

**REQUEST FOR QUALIFICATIONS &
REQUEST FOR PROPOSAL (RFQ/RFP)
FOR CONSULTING SERVICES:**

**Parks, Facilities, and Recreation
Optimized Plan**

Issued by:



Cordova Recreation & Park District
2729 Prospect Park Drive, Suite 230
Rancho Cordova, CA 95670

**Proposals due by:
Monday, February 28, 2022, 4 p.m.**

Proposal Contact:

Laura Taylor, Project Manager
Park Planning and Development Manager
Phone: 916.842.3319
E-mail: ltaylor@crpd.com

Request Issued: Thursday, January 20, 2022



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REQUEST FOR QUALIFICATIONS/REQUEST FOR PROPOSALS NOTICE

NOTICE IS HEREBY GIVEN that sealed proposals are invited by the Cordova Recreation & Park District located in Sacramento County, CA to provide qualifications and a proposal for a:

Parks, Facilities, and Recreation Optimized Plan

The Cordova Recreation & Park District (CRPD) is requesting qualifications and proposals from planning firms with properly licensed professionals to prepare a comprehensive Parks, Facilities, and Recreation Optimized Plan (also known as a Master Plan). CRPD seeks an Optimized Plan that is concise, user friendly and provides guidance for the next 10+ years. The Optimized Plan requires a Consultant with expertise in recreation facility planning, community outreach, recreation program assessment, financial analysis, and organizational analysis. The Consultant will develop a work plan using the scope of work in the Request for Qualifications & Request for Proposal (RFQ/RFP). The RFQ/RFP can be obtained on the CRPD website: [RFPs/RFQs - Cordova Recreation and Park District \(crpd.com\)](http://www.crpdpd.com).

Addenda for this RFQ/RFP will be published on the CRPD website: [RFPs/RFQs - Cordova Recreation and Park District \(crpd.com\)](http://www.crpdpd.com). Proposers are required to obtain addenda, and acknowledge they are included in the submittal.

All submittals and questions should be directed to:

Laura Taylor, ASLA
Park Planning and Development Manager
2729 Prospect Park Drive, Suite 230
Rancho Cordova, CA 95670
916.842.3319 ltaylor@crpd.com

Qualifications and Proposals must be submitted by 4 p.m. PST, Monday, February 28, 2022.

A selection committee will examine, evaluate, and rank proposals based on qualifications. The highest ranked proposers may be invited for interview. CRPD staff intends to make a recommendation for award of an Agreement to the CRPD Board of Directors at a meeting within 90 - 120 days after the final date for proposal acceptance. CRPD reserves the right to reject any and all proposals, to waive any irregularities or informalities in any proposal or in the proposal procedure, or to postpone the final date of proposal acceptance or award for good cause. CRPD hereby notifies all proposers that it will affirmatively ensure that any Agreement entered into pursuant to this proposal, Disadvantaged Business Enterprises (DBE) will be afforded full opportunity to submit proposals in response to this request and will not be discriminated against on the basis of race, color, sex, or national origin in consideration for an award. For more information about DBE's visit: http://www.dot.ca.gov/hq/bep/find_certified.htm

The successful proposing firm must ensure that employees and applicants for employment are not discriminated against on the basis of age, color, race, national origin, ancestry, religion, sex, sexual preference, marital status, and shall comply with the Americans with Disabilities Act. Submittals shall be in accordance with the requirements set forth in the proposal documents. Submission of a proposal shall constitute a firm offer to the CRPD.

Patrick Larkin, General Manager
Cordova Recreation & Park District

Issued January 20, 2022. Advertisement dates: January 27 and 30, 2022.

1.0 INTRODUCTION

Cordova Recreation & Park District (CRPD) is requesting a professional services proposal from qualified consultants (Consultant) to prepare a comprehensive Parks, Facilities, and Recreation Optimized Plan (also known as a Master Plan). CRPD seeks an Optimized Plan that is concise, user friendly and provides guidance for the next 10+ years. The recent completion of the 2020 US Census provides the most up to date information to launch this planning process. The CRPD has chosen the title “Optimized Plan” instead of the more traditional “Master Plan” for multiple reasons:

1. The CRPD endeavors to use forward-thinking language.
2. The Merriam-Webster Dictionary definition is “to make as perfect, effective, or functional as possible.”
3. The CRPD staff has found that optimized analytics is relevant to the planning process because approachable analytics provides an actionable plan to achieve a desired public service in the most effective way.
4. Optimized analytics provides a process for continued improvement. Once CRPD determines an optimal plan, based on its desired “public service” outcome, it must evaluate how it is doing against that plan. This is done by continuing to analyze new data as it becomes available. If it indicates a shift in CRPD’s public service, it should create new predictions and use them to update or generate a new optimized plan. By adopting a continuous process, optimized analytics provide a path forward that will remain relevant to your business.

CRPD intends to renew the optimized planning process consistent with the availability of ten-year US Census data. Portions of the plan will be updated as needed during the ten-year horizon.

The Optimized Plan requires a Consultant with expertise in recreation facility planning, community outreach, recreation program assessment, financial analysis, and organizational analysis. The Consultant will develop a work plan using the scope of work in this RFQ/RFP. The Consultant work plan should identify use of new technology (i.e., electronic surveys, use of websites and social media to update Optimized Plan progress, online meeting software, use of infographics, etc.) for effective communication and maximum stakeholder involvement while minimizing Optimized Plan costs.

Consultants providing the best professional services proposals to address the RFQ/RFP scope of work will be invited to an interview. Thereafter, negotiations will proceed with the top-ranked Consultant. The Consultant fee is to be provided in a sealed envelope and will not be opened until the top-ranked Consultant has been determined by a selection committee.

2.0 CLIENT PROFILE

2.1 Cordova Recreation & Park District (CRPD)

The Cordova Recreation & Park District (CRPD) is one of the largest independent special districts in Northern California serving over 128,000 residents and four school districts in the greater Sacramento area. CRPD serves the park and recreation needs of residents in the City of Rancho Cordova (City), the communities of Gold River, Larchmont, Mather, Riviera East, and Rosemont, and additional unincorporated portions of Sacramento County (County). Over the next several decades, the CRPD is expected to double the number of parks/facilities and new residents.

