.

Rodeo-Hercules Fire Protection District, CA – Fire Impact Fee Update: Mr. Villarreal served as project manager for the District's fire impact fees update. The fee will be charged in two jurisdictions, the City of Hercules and the unincorporated community of Rodeo. The fees were adopted by the City Council in September 2009 and were presented to the Board of Supervisors in December 2009. At present, Mr. Villarreal is assisting the District with an update to their fire impact fee.

City of Long Beach, CA – Park Impact Fee Update: Willdan assisted with an update to the City's existing park impact fees, with Mr. Villarreal serving in the role of project manager. The project included updating demographic data and facility planning to properly update park facility standards. He used this information to then calculate impact fees for single family and multi-family residential dwelling units and prepare a nexus study documenting the revised fees and the required legal findings under the *Mitigation Fee Act*.

Education
Master of Public Policy, Richard and Rhoda Goldman School of Public Policy, University of California, Berkeley

Bachelor of Arts, Geography, University of California, Los Angeles; Minor in Public Policy and Urban Planning

Areas of Expertise
Fiscal Impact Analyses

Development Impact Fees

Public Facilities Financing Plans

GIS Analysis

14 Years' Experience





Approach

The Pleasant Valley Recreation & Park District is located within the County of Ventura, covering an area of approximately 45 square miles that encompasses the City of Camarillo and surrounding areas. The District serves a population of over 70,000 people providing quality programs, parks and facilities. A variety of recreational facilities exist within the District including: a senior center, an indoor aquatic center, a community center, dog parks, lighted ball fields, tennis courts, a running track, walking paths, premier soccer fields, hiking trails, a nature center, picnic pavilions, children's play equipment, and barbecue areas.

The District desires the assistance of a professional consultant to prepare a Development Impact Fee Study. The recommended fee program will adhere to the requirements of the California Quimby Act and *Mitigation Fee Act* (California Government Code 66000 to 66025), as well as new and pending related legislation. The resulting fees will fund new development's share of planned facilities, while not overburdening development with unnecessary costs or overburdening the District with unnecessary or unaffordable infrastructure.

Project Objectives

The objective of this project is to establish development impact fees pursuant to State law, which requires an update every five years. To accomplish this objective, this study will:

- Provide a detailed and technically defensible justification and analysis, including nexus studies demonstrating the financial connection between the need for each proposed fee and build-out of the District;
- Provide an assessment of the impact fees already in place within the entire District's jurisdiction (i.e. City of Camarillo and County of Ventura) which may be underutilized in supporting the District's operations, recommendations for adjustments to such fees if they exist and a basis upon which to efficiently utilize existing impact fee revenues;
- Provide a detailed analysis of current levels of service and the necessary measures to achieve the desired level of service outlined in the City of Camarillo's General Plan;
- Offer suggestions of unique areas or separate zones, where appropriate and necessary, to identify opportunities for additional revenue to accommodate District-wide growth;
- Detail sample calculations to provide for facilities, equipment, and infrastructure needed to support recreation and park services for growth based on forecasts of new development over a 30-year period; and
- Provide comprehensive documentation of assumptions, methodologies, and results, including findings required by the *Mitigation Fee Act*.

Public Facilities Financing in California

The changing fiscal landscape in California during the past 40 years has steadily undercut the financial capacity of local governments to fund infrastructure. Four dominant trends stand out:

1. The passage of a string of tax limitation measures starting with Proposition 13 in 1978 and continuing through the passage of Proposition 218 in 1996;
2. Declining popular support for bond measures to finance infrastructure for the next generation of residents and businesses;
3. Steep reductions in Federal and State assistance; and
4. Permanent shifting by the State of local tax resources to the State General Fund to offset deficit spending brought on by recessions.

Faced with these trends, many cities and counties have had to adopt a policy of "growth pays its own way." This policy shifts the burden of funding infrastructure expansion from existing rate and taxpayers onto new development. This funding shift has been accomplished primarily through the imposition of assessments, special taxes, and development impact fees, also known as public facilities fees. Assessments and special taxes require approval of property owners or registered voters and are appropriate when the funded facilities are directly related to the developing property. Development fees, on the other hand, are an appropriate funding source for facilities that benefit development jurisdiction-wide. Development fees need only a majority vote of the legislative body for adoption.



