

ATTACHMENT A SCOPE OF SERVICES

1. OBJECTIVE

The purpose of the Services is to evaluate, update, and support legally defensible park impact fee methodologies, fee schedules, and related policies that reflect current facility standards, land values, construction costs, development patterns, population growth projections, and parks and recreation infrastructure needs.

The selected consultant ("Consultant") will evaluate the City's existing fee methodologies, ordinances, policies, implementation practices, and administrative procedures and will provide recommendations consistent with applicable California law, industry standards, and best practices. In addition, the Consultant will serve as the City's subject matter expert on parks and recreation nexus studies, impact fee methodologies, Quimby Act requirements, Mitigation Fee Act requirements, implementation strategies, and related policy considerations.

2. SERVICES

The Services will be performed through the tasks described below, each of which will include, at a minimum, the services specified for that task.

2.1. TASK ONE – PROJECT INITIATION AND EXISTING CONDITIONS REVIEW

2.1.1. Facilitate project kickoff meeting with City staff.

2.1.2. Provide a detailed project schedule identifying:

- a) Major project phases
- b) Key milestones
- c) Deliverable timelines
- d) Review periods
- e) Public outreach activities
- f) Commission and City Council meetings
- g) Anticipated project completion timeline

2.1.3. Review and evaluate current and prior nexus studies, ordinances, fee programs, administrative practices, policies, and related implementation procedures.

2.1.4. Review relevant City planning and policy documents, including but not limited to:

- a) Parks & Recreation Master Plan documents
- b) Capital Improvement Program (CIP) documents
- c) General Plan and land use documents
- d) Development projections
- e) Parkland dedication requirements

- f) Existing fee schedules
- g) Prior staff reports and supporting technical documents

2.1.5. Identify key legal, policy, financial, and implementation issues associated with the City's existing fee programs.

2.1.6. Develop a detailed work plan, project schedule, and data request list.

2.2. TASK 2 – DEMOGRAPHIC, DEVELOPMENT AND GROWTH ANALYSIS

2.2.1. Analyze the City's urbanized and substantially built-out environment and associated constraints related to land acquisition, park expansion, and facility development.

2.2.2. Analyze existing residential development trends and demographic conditions

2.2.3. Identify projected future growth related to current planning policies, development forecasts, and anticipated land use patterns.

2.2.4. Evaluate Census and demographic data and recommend appropriate methodologies for incorporation into the nexus analysis.

2.2.5. Analyze service population assumptions and demand drivers associated with parks and recreation facilities.

2.2.6. Evaluate land use categories and development types (e.g., commercial development, ADUs) applicable to the City's fee programs.

2.2.7. Analyze built out and redevelopment conditions affecting future park acquisition and facility development opportunities.

2.3. TASK 3 – PARKS AND RECREATION FACILITY STANDARDS ANALYSIS

2.3.1. Evaluate existing parks and recreation facilities standards and methodologies used to establish level-of-service standards and park facility needs.

2.3.2. Evaluate existing and planned parks and recreation facilities and infrastructure.

2.3.3. Evaluate methodologies for determining park acreage and facility standards.

2.3.4. Analyze facility needs associated with future residential growth and development.

2.3.5. Evaluate treatment of:

- a) Trails and trail systems

- b) Joint-use facilities
 - c) County, water district, and other open space lands
 - d) Publicly accessible privately owned facilities
 - e) Privately owned recreational amenities
 - f) Community-serving recreational facilities
 - g) Other recreational assets relevant to the City's level-of-service analysis
- 2.3.6.** Evaluate built-out land conditions and redevelopment scenarios associated with future park acquisition opportunities
- 2.3.7.** Advise on best practices for evaluating parkland and recreational service standards in built-out urban communities.

2.4. TASK 4 – NEXUS AND FEE METHODOLOGY ANALYSIS

- 2.4.1.** Prepare legally supportable nexus analyses and fee methodologies consistent with the requirements of:
- a) Government Code Sections 66000 et seq. (Mitigation Fee Act / AB 1600)
 - b) Government Code Section 66477 (Quimby Act)
 - c) Other applicable California laws, regulations, and legal standards
- 2.4.2.** Develop nexus-based fee methodologies for applicable fee programs
- 2.4.3.** Evaluate and recommend appropriate fee structures, including:
- a) Citywide fee structures
 - b) Geographic service areas
 - c) Benefit zones
 - d) Subarea-based approaches
 - e) Other alternative fee structures, as appropriate
- 2.4.4.** Evaluate the advantages and disadvantages of alternative fee structures, including administrative feasibility, equity considerations, and legal defensibility
- 2.4.5.** Evaluate current in-lieu fee calculation methodologies and compare them with industry standards and practices utilized by comparable California jurisdictions
- 2.4.6.** Provide comparative benchmarking information regarding parks and recreation in-lieu fee programs utilized by similar California jurisdictions
- 2.4.7.** Analyze costs associated with:
- a) Parkland acquisition
 - b) Park development
 - c) Park rehabilitation and modernization
 - d) Reconstruction and replacement of facilities
 - e) Acquisition and redevelopment of already developed properties