CRPD is a leading public agency with multiple regional and state awards in facility design and park planning and recreation programming. CRPD provides youth & adult sports, camps, enrichment classes, educational programs, and special events for the community. CRPD oversees 43 parks, manages over 600 acres of urban and open space, three recreational facilities, a sports complex, two community pools, and a full-service 18-hole golf course. A vacant 82-acre parcel in the middle of the CRPD will eventually be repurposed in consideration of the recommendations of the Optimized Plan. CRPD employs 58 full-time staff and approximately 53 FTE part-time/seasonal staff. The 2021-22 budget anticipates \$18 million in resources and revenue with expenditures of \$7.9 million in labor,

taxes, and benefits; \$5.9 million in services and supplies; \$4.2 million in capital outlay; \$7 million in debt service and \$58,000 in commodities and resale. The CRPD collects revenue from six Community Facility Districts (CFD's) and two Lighting & Landscape Districts (L&L's). Park Development Impact fees are collected by the land authorities (City of Rancho Cordova and Sacramento County) and passed through to the CRPD.

2.2 Land Authorities and Special Districts in the CRPD boundary

CRPD boundaries include jurisdiction in two land authorities (the City of Rancho Cordova and Sacramento County) and several special districts. The entire City of Rancho Cordova is in the middle of the CRPD boundaries. The eastern side of the City, south of Highway 50, is anticipated to grow by approximately 100,000 residents. To the east and west of the City limits, there are unincorporated Sacramento County areas. The unincorporated Sacramento County areas on the west side of the CRPD include the communities of Rosemont, Riviera East, Butterfield, Mather and Sacramento County's Mather Regional Airport. The southwest portion of the CRPD includes four major future land developments in various stages of approvals. The Newbridge, South Mather, Jackson Township and West Jackson Highway developments will bring approximately 51,000 new residents. The unincorporated areas to the east include the community of Gold River, commercial development along Folsom Boulevard and undeveloped areas mostly belonging to Aerojet-Rocketdyne. Developments in the Aerojet-Rocketdyne ownership area known as Glenborough and Easton have been approved by Sacramento County.

The Optimized Plan must recognize the reality that approved land use plans identifying future park locations for many large development areas within the CRPD boundaries are in various stages of approval processes and in most cases cannot be substantially modified going forward.

The CRPD works with four school districts: Folsom Cordova Unified School District, Elk Grove Unified School District, Sacramento City Unified School District and San Juan Unified School District.

There are several utility districts in CRPD's boundaries: three water districts, two drainage authorities, one sewer district and two electric/natural gas districts.

CRPD prides itself on developing relationships and establishing partnerships solidified as needed with agreements and memorandums of understanding.

3.0 KEY CONSIDERATIONS

The Optimized Plan must consider current community issues and trends. The more prevalent are listed below:

- **Diverse Community:** CRPD's ethnically diverse population continues to become more diverse. Undeveloped areas within the CRPD boundaries are being rapidly developed and the development community has stated there currently is a lack of housing inventory to meet the high demand. Who are the residents moving into the area now and within the next ten years? Are their needs different than those of the established areas of the CRPD? A Needs Assessment must reflect the current and projected diversity.
- **Level of Service (LOS):** The CRPD Board of Directors (Board) approved the current LOS in 2014 as part of the Inventory and Assessment Plan. In 2021 it was necessary for the Board to approve a different LOS in the unincorporated Sacramento area of the CRPD to reflect Sacramento County policies identified while seeking Sacramento County Board of Supervisors implementation of the park fee in their jurisdiction. The Needs Assessment should evaluate the approved LOS in comparison to current community values, trends and funding and make recommendations for adjustments if warranted. Recommended adjustments to the LOS may need to be customized by area to address realistic capital and maintenance funding by area, differences in the standards and support for impact fee funding by the two land authority jurisdictions, various population demographics and diversity projections across the CRPD.

- **Needs Assessment:** The CRPD values community outreach and transparency. Outreach methods should result in authentic community engagement in a variety of venues. The assessment should include a thorough “Recreation & Facilities Needs Assessment” including programs, facilities, services, and parks needs outlining current and projected diverse population needs. The needs assessment should identify current and future recreational needs and interests; identify existing gaps in programs, services, and facilities, and identify short term, mid-term, and long-term recommendations that will address deficiencies and service delivery. The needs assessment should also identify trends and the impact they will have on the demand and delivery of recreation services. Recommendations should be as flexible as possible to provide resiliency and allow for change and trends.
- **Opportunity Sites and New Facilities:** In addition to 18 future community parks ranging in sizes of ten to 30 acres, two large sites are available or will become available within the 10-year horizon of this Optimized Plan; approximately 60 acres of the future 121-acre Rio del Oro Community Park and the Center Property located at 11551 Douglas Road in Rancho Cordova (previously operated as the Cordova Shooting Center). The Mather Sports Complex (MSC) presents a third site with the opportunity and/or necessity to enhance and/or renovate. MSC includes an over 50-year-old gymnasium and a three-acre undeveloped portion of the complex that requires strategic recommendations as part of this planning process. CRPD’s current Inventory and Assessment Plan and New Growth Capital Improvement Plan (NGCIP) identify several large-scale facilities - an aquatic center, a new community center with administrative office square footage, a corporation yard with storage buildings, artificial turf fields, and sports park concessions. These proposed facilities should be evaluated and prioritized for implementation.
- **Community Facilities Districts (CFD’s) and Landscape and Lighting (L&L) Assessment Districts:** CRPD has six CFD’s and two L&L Districts. Most are financially sustainable, but some are not. Alternatives are needed to address shortfalls. The Optimized Plan needs to realistically address capital and maintenance funding available in the different areas of the CRPD.
- **Land Authority Policies, Standards and Codes, CEQA Compliance, State Mandates, etc.:** Sacramento County and the City of Rancho Cordova have different policies, standards and codes that impact the ability to implement CRPD policies, standards, and ordinances. The Optimized Plan must address the reality of the differences between the two land authorities and provide recommendations that can be realistically implemented in each jurisdiction. The Optimized Plan should include recommended actions to achieve synchronization with Land Authority documents, such as requesting General Plan Amendments and other priority actions needed to comply with California State law such as CEQA and Climate Action mandates.