Summary of Approach and Methodology

Willdan's methodology for calculating public facilities fees is both simple and flexible. Simplicity is important so that the development community and the public can easily understand the justification for the fee program. At the same time, we use our expertise to reasonably ensure that the program is technically defensible.

Flexibility is important, so we can tailor our approach to the available data, and the agency's policy objectives. Our understanding of the technical standards established by statutes and case law suggests that a range of approaches are technically defensible. Consequently, we can address policy objectives related to the fee program, such as economic development and affordable housing. Flexibility also enables us to avoid excessive engineering costs associated with detailed facility planning. We calculate the maximum justifiable impact fee and provide flexibility for the agency to adopt fees up to that amount.

Development impact fees are calculated to fund the cost of facilities required to accommodate growth. The four steps followed in an impact fee study include:

- **Estimate existing development and future growth:** Identify a base year for existing development and a growth forecast that reflects increased demand for public facilities;
- **Identify facility standards:** Determine the facility standards used to plan for new and expanded facilities;
- **Determine facilities required to serve new development and their costs:** Estimate the total amount and cost of planned facilities, and identify the share required to accommodate new development; and
- **Calculate fee schedule:** Allocate facilities costs per unit of new development to calculate the public facilities fee schedule.

We discuss key aspects of our approach to each of these steps in the subsections that follow.

Growth Projections

In most cases, we recommend use of long-range market-based projections of new development. By "long-range" we suggest 20 to 30 years to capture the total demand often associated with major public facility investments; and support analysis of debt financing, if needed. In contrast to build out projections, market-based projections provide a more realistic estimate of development across all land uses. Build out projections typically overestimate commercial and industrial development because of the oversupply of these land uses relative to residential development.

Facility Standards

The key public policy issue in development impact fee studies is the identification of facility standards (step #2, above). Facility standards document a reasonable relationship between new development and the need for new facilities. Standards ensure that new development does not fund deficiencies associated with existing development.

Our approach recognizes three separate components of facility standards.

1. **Demand standards** determine the amount of facilities required to accommodate growth. Examples include park acres per thousand residents, square feet of library space per capita, or gallons of water per day.
2. **Design standards** determine how a facility should be designed to meet expected demand, for example park improvement requirements and technology infrastructure for office space. Design standards are typically not explicitly evaluated as part of an impact fee analysis but can have a significant impact on the cost of facilities. Our approach incorporates current facility design standards into the fee program to reflect the increasing construction cost of public facilities.
3. **Cost standards** are an alternate method for determining the amount of facilities required to accommodate growth based on facility costs per unit of demand. Cost standards are useful when demand standards were not explicitly developed for the facility planning process. Cost standards also enable different types of facilities to be analyzed based on a single measure (cost or value), useful when disparate facilities are funded by a single fee program. Examples include facility costs per capita, per vehicle mile travelled, or cost per gallon of water per day.

Identifying New Development Facility Needs and Costs

We can take several different approaches to identify facility needs and costs to serve new development. Typically, this is a two-step process: 1) identify total facility needs; and 2) allocate to new development its fair share of those needs.



Total facility needs are often identified through a master facility planning process that typically takes place concurrent with or prior to conducting the fee study. Engineered facility plans are particularly important in the areas of traffic, water, sewer, and storm drain due to the specialized technical analysis required to identify facility needs.

There are three common methods for determining new development's fair share of planned facilities costs: 1) existing inventory method; 2) planned facilities method; and 3) system plan method. Often the method selected depends on the degree to which the community has engaged in comprehensive facility master planning to identify facility needs. The formula used by each approach and the advantages and disadvantages of each method is summarized as follows.