f) Vacant versus built-out land conditions

2.4.8. Evaluate methodologies used to determine park development and facility costs

2.4.9. Provide detailed and transparent fee calculations and supporting assumptions

2.4.10. Prepare fee schedules and supporting technical analyses

2.4.11. Advise the City regarding legally supportable receipt, allocation, and use of park in-lieu fee revenues, including where such revenues may be collected, expended, or otherwise applied, and distinctions between the following categories of expenditures:

- a) Maintenance activities
- b) Capital replacement
- c) Rehabilitation and modernization
- d) Facility expansion
- e) New facility construction
- f) Reconstruction and related capital improvements
- g) Purchase of related equipment, furnishings, vehicles, and services used to serve new development
- h) Geographic limitations or requirements regarding where fee revenues are collected, expended, or otherwise applied

2.4.12. Evaluate and advise on nexus-related considerations governing the permissible use of park fee revenues for rehabilitation, replacement, modernization, and reconstruction of existing facilities within a built-out urban park system.

2.4.13. Evaluate the City's developed, undeveloped, and developable acreage inventory and assess how those land-use conditions should inform the calculation and legal justification of park impact fees charged to new development, including whether a sufficient nexus exists between available developable land and the proposed per-acre fee methodology.

2.5. TASK 5 – POLICY AND ADMINISTRATIVE REVIEW

2.5.1. Consultant will evaluate and provide recommendations regarding the following, at a minimum:

- a) Fee implementation policies and procedures
- b) Parkland dedication requirements
- c) Credit and reimbursement policies
- d) Private amenity credit programs
- e) Fee payment timing and project phasing policies
- f) Distinctions between privately owned & publicly accessible recreational facilities and privately owned & privately accessible recreational facilities

- g) Maintenance agreement considerations and related obligations
- h) Treatment of joint-use facilities
- i) Funding existing deficiencies
- j) Alternative funding mechanisms and supplemental funding opportunities
- k) Administrative and implementation best practices
- l) Annual reporting requirements, five-year findings considerations, and related best practices
- m) Fee indexing methodologies and future fee adjustment procedures
- n) Necessary updates to City ordinances, policies, resolutions, or administrative procedures

2.5.2. Evaluate and advise on the applicability of park impact fees and related policies to:

- a) Commercial development
- b) Hotel and transient occupancy-related development
- c) Mixed-use development
- d) Other development categories potentially associated with park demand or recreational facility impacts, including accessory dwelling units (ADUs)

2.5.3. Advise the City as-needed regarding questions related to Mitigation Fee Act and Quimby Act parkland dedication and in-lieu fee requirements

2.6. TASK 6 – DRAFT NEXUS STUDY AND ADMINISTRATIVE REVIEW

2.6.1. Prepare an administrative draft report, to include:

- a) Findings
- b) Assumptions
- c) Supporting calculations
- d) Legal nexus analysis
- e) Recommended fee structures
- f) Policy considerations
- g) Implementation strategies
- h) Supporting graphics, tables and technical documentation

2.6.2. Draft nexus study documents

2.6.3. Draft supporting technical appendices

2.6.4. Draft fee schedules and calculation models

2.6.5. Draft policy and implementation recommendations

2.6.6. Revise draft documents based on City staff review and comments

2.7. TASK 7– PUBLIC REVIEW, FINAL NEXUS STUDY, & ADOPTION SUPPORT

- 2.7.1.** Services will include meetings with City staff, stakeholder groups, commissions, and City Council, as appropriate. The consultant will identify the number and types of meetings assumed as part of the proposed scope and fee
- 2.7.2.** Prepare draft documents for public review
- 2.7.3.** Participate in stakeholder meetings and public outreach efforts, as requested by the City
- 2.7.4.** Prepare presentation materials for commissions, committees, and City Council meetings
- 2.7.5.** Present findings and recommendations at public meetings and hearings
- 2.7.6.** Prepare final nexus study documents and supporting materials
- 2.7.7.** Assist the City with adoption support and implementation recommendations
- 2.7.8.** Provide final editable electronic versions of all deliverables, including fee models and supporting calculations

3. CITY RESPONSIBILITIES

To support the completion of Services, the City will provide the following:

- 3.1.** Designate a Project Manager
- 3.2.** Provide available background documents, studies, maps, and technical information
- 3.3.** Coordinate meetings with City staff, commissions, committees, stakeholders, and City Council
- 3.4.** Provide available development and demographic information
- 3.5.** Assist with public meeting coordination and noticing requirements
- 3.6.** Provide consolidated review comments on draft deliverables.