4.0 OPTIMIZED PLAN APPROACH

In general, the primary goal of optimized planning (also known as master planning) is to determine current and future residents’ needs and to ensure equitable access to parks, facilities, programs, services, and recreational opportunities. CRPD endeavors to be as inclusive and collaborative as possible in this process. Outreach should determine the needs not only of CRPD’s regular users, but also the needs of most residents who may not have traditionally participated in planning processes or have utilized park and recreation services. Through robust community engagement, CRPD wishes to empower and motivate our residents to participate in this planning process. The process should anticipate and incorporate the needs of future residents that may be vastly different from existing residents. The Optimized Plan will utilize a comprehensive needs assessment process to provide a sound scientific basis for good decision making. It will include multiple quantitative and qualitative techniques and should engage as many residents as possible. As a major foundation for the plan, the methodologies used must be credible and stand up to the scrutiny of stakeholders, the development community, and officials from other agencies.

The Optimized Plan will effectively address these four goals:

- 1) Simplicity - clear and concise.
- 2) Understandability - readable and easy to understand.
- 3) Usability - adaptable and implementable.
- 4) Accountability - provides an action plan to measure implementation success.

The Consultant proposal must show how their expertise and work plan will result in the desired Optimized Plan.

The Consultant proposal must identify how graphic communication will be incorporated in the Final Optimized Plan.

5.0 REFERENCE DOCUMENTS

CRPD is providing various reference documents the Consultant can utilize during the proposal submittal process. Where possible, the Consultant should utilize, not re-create, Reference Documents in the Optimized Plan scope of work.

CRPD Reference Documents available on-line include:

- CRPD's Mission & Vision:
[Mission & Vision - Cordova Recreation and Park District \(crpd.com\)](#)
- CRPD Digital Recreation Guide:
[Cordova Recreation and Park District \(crpd.com\)](#)
- Inventory and Assessment Plan 2012 by PROS Consulting:
[FINAL-Cordova-RPD-Inventory-Assessment-Plan.pdf \(crpd.com\)](#)
- Master Plan for Incorporated Areas, 2014, consolidated by CRPD staff:
[Development - Cordova Recreation and Park District \(crpd.com\)](#)
- Park Impact Fee Nexus Study, April 8, 2014, by Goodwin Consulting Group:
[Park-Impact-Fee-Nexus-Study-Adopted-4-16-14.pdf \(crpd.com\)](#)
- Design & Construction Standards Manual, January 2021, by CRPD staff:
[Design & Construction Standards Manual 2021 \(crpd.com\)](#)
- Reserve Study, 2014, by Browning Reserve Group:
[Reserve Study - Google Drive](#)
- Final Budget Books for Fiscal Years 2017 - 2022:
[Budget & Finance - Cordova Recreation and Park District \(crpd.com\)](#)
- Assessment District Annual Reports:
[Budget & Finance - Cordova Recreation and Park District \(crpd.com\)](#)

Reference Documents not available on-line will be made available electronically upon request. To request a link to the documents below, contact Andrew Saltmarsh at asaltmarsh@crpd.com or by phone at 916.842.3317.

Additional CRPD Reference Documents available electronically upon request include:

- CRPD Map with existing and future parks
- Map of Development Areas within CRPD
- Map of Projected District (CRPD) Population Growth
- Preliminary District-wide Facilities Distribution Plan, June 2017, by CRPD staff
- Park Impact Fee Nexus Study for the Unincorporated Sacramento County Area of the CRPD, May 13, 2021, by Goodwin Consulting Group
- Capital Facilities Plan Costs by Gates + Associates, April 2010
- Accessibility Survey, 2017, by Disability Access Consultants and ADA Transition Plan by CRPD staff

- CRPD Ordinance 06/07-01 as amended Enacting a Procedure for Review of Development Projects, Approval of Development Agreements and the Establishment and Collection of Fees
- CRPD Park Planning and Development Policies

Land Authority Reference Documents:

- City of Rancho Cordova General Plan:
[Planning Division Document Library | City of Rancho Cordova](#)
- City of Rancho Cordova Specific Plans (note all City Specific Plans are within CRPD boundaries):
[Planning Division Document Library | City of Rancho Cordova](#)
- City of Rancho Cordova Municipal Codes related to Quimby Parkland acquisition and development:
[Chapter 22.40 PARK AND RECREATION DEDICATION AND FEES \(codepublishing.com\)](#)
- Sacramento County General Plan:
[General Plan \(saccounty.net\)](#)
- Sacramento County New Growth Areas and Master Plans, includes the following Master Plans in CRPD boundaries:
 - Mather South Community Master Plan
 - Jackson Township Specific Plan
 - West Jackson Highway Master Plan[New Growth Areas and Master Plans \(saccounty.net\)](#)
- Sacramento County Adopted SPA's, NPA's and Specific Plans, includes the following Master Plans:
 - Aerojet (Easton Place)
 - Aerojet (Glenborough)
 - Gold River SPA[Special Planning Areas \(SPAs\), Neighborhood Preservation Areas \(NPAs\), and Specific Plans \(saccounty.net\)](#)
- Sacramento County Codes related to Quimby Parkland acquisition and development (Title 22, Chapter 22.40):
[Sacramento County Code \(Sacramento County, California\) \(qcode.us\)](#)

6.0 SCOPE OF WORK

Tasks identified below are a starting point for the work to be accomplished in the Optimized Plan. The Consultant should confirm or modify tasks as necessary to address RFQ/RFP goals while determining the best sequences for tasks. The Consultant proposal should identify deliverables for each task.