Existing Inventory Method

The existing inventory method allocates costs based on the ratio of existing facilities to demand from existing development as follows:

$$\frac{\text{Current Value of Existing Facilities}}{\text{Existing Development Demand}} = \$/\text{unit of demand}$$

Under this method new development funds the expansion of facilities at the same standard currently serving existing development. By definition, the existing inventory method results in no facility deficiencies attributable to existing development. This method is often used when a long-range plan for new facilities is not available. Only the initial facilities to be funded with fees are identified in the fee study. Future facilities to serve growth are identified through an annual Capital Improvement Plan (CIP) and budget process, possibly after completion of a new facility master plan.

Planned Facilities Method

The planned facilities method allocates costs based on the ratio of planned facility costs to demand from new development as follows:

$$\frac{\text{Cost of Planned Facilities}}{\text{New Development Demand}} = \$/\text{unit of demand}$$

This method is appropriate when specific planned facilities can be identified that only benefit new development. Examples include street improvements to avoid deficient levels of service or a sewer trunk line extension to a previously undeveloped area. This method is appropriate when planned facilities would not serve existing development. Under this method new development funds the expansion of facilities at the standards used for the master facility plan.

System Plan Method

This method calculates the fee based on the ratio of the value of existing facilities plus the cost of planned facilities divided by demand from existing plus new development:

$$\frac{\text{Value of Existing Facilities} + \text{Cost of Planned Facilities}}{\text{Existing} + \text{New Development Demand}} = \$/\text{unit of demand}$$

This method is useful when planned facilities need to be analyzed as part of a system that benefits both existing and new development. It is difficult, for example, to allocate a new fire station solely to new development when that station will operate as part of an integrated system of fire stations that work together to achieve the desired level of service. Police substations, civic centers, and regional parks are examples of similar facilities.

The system plan method ensures that new development does not pay for existing deficiencies. Often, facility standards based on policies such as those found in General Plans are higher than existing facility standards. This method enables the calculation of the existing deficiency required to bring existing development up to the policy-based standard. The local agency must secure non-fee funding for that portion of planned facilities, required to correct the deficiency, to ensure that new development receives the level of service funded by the impact fee.

Calculating the Fee Schedule

At its simplest, the fee schedule uses the cost per unit of demand discussed in the last subsection to generate the fee schedule. This unit cost is multiplied by the demand associated with a new development project to calculate the fee for that project. The fee schedule uses different demand measures by land use category to provide a reasonable relationship between the type of development and the amount of the fee. We are familiar with a wide range of methods for identifying appropriate land use categories and demand measures depending on the particular study.



Related Approach Issues

Funding and Financing Strategies

In our experience, one of the most common problems with impact fee programs and with many CIPs is that the program or plan is not financially constrained to anticipated revenues. The result is a “wish list” of projects that generate community expectations that often cannot be fulfilled. Our approach is to integrate the impact fee program into the local agency’s existing CIPs while encouraging those plans to be financially constrained to available resources. We clearly state the cost of correcting existing deficiencies, if any, to document the relationship between the fee program and the need for additional non-fee funding.

We can also address one of the most significant drawbacks of an impact fee program – the inability to support conventional public debt financing, so projects can be built before all fee revenues have been received. In collaboration with financial advisors and underwriters, we have developed specific underwriting criteria so that fees can be used to pay back borrowing if another source of credit exists. Typically, this approach involves the use of Certificates of Participation or revenue bonds that are calibrated so that they can be fully repaid using impact fee revenues.

Economic Development Concerns

The development community often is concerned that fees and other exactions will become too high for development to be financially feasible under current market conditions. Local agencies have a number of strategies to address this concern, including:

- Conducting an analysis of the total burden placed on development, by exactions, to see if feasibility may be compromised by the proposed fees;
- Gathering similar data on the total fee burden imposed by neighboring or competing jurisdictions;
- Developing a plan for phasing in the fees over several years to enable the real estate market to adjust;
- Providing options for developers to finance impact fees through assessments and other types of financing districts; and
- Imposing less than the maximum justified fee.

If less than the maximum justified fee is imposed, we will work with staff to identify alternative revenues sources for the CIP. The CIP should remain financially feasible to maintain realistic expectations among developers, policy-makers, and the public.

Stakeholder Participation

Stakeholder participation throughout the study supports a successful adoption process. Our approach is to create consensus first, around the need for facilities based on agreed upon facility standards. Second, we seek consensus around a feasible funding strategy for these needs, leading to an appropriate role for impact fees.

Gaining consensus among various groups requires a balanced discussion of both economic development and community service objectives. Often, our approach includes formation of an advisory committee to promote outreach to and input from the development community and other stakeholders. We have extensive experience facilitating meetings to explain the program and gain input.

Program Implementation

Fee programs require a certain level of administrative support for successful implementation. Our final report will include recommendations for appropriate procedures, such as:

- Regularly updating development forecasts;
- Regularly updating fees for capital project cost inflation;
- Regularly updating capital facility needs based on changing demands;
- Developing procedures for developer credits and reimbursements; and
- Including an administrative charge in the fee program.



Scope of Services

We want to ensure that our scope of services is responsive to the District's needs and specific local circumstances. We will work with the District to revise our proposed scope based on input prior to approval of a contract, and as needed during the course of the study. ***The fee categories to be established/updated include recreation and park facilities and services.***

- i. Conduct kick-off meeting with District staff to refine the project scope, purpose, uses and goals of the District's development impact fee study to ensure that the study will be both accurate and appropriate to the District's needs. Review project schedule and answer any questions pertaining to the successful development of the study.
- ii. Meet with staff and conduct interviews as needed to gain an understanding of the District's processes and operations.
- iii. Identify and clarify existing and applicable city, county, and District standards (including references to the respective agency's General Plan(s), Master Plan(s), Specific Plan(s) and Municipal Code(s) within the District's service area) and acceptable levels of service for specific facilities and functions, and the related fees for public safety services.
- iv. Conduct a comprehensive review of existing impact fees within the District's service area available for recreation and parks facilities and services, including impact fees imposed by the City of Camarillo and Ventura County, with the goal of establishing a consistent and objectively based fee structure that meets the needs of the District and its service area.
- v. Describe assumptions and bases for assumptions regarding existing levels of service in the District compared to existing standards, including a description of existing facilities and the existing number of equivalent development units (EDU) or residents served.
- vi. For the purpose of determining the level of service, the study will include assumptions and bases for assumptions, regarding specific facilities to be constructed and the number of EDU's or new developments to be served.
- vii. Describe assumptions and bases for assumptions regarding the type of development projects planned within the District's jurisdiction and the impact new developments would have upon the level of service for existing facilities. The varying impacts of new development will be broken down by use and include, for example: single family, multi-family, commercial office, and industrial/institutional categories.
- viii. Describe whether new development in the District will require additional facilities with particular emphasis placed upon facilities currently under consideration. If additional facilities will be required, include a description of the standards by which it was determined that additional facilities would be required, and a description of the additional facilities required.
- ix. Describe the impact upon the level of service associated with new development in the District after the construction of additional facilities. Describe how the new development will benefit from the additional facilities.
- x. Prepare an estimated cost of providing additional facilities pursuant to Government Code Section 66005(a). Describe the basis upon which the total estimated cost of providing additional facilities would be allocated to each EDU in the District.
- xi. Prepare a listing of projects eligible for funding from existing and new impact fees.
- xii. Willdan will notify the District of other matters that come to our attention in the course of this evaluation that in our professional opinion the District should consider.
- xiii. Prepare a report of findings which shall include, but not be limited to, the following:
 1. Description of the overall methodology;
 2. Supporting justification;
 3. Recommended development impact fees;



4. Analysis and calculations that provide the nexus between the recommended fee and the impact created by new development;
 5. The relationship between the fee's use and the type of project on which it would be imposed;
 6. The need for any additional facilities and the type of project on which the fee would be imposed, the amount of the fee, and the cost of the facility (or portion of the facility) attributable to new development;
 7. The purpose of the proposed new fee;
 8. How the fee will be used;
 9. A summary of key results and findings, and explanation of the methodology used and documentation compliance with the "reasonable relationship" requirements of AB1600; and
 10. Any additional matters that District staff should be made aware of.
- xiv. Participate in presentations to District staff and the District Board of Directors or other interested parties as deemed necessary by District (ex.: Camarillo City Council). Collect and document comments and concerns from staff and Board members and incorporate those comments as directed. Assist with development of staff reports, resolutions/ordinances and related presentations.
 - xv. Prepare a final study and provide up to six (6) bound copies, one (1) unbound copy, one (1) digital file copy in PDF format and one (1) editable digital file copy to the District.
 - xvi. The impact fee analysis will be compared to at least three similar Recreation and Park Districts to ensure reasonableness, consistency and feasibility. Pursuant to Government Code Section 66000, et seq., the study shall include sufficient information and analysis upon which the District may base the findings that there is a reasonable and technically defensible relationship (benefit and burden) between the type of development projects planned for the District and the need for new or expanded facilities.