Task 1 - Project Commencement

1A - Project Kick-Off: The Consultant will conduct an initial meeting with the project team to confirm project requirements and clarify roles, responsibilities, and expectations. The Consultant will:

- Establish a schedule for project team meetings, progress reports, workshops, and presentations to elected officials
- Discuss mapping needs and products to be included in Optimized Plan
- Identify relevant documents necessary for Data Review (see below)
- Confirm stakeholders participating in Optimized Planning process

1B - Data Review: The Consultant will review Reference Documents, demographic data, and other relevant documents for incorporation in the Optimized Plan. Distinguish between those items that are anticipated to be existing and those to be provided by the CRPD through staff labor, separate contract, or "Extra Services".

Task 2 - Existing Conditions Analysis

2A - Existing and Projected Demographics: Evaluate existing conditions to identify implications for the parks and recreation system. Research demographics to understand the characteristics of the population to be potentially served by the parks and recreation system. Identify current and under-represented customers. Identify trends, issues, and needs. Proposal should identify proposed/intended sources for collecting demographic data and projections.

2B - Existing Physical Resources: Substantial assessment of existing physical conditions has been documented in the CRPD's Reserve Study and Accessibility Survey included in the Reference Documents. Recommend supplemental inventory of physical resources to fill gaps needed to complete the inventory of physical conditions. Evaluation of the system must include programs and resources to identify opportunities for resiliency and sustainability, operations, maintenance, and staffing.

The inventory should focus on CRPD's jurisdiction as the Quimby parkland portion of area-wide open spaces. New trail corridors are not CRPD's jurisdiction or eligible for Quimby park land credit per CRPD policies. Inventory of trail corridors should be limited to existing CRPD owned or maintained trails in the Villages of Zinfandel and Anatolia developments. All future trails outside of park parcels are under the jurisdiction of other agencies.

Facilities owned and operated by other agencies or private facilities that assist in satisfying community programming needs related to CRPD's mission should be identified as needed.

Refer to Task 7C.c. for information about CRPD's existing mapping data.

2C - Existing Programs: Collect data to evaluate programs. Proposal should identify proposed program data to be collected such as program guides, participation rates, satisfaction surveys, participation trends, costs, revenues, etc. Program data should also be collected from other agencies and organizations where relevant and directly related to the CRPD mission.

Task 3 - Gather Input and Create Needs Assessment

The Consultant will create a Needs Assessment which incorporates a substantial amount of public involvement representing the diverse demographics and interests of the Cordova Recreation & Park District community. The Consultant will identify a comprehensive strategy for stakeholder involvement, employing a range of methods that actively engages the community and will allow stakeholders to participate at their convenience and in a manner most comfortable to them. The Consultant will summarize results for use in other tasks and the Final Optimized Plan.

The Consultant will need to utilize applied social research involving research design, gathering, and analyzing collected data from various sources. The results will be used to inform policy and program development and the CRPD's top priorities. The Needs Assessment should address the various areas within CRPD and clearly identify where the needs differ throughout the CRPD. The Consultant will confirm these methods or recommend other methods to gather input. The proposal should address the proposer's recommended strategies to seek input from the list of stakeholders. A general list is provided below for proposers' scoping purposes. A specific list will be provided to the successful proposer at project commencement.

- a. CRPD Board - Presentation of the Optimized Plan process and expected outcomes. Solicit input to determine the value placed on current park designs standards, programming, and facilities.
- b. Key Leader Input - up to twenty (20).

- c. Stakeholder input - up to one hundred (100). A summary of potential stakeholders with an estimate of quantify for each category as follows: staff from approximately three City and County departments, two foundation/advisory boards, four school districts, 17 homeowner or neighborhood associations, 28 sport groups, 15 community groups/programs/services and organizations, three water districts, 5 representatives of the development community, healthcare organizations, and key CRPD staff members.
- d. Community Engagement Meetings - Proposal should recommend the number and nature of meetings.
- e. Interactive Online Survey - The proposal should identify recommended methods (i.e., Survey Monkey and/or crowdsourcing webpage on CRPD website)
- f. Statistically Valid Survey (“Extra Service” in Consultant proposal) - If recommended by Consultant, include evidence demonstrating the value gained from this type of survey over other stakeholder engagement methods. Identify survey as “Extra Service” cost element.

Task 4 - Level of Service Analysis (LOS)

The National Recreation and Park Association 1996 *Park, Recreation, Open Space, and Greenway Guidelines* states “we must realize an open space standard is not so much an exemplary measure to be used in some form of comparison or judgement of adequacy or accomplishment, but it is an expression of a community consensus of what constitutes and acceptable level of service.” There is a lack of universal standards because no two communities are alike. There is variation even within the CRPD boundaries; however, it is appropriate to research external sources for benchmarking purposes. The proposal should identify the initial recommendations for external LOS data sources that will be used to compliment the consultant’s community-wide research. The recommended LOS(s) should reflect the uniqueness of the communities within the Cordova Recreation & Park District and the projected future populations.

CRPD staff recognizes the need to update park type classifications, definitions and terms utilized to describe recommended facilities and special requirements. This task should include an evaluation and recommendation for updates to definitions, categories, and new terminology to be used in the Optimized Plan.

The recommendations should provide information that clearly provides the basis to establish the fair share of parks and recreation capital and operating costs to be borne by new development, infill development, and established areas.

Task 5 - Summary Report, Briefings, Presentations and General Agreement

Summarize the findings of the previous tasks. Identify areas where general agreement is yet to be achieved. Strategize with the project team to achieve general agreement if possible or justifications where general agreement cannot be achieved. Provide and present a draft report to the project team for comments prior to finalizing. Revise as needed and present final report to the CRPD Board of Directors. Recommend a “workshop” format for the Board as appropriate.

Recommendations should consider that the CRPD is an independent government agency with authority and jurisdiction to provide parks and recreation services within the CRPD boundaries. The Optimized Plan is one tool by which the CRPD asserts its right to self-determination. The CRPD endeavors to strengthen partnerships with other agencies wherever possible and ensure resources are being allocated in the most effective manner (refer to Task 11). The CRPD does not anticipate presentations to elected Boards or Councils of other agencies, however, it is anticipated that elected officials may provide input as part of the “Key Leaders” in Task 3 above. Elected and/or appointed officials from other agencies may attend selected engagement or stakeholder meetings and presentations to CRPD’s Board of Directors.

Task 6 - Long-Range Visioning

CRPD is currently updating its Mission, Vision, and Core Values and they will be provided to the consultant at project commencement. These will be used by the consultant during the planning process to provide focus. The consultant will also recommend guiding principles and best practices for high-level guidance. The goal is to develop a compelling vision for the Optimized Plan. Components of the long-range vision should be financially feasible. If needs and priorities identify elements that are not financially feasible based upon currently known conditions, they should be clearly identified as “unfunded opportunities” to manage expectations and so that future fund seeking efforts are strengthened.

Recommend workshops and community outreach needed to complete this task and to arrive at general agreement and/or provide justifications if general agreement is not possible.

Task 7 - Park and Facilities Development

7A - Designated Projects: Many approved development projects in the CRPD have future parks identified in their associated specific plans and are further detailed in Park Development Agreements (PDA) between CRPD and the landowner. Park Impact Fee levels and/or turnkey park development are defined in the entitlement documents and/or PDA's. CRPD staff works closely with Land Authorities and with developers to ensure projects come online as development occurs in new neighborhoods.

7B - New Facilities: The CRPD's current Inventory and Assessment Plan and New Growth Capital Improvement Plan (NGCIP) identify several large-scale facilities; an aquatic center, a new community center with administration office square footage, a corporation yard with storage buildings, artificial turf fields, and sports park concessions. This planning process may require adjustments to the existing LOS for these items. Recommended facilities need to be appropriately landed on current and/or future land ownership sites. The CRPD's "Preliminary District-wide Facilities Distribution Plan" currently provides guidance to CRPD staff for locating facilities in new parks. The Optimized Plan will provide an updated Facilities Distribution Plan.

7C - Opportunity Sites: Evaluate future community parks and opportunity sites described in Section 3.0 Key Considerations for suitability of proposed facilities and provide recommendations for development, priority, and funding sources for these sites. Recommendations for the opportunity sites should be strategic. Conceptual planning for these sites will be accomplished in the future under separate contracts.

7D - Established Area Parks and Facilities: Evaluate parks and facilities in established areas to determine if existing parks and facilities meet the needs of residents in the established areas. Aside from routine maintenance and replacements, if findings indicate improvements are needed now or in the 10-year horizon, the Optimized Plan will provide strategies to make improvements where needed. Some parks, especially community parks, in the established areas are ripe for facility replacements. Additionally, existing parks are often the target for requests to add facilities desired by special interest groups. The Optimized Plan should provide strategies and guidance for the on-going evaluation of facility replacement compared to repurposing and the evaluation and approval process for special interest facility requests.

7E - In-fill Development: CRPD Planners have noticed many recent in-fill development proposals for multi-family and high-density housing on parcels where residential development was not originally contemplated or included in original Quimby park land dedication requirements for the area. Given the current housing shortage in the Sacramento region and the large vacancy rate of non-residential properties, the trend will likely continue and may accelerate. New residents in these in-fill developments will impact parks, facilities, and recreation services in the area. The Optimized Plan will

provide strategies and guidance for adjustments needed to accommodate increased population in established areas.

The Consultant will:

- a. By Planning Area, describe existing and future parks and facilities with brief narrative.
- b. Provide an updated facility distribution plan or other methodology for CRPD staff to determine amenities and locations, based on available funding.
- c. The CRPD does not currently have a GIS system in place (future project). The CRPD has limited GIS data that will be provided to the consultant upon request. The CRPD has shape files from both the City of Rancho Cordova and Sacramento County for 2017 data that includes parks, schools, streets and highways, hydrology, airports, and most proposed and existing development parcel boundaries. More current data is likely available from the County, City and other public agency sources. The scope of work should include necessary mapping services needed for this planning process. Itemize mapping services as an “Extra Service”. Provide electronic GIS data utilized for this project to the CRPD as a deliverable that will be utilized in the CRPD’s future GIS system.

Task 8 - Funding Analysis

8A - Financial Assessment: The Consultant will:

- a. Review finances for recreation programming, capital expenditures, and Assessment Districts. Information from the existing District Fee Schedule, which addresses cost recovery, should be incorporated.
- b. Update the CRPD’s New Growth Capital Improvement Plan (NGCIP) and conceptual costs as needed to reflect the recommendations of the Optimized Plan. The consultant will utilize facility unit costs in the *Park Impact Fee Nexus Study*, April 8, 2014, and *Park Impact Fee Nexus Study for the Unincorporated Sacramento County Area of the CRPD*, May 13, 2021, for this effort (including inflation adjustments). CRPD staff will provide unit costs for new facilities identified in the updated NGCIP for new facilities not included in the 2014 or 2021 Nexus Studies. Provide an Established Areas Capital Improvement Plan (EACIP) utilizing conceptual level costing for significant, high-priority projects in existing parks and facilities. The NGCIP and EACIP should be two separate documents that consider funding realities.
- c. Mitigation Fee Act compliance: The Optimized Plan will be used as a basis to reevaluate and adjust current Nexus Studies for the new growth area in each Land Authority jurisdiction. For the purposes of Mitigation Fee Act compliance, the plan must clearly differentiate the established areas and new growth areas Capital Improvement Plan (CIP) recommendations. Recommendations for the CRPD’s Established Areas CIP (anticipating infill development) should be easily translated to separate, realistic funding strategies.
- d. For L&L Assessment Districts, use budget data and the Reserve Study to identify benefit zones with long-term funding issues. With staff input, develop alternative service standards based on funding availability.
- e. Produce a graphic map that identifies areas where funding shortages occur.