Willdan will rely on the validity and accuracy of the District's data and documentation to complete the analysis. Willdan will rely on the data as being accurate without performing an independent verification of accuracy and will not be responsible for any errors that result from inaccurate data provided by the client or a third party. The District shall reimburse Willdan for any costs Willdan incurs, including without limitation, copying costs, digitizing costs, travel expenses, employee time and attorneys' fees, to respond to the legal process of any governmental agency relating to the District or relating to the project. Reimbursement shall be at Willdan's rates in effect at the time of such response.



Project Schedule

Presented herein is Willdan’s proposed project schedule for the District’s engagement, which has been based upon the RFP Project Schedule identifying the approval and award of project in April 2020 and the presentation of the final report to the District Board in July 2020. This project schedule can only be met with the cooperation of District staff and other stakeholders. Delays in responding to our requests for data and review will result in corresponding delays to the project schedule. If that is the case, we will notify the District immediately of the possible impact on the schedule. Willdan will endeavor to minimize the impact on District staff in the completion of this study.

Pleasant Valley Recreation and Park District Development Impact Fee Study Project Schedule																	
Scope of Services	April 2020					May				June				July			
	30	6	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20
Identify & Resolve Policy Issues	■ ①																
Determine Facility Standards & Levels of Service	■																
Identify Existing Development & Future Growth																	
Determine Facilities Needs & Costs						■											
Identify Funding & Financing Alternatives										■ ②							
Comparison Survey																	
Calculate Fees & Prepare Report										■ ③							
Project Meetings	■													■			

Deliverables

- ① Information Requests; Revised Project Scope and Schedule (if needed) and Summary of Policy Decisions (if needed)
- ② Documentation to Support Recommended Adjustments and Fees
- ③ Draft Report Tables, Administrative Draft Report, Public Draft Report, Final Report, and Slide Presentation (if needed)



Project Management

At Willdan, we utilize a project management process/approach that ensures projects are completed on time, within budget and most importantly yield results that match our clients' expectations. We will document discussions leading to important policy decisions and/or the choice of critical assumptions used in formulating the study.

It will be important to the overall success of the project to ensure that work progresses according to the timeline that is agreed to during the project kick-off meeting. We will also schedule and conduct conference calls necessary to review project progress, and address changes in objectives or direction of the project.

Each step guarantees that as the project moves forward success will be achieved by continually aligning our approach and working with stakeholder and District objectives, adjusting where necessary. Our complete project management process has five primary principles common to successful projects.

1. **Define** the project to be completed. Mr. Edison and Mr. Villarreal will identify the project scope, set objectives, list potential constraints, document assumptions, choose a course of action and develop an effective communication plan.
2. **Plan** the project schedule. Mr. Villarreal, in collaboration with the project team and District staff, will draft an agreed upon timeline to meet the District's estimated project timeline. He will assign workload functions to appropriately qualified staff to ensure milestones are met, on time. Furthermore, the project team will meet bi-weekly to assess the status of the project and Mr. Villarreal will direct existing and upcoming project tasks. These meetings ensure that staffing resources are well-matched to provide the highest quality of work product, high responsiveness to the District, and to keep the project on schedule. These meetings also provide a forum for applying the team's collective expertise to solving difficult analytical issues that arise in complex projects.
3. **Manage** the execution of the project. Mr. Edison has been selected to fulfill the role of principal-in-charge due to his strong project management skills. He will be responsible for controlling the work in progress, providing feedback to project team members and District staff, and will be accountable to the District for meeting the schedule, budget and technical requirements of the project. Most importantly, Mr. Edison will ensure constant collaboration and communication between District staff and the project team through frequent progress memorandums, conference calls and in-person meetings.
4. **Review** all work products and deliverables through a structured quality assurance process involving up to three levels of review at the peer level, project manager level, and if necessary executive officer level. We have designed a formal and structured quality assurance system that will be utilized throughout the course of the project.
5. **Communication** with the client regarding work status and progress. Mr. Villarreal will ensure that the District receives regular updates of status and will schedule regular conference calls to touch base. He will also inform the District of any roadblocks encountered, or whether the amount of work associated with an element of the project is more than was projected, or outside of the agreed upon scope of services. From this point, he will work with the District to address and resolve these types of issues.