8B - Park Impact Fees and Level of Development. Rising utility connection fees and construction costs have necessitated value engineering for some recent park projects. The trend appears to be a widening gap between construction costs and available Park Impact Fees. The Land Authorities have final authority to implement Park Impact Fees and adjustments. The development community in some cases has vehemently opposed CRPD’s proposed fees causing reduction and delay in implementation of the fee by the land authorities.

The suggested first step in addressing this issue is determining the value the community and elected officials place on the current LOS. Are they satisfied with the existing level? Are they willing to accept a

decreased level due to budget constraints? The answer will determine how to approach the development community regarding a higher Park Impact Fee. The Consultant will:

- a. Review this issue with staff and develop a strategy to gather input from elected officials of the City and County as part of Task 3.
- b. Develop a strategy to address the issue at community outreach meetings and in the gathering of survey data as part of Task 3.
- c. Discuss the issue with the development community as part of Task 3.
- d. Compile results for inclusion in Optimized Plan.

The CRPD anticipates updating nexus studies as needed to implement the recommendations of this Optimized Plan. Nexus study updates are not part of this scope of work; however, the plan must provide the background information and comparisons between existing level of service and proposed level of service(s) required to comply with recently enacted California Assembly Bill No. 602 regarding development fees and nexus studies.

Task 9 - Recreation Needs

Provide program recommendations to satisfy the needs of the existing and future diverse community and anticipated program demands for the 10-year horizon. The recommendations should address different needs for the various areas within the CRPD boundaries.

Task 10 - Parks and Facilities in Established Areas

Evaluate parks and facilities in established areas and recommend strategies for improvement to meet the needs in those areas. See Attachment B for a list of parks and facilities in the established areas.

Task 11 - Partnerships

To accomplish its Mission, CRPD partners with the City of Rancho Cordova, Sacramento County, several School Districts, youth and adult sports groups, and numerous community groups to offer services to the community. The CRPD endeavors to strengthen these partnerships and ensure resources are being allocated in the most effective manner. Stakeholder organizations will be invited to provide input into the planning process.

The Consultant will examine CRPD partnerships with stakeholders for strengths and weaknesses, then provide actions steps to build stronger partnerships. The Consultant will:

- a. Evaluate policies guiding partnerships for implementation of best practices.
- b. Examine partnerships with City, County, school districts, community organizations, and sport groups and identify recommendations to improve partnerships.

Task 12 - Implementation and Optimized Plan Development

12A - Strategic Action Plan: The Consultant will create a simple and usable Action Plan addressing issues identified in the Optimized Plan. Top priorities will be clearly identified.

12B - Draft Optimized Plan: The Consultant will:

- a. Prepare a Draft Optimized Plan for review by the Project Team.
- b. Conduct a minimum of one (1) work session with Project Team. Consultant proposal should identify length of work session.

12C - Final Optimized Plan: The Consultant will:

- a. Prepare a Final Optimized Plan for preliminary approval by the Project Team.
- b. Present the Final Optimized Plan and Process to CRPD Board of Directors for adoption.
- c. Provide ten (10) hard-bound copies of the Final Optimized Plan.
- d. Provide the Final Optimized Plan electronically in Microsoft Word, Microsoft Excel, and/or Adobe PDF format.

7.0 PROPOSAL FORMAT AND REQUIREMENTS

Proposals shall include the following:

- 1) Consultant Profile:
 - Name, address, and telephone number of the firm's point of contact
 - Company website
 - Length of time organization has been conducting Optimized Plan services described in the RFQ/RFP
- 2) A summary of firm's approach to the project. Highlight qualifications and strengths that will single out your firm as the best firm to accomplish the CRPD Optimized Plan. The work plan should address all items in the RFQ/RFP, including information presented in Section 4.0 - Optimized Plan Approach.
- 3) Work Plan. Propose a work plan with timeline and deliverables to address the RFQ/RFP scope of work. Include all staff assigned and the number of hours to complete work plan elements by staff level and by task.
- 4) Communication with CRPD Project Manager and the Project Team. The CRPD requires succinct, regular Optimized Plan summaries by the Consultant. CRPD prefers in-person meetings for certain milestone meetings. Remote (virtual) meeting technologies may be required due to pandemic protocols and may also be used to reduce travel time and project costs. Describe milestone meetings your firm recommends for in-person (if possible) and meetings intended to be remote. Describe your firm's current use of remote meeting technology and how the firm will employ these and other technologies to save time and money.
- 5) Similar experience. Identify three (3) representative Master Plan projects your firm has completed. Provide a contact reference for each project. Submit an electronic version of the three (3) Master Plans to ltaylor@crpd.com on or before the proposal due date.
- 6) Resumes. Submit a resume for each member of the Consultant team. Resumes should highlight staff members' experience as it relates to this project. Explain how your staff is skilled in conducting effective Needs Assessment with the CRPD's ethnically diverse population by referencing other similar Master Plan efforts.
- 7) Subcontractors. Identify any subcontractors and the specific requirements the subcontractor will perform.
- 8) Cost. **In a separate sealed envelope**, provide a cost proposal based on the Consultant work plan addressing the scope of work set forth in the RFQ/RFP. Include staff costs by task, travel and office expenses by task, reimbursable items, and contingency. The total cost shall be stated as a not-to-exceed price.

8.0 PROPOSAL SUBMISSION

8.1 Format

Submit one signed original and five copies of the proposal. Mark the original "ORIGINAL". If discrepancies between two or more copies of the proposal are noted, the ORIGINAL shall be used as the basis for resolving any discrepancies. All proposals, whether accepted or rejected, shall become the property of the CRPD upon submission.

8.2 RFQ/RFP and Attachments

The RFQ/RFP and attachments are accessible on the Cordova Recreation & Park District website at [RFPs/RFQs - Cordova Recreation and Park District \(crpd.com\)](https://www.crdp.com/RFPs/RFQs). Refer to Section 5.0 for a list of reference documents available to the Consultant, some with on-line links provided. Reference documents without on-line links can be obtained by contacting asaltmarsh@crpd.com or at 916.842.3317.

8.3 RFQ/RFP Inquiries

All inquiries concerning the RFQ/RFP must be directed in writing to Laura Taylor at ltaylor@crpd.com. **All inquiries must be received by 8 a.m. PST, Monday, February 14, 2022.** Responses will be posted on the Cordova Recreation & Park District website at [RFPs/RFQs - Cordova Recreation and Park District \(crpd.com\)](https://www.crdp.com/RFPs/RFQs) no later than 5 p.m. Thursday, February 17, 2022. It will be the Consultant's responsibility to access the RFQ/RFP Responses document.

8.4 Proposal Submission

Proposals must be received no later than 4 p.m. PST, Monday, February 28, 2022. Proposals received after this time and date will not be considered. **Faxed or electronic proposals will not be accepted.**

Proposals must be submitted to:

Laura Taylor, Project Manager
Park Planning and Development Manager
Cordova Recreation & Park District
2729 Prospect Park Drive, Suite 230
Rancho Cordova, CA 95670

9.0 RFQ/RFP SCHEDULE

The CRPD will endeavor to administer the proposal process in accordance with the terms and dates outlined below; however, the CRPD reserves the right to modify the activities, timeline, or any other aspect of the process at any time, as deemed necessary.

Milestone	Dates
RFQ/RFP Issued	January 20, 2022
Closing Date for Written Questions	February 14, 2022, 8 a.m. PST
Responses to Questions Available	February 17, 2022, 5 p.m. PST
Professional Services Proposal Due	February 28, 2022, 4 p.m. PST
Consultant Interviews	March 28, 2022
Staff Recommendation of Top-Ranked Consultant	March 29, 2022
Consultant Negotiations	March 29 - April 6, 2022
CRPD Board Approval of Consultant Agreement	April 20, 2022
Project Begins	April 25, 2022
Anticipated Completion of Optimized Plan and presentation to CRPD Board for final approval	October 18, 2023

10.0 PROPOSAL EVALUATION AND SELECTION CRITERIA

The CRPD will conduct a comprehensive evaluation of all proposals received by the proposal due date and time specified in the RFQ/RFP.

10.1 Selection Criteria

The Consultant should prepare a professional services proposal which addresses the scope of work for the best, appropriate fee. Consultants submitting the highest quality professional services proposals will be invited to interview with the CRPD.

Determination of best professional services proposals shall be based upon, but not limited to, the following (in no particular order or weight):

1. Quality of the proposal.
2. Consultant's approach to the Optimized Plan.
3. Consultant experience with similar projects.
4. Overall responsiveness of Consultant work plan to the RFQ/RFP scope of work.

At the conclusion of interviews, the CRPD will undertake contract negotiations with the top-ranked Consultant. The Consultant Fee is to be provided in a sealed envelope and will not be opened until the interviewed consultants have been ranked. If negotiations with the top firm are unsuccessful, the CRPD will initiate negotiations with the second-ranked firm, and with the next-ranked firm as needed.

10.2 General Information about Proposal Submission, Evaluation and Selection

The CRPD reserves and may exercise the following rights and options with respect to the proposal submission, evaluation, and selection process:

The right to:

- Reject any or all of the proposals and re-issue the RFQ/RFP at any time prior to execution of a final contract, if, in the CRPD's sole discretion, it is in the CRPD's best interest to do so;
- To waive any informalities, defects, non-responsiveness or irregularities that, in the CRPD's sole judgment, is not material to the proposal;
- Reject any proposal that does not address the requirements of the RFQ/RFP, or that is incomplete or not in conformity with applicable law as non-compliant;
- Supplement, amend, substitute, or otherwise modify the RFQ/RFP at any time prior to selection of one or more Consultants for negotiation, and to cancel the RFQ/RFP with or without issuing another RFQ/RFP;
- Accept or reject any or all of the items in any proposal and award the contract(s) in whole, or in part, if it is deemed in the CRPD's best interest to do so;
- Request that some or all of the Consultants modify proposals based upon the CRPD's review and evaluation;
- Conduct such investigations with respect to the financial, technical, and other qualifications of each Consultant as the CRPD, in its sole discretion, deems necessary or appropriate.

11.0 GENERAL INFORMATION

11.1 Notice to Proposer

This RFQ/RFP does not constitute a contract or an offer of employment and does not commit the CRPD to award a contract. The CRPD may enter into negotiations for an agreement, on terms and conditions satisfactory to the CRPD, with one or more selected Consultant(s); however, the CRPD reserves the right to terminate any negotiations at any time.

11.2 Protest of Process

Any Consultant who wishes to file a complaint about the selection process or method of award may do so in writing. Protest letters must be submitted to the contact person for this RFQ/RFP within ten days of staff recommendation of Consultant.

11.3 Discrepancy or Other Errors in RFQ/RFP

If a Consultant perceives a discrepancy, conflict, omission or error amongst terms within the RFQ/RFP or between the RFQ/RFP and any other relevant documents, the Consultant shall immediately and timely notify the CRPD in writing of the specific problem(s) perceived. Notice of any modification made by the CRPD to relevant documents at issue will be sent to all parties who requested an RFQ/RFP and of which the CRPD is aware.

If a Consultant fails to timely notify the CRPD of the perceived error prior to the date and time stated for submission of proposals, the proposal shall be submitted at the Consultant's own risk, and if awarded the contract, the Contractor shall not be entitled to additional compensation, damages, or time by reason of any and all perceived errors or their later correction.

11.4 Expenses

Any costs incurred by Consultant in preparing and providing a response to the RFQ/RFP are solely the responsibility of the Consultant.