Through the process of providing regular updates and conducting status conference calls, potential issues will be highlighted, discussed and resolved. Any deviations from the project timeline will be identified and plans will be developed for course corrections. If necessary, changes in approach or strategy will be discussed with District staff, to meet the District's needs. In doing this, we will ensure the project stays on track and evolves, based upon current thinking and outside dynamics.

We have utilized these guiding principles for all of our firm's projects. The District can be assured that through the utilization of these principles, Mr. Edison will ensure the project deliverables associated with this engagement will be of the highest quality and will be delivered on time and within the agreed upon budget.



Cost Proposal/Schedule of Fees

Based upon the scope of work identified herein, Willdan proposes a **fixed fee of \$29,000** to prepare a Development Impact Fee Study for the District. The table below provides a breakdown of this fee by task and team member.

Pleasant Valley Recreation and Park District Development Impact Fee Study Cost Proposal				
	J. Edison Principal-in- Charge	C. Villarreal Project Manager	Total	
Scope of Services	\$240	\$165	Hours	Cost
Identify & Resolve Policy Issues	6.0	18.0	24.0	\$ 4,410
Determine Facility Standards & Levels of Service	4.0	16.0	20.0	\$ 3,600
Identify Existing Development & Future Growth	4.0	16.0	20.0	\$ 3,600
Determine Facilities Needs & Costs	2.0	14.0	16.0	\$ 2,790
Identify Funding & Financing Alternatives	2.0	12.0	14.0	\$ 2,460
Comparison Survey	2.0	4.0	6.0	\$ 1,140
Calculate Fees & Prepare Report	6.0	14.0	20.0	\$ 3,750
Project Meetings	14.0	16.0	30.0	\$ 6,000
Total Labor Costs/Hours	40.0	110.0	150.0	\$ 27,750
Reimbursable Travel Expenses				\$ 1,250
TOTAL COST				\$ 29,000
Additional Per Meeting Cost				\$ 1,200

Please note the following:

- The fee denoted above includes attendance at up to four in-person meetings with District staff, stakeholders, and the Board of Directors, which include:
 - One project kick-off meeting;
 - One meeting to review findings with District staff;
 - One meeting with the internal review committee to present draft study report; and
 - One Board of Directors meeting to follow up on first meeting and present final report.
- The fee denoted above includes the development/update of impact fees for recreation and park facilities and services.
- Comprehensive written responses to resolve conflicts or preparation of more than one set of major revisions to the draft report, will be classified as "Additional Services," and may require additional billing at hourly rates stated in the hourly rate schedule listed below. These additional fees shall only take effect once the fixed fee stated above has been exceeded.
- Our fixed fee includes all direct expenses associated with the project.





- We will invoice the District monthly based on percentage of project completed.
- Additional services may be authorized by the District and will be billed at our then-current hourly overhead consulting rates.

Hourly Fee Schedule

Provided below is Willdan's hourly rate table identifying current hourly rates.

Willdan Financial Services Hourly Rate Schedule	
Position	Hourly Rate
Group Manager	\$250
Managing Principal	\$240
Principal Consultant	\$210
Senior Project Manager	\$185
Project Manager	\$165
Senior Project Analyst	\$135
Senior Analyst	\$125
Analyst II	\$110
Analyst I	\$100



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