11.5 Confidential Information

Proposer acknowledges and agrees that, in the performance of the work under the RFQ/RFP or in the contemplation thereof, Consultant may have access to private or confidential information which may be owned or controlled by the CRPD and that such information may contain proprietary or confidential details, the disclosure of which to third parties may be damaging to the CRPD. Consultant agrees that all information disclosed by the CRPD to, or discovered by, Consultant shall be held in strict confidence and used only in performance of the RFQ/RFP. Consultant shall exercise the same standard of care to protect such information as a reasonably prudent company would use to protect its own proprietary data. Consultant agrees to notify the CRPD immediately in writing if it is requested to disclose any information made known to, or discovered by, the Consultant during the performance or in connection with the RFQ/RFP.

11.6 Terms of Agreement

- When a Consultant has been selected by the CRPD, the CRPD and Consultant shall negotiate a Contract. If the terms of the Contract cannot be agreed upon for any reason, another Consultant may be selected.
- After successful negotiations of a contract with a Consultant, the CRPD will bring forth a staff report to the CRPD Board of Directors for approval. Once accepted, the Consultant will be notified by phone and email.
- Consultants will be required to obtain, and during the term of the contract maintain, insurance policies as detailed in Attachment A - Insurance Requirements.
- Consultants that employ any person or persons to fulfill this contract will be required to have a policy of Worker's Compensation Insurance as required by the Labor Code of the State of California.
- The successful Consultant shall commence work after the transmittal of a fully executed contract.

ATTACHMENT A: INSURANCE REQUIREMENTS

Minimum Insurance

Consultant shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property that may arise from or in connection with the performance of the work hereunder by the Consultant, his agents, representatives, or employees.

Consultant shall maintain limits no less than:

1. Commercial General Liability (CGL) including operations, products and completed operations, as applicable
\$1,000,000 per occurrence for bodily injury, property damage, personal and advertising injury. If Commercial General Liability Insurance or other form with a general aggregate limit is used, either the general aggregate limit shall apply separately to this project/location (ISO CG 25 03 or 25 04) or the general aggregate limit shall be twice the required occurrence limit.
2. Workers' compensation Insurance
As required by the State of California with Statutory Limits, and Employer's Liability Insurance with limit of no less than \$1,000,000 per accident for bodily injury or illness.
3. Errors and Omissions Liability
\$1,000,000 per occurrence or per claim. If protection is accomplished through a "claims made" policy, a 36-month extended reporting period shall be provided.
4. Automobile Liability
\$1,000,000 per accident for bodily injury and property damage.
5. Additional Insured Endorsement
CRPD, its officers, officials, employees, and volunteers are to be covered as additional insureds on the CGL policy with respect to liability arising out of work or operations performed by or on behalf of the Contractor including materials, parts, or equipment furnished in connection with such work or operations. General liability coverage can be provided in the form of an endorsement to the Consultant's insurance (at least as broad as ISO Form CG 20 10 11 85 or both CG 20 10, CG 20 26, CG 20 33, or CG 20 38; and CG 20 37 forms if later revisions used).

Deductibles and Self-Insured Retention

Any deductibles or self-insured retention must be declared to and approved by the CRPD. At the option of the CRPD - Either: the insurer shall reduce or eliminate such deductibles or self-insured retention as respects the CRPD, its officers, officials, employees, and volunteers; or, the Consultant shall provide a financial guarantee satisfactory to the CRPD guaranteeing payment of losses and related investigations, claim administration, and defense expenses.

Other Insurance Provisions

The general liability is to contain, or be endorsed to contain, the following provisions:

1. The CRPD, its officers, officials, employees, and volunteers are to be covered as additional insured as respects: liability arising out of activities performed by or on behalf of the Consultant; or automobiles owned, leased, hired or borrowed by the Consultant. The coverage

shall contain no special limitations on the scope of protection afforded to the CRPD, its officers, officials, employees, or volunteers.

2. For any claims related to the services provided by the Consultant, the Consultant's insurance coverage shall be primary insurance as respects the CRPD, its officers, officials, employees, and volunteers. Any insurance or self-insurance maintained by the CRPD, its officers, officials, employees, or volunteers shall be excess of the Consultant's insurance and shall not contribute with it.
3. Any failure to comply with reporting or other provisions of any policies required by this clause, including breaches of warranties, shall not affect coverage provided to the CRPD, its officers, officials, employees, or volunteers.
4. The Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.
5. Each insurance policy required by this clause shall be endorsed to state that coverage shall not be canceled, except for non-payment of premium, by either party, except after thirty (30) days' prior written notice by certified mail, return receipt requested, has been given to the CRPD. In the event the policy is cancelled for non-payment of premium, ten (10) days' prior written notice, as stated above, will be given.

Acceptability of Insurers

The insurance company providing coverage must be licensed to do business in the State of California, with an A.M. Best rating of not less than A:VII.

Verification of Coverage

Consultant shall furnish the CRPD original certificates of insurance and endorsement(s) affecting coverage to the CRPD for approval. The Commercial General Liability endorsement shall be a form CG 20 10 11 85 and shall have the required wording. All certificates and endorsements are to be received and approved by the CRPD before work commences. The CRPD reserves the right to require complete, certified copies of all insurance policies required by this section.

ATTACHMENT B: PARKS AND FACILITIES IN ESTABLISHED AREAS

Park/Facility Name:	Address:	City:	ZIP	Assessment Area:
Ahlstrom Park	2375 Zinfandel Drive	Rancho Cordova	95670	PMRID A
Countryside Park	3300 Glenmoor Drive	Rancho Cordova	95670	PMRID A
Dave Roberts Community Park	10820 Mapola Way	Rancho Cordova	95670	PMRID A
Federspiel Park	2549 Chassella Way	Rancho Cordova	95670	PMRID A
Hagan Community Park & Hagan Community Center	2197 Chase Drive	Rancho Cordova	95670	PMRID A
Larchmont/Rossmoor Park	10708 Ambassador Drive	Rancho Cordova	95670	PMRID A
Lincoln Village Community Park & Neil Orchard Senior Activities Center	3480 Routier Road	Sacramento	95826	PMRID A
Mather Sports Complex & Mather Sports Center	3755 Schriever Drive	Mather	95655	PMRID A
Sunriver Park	11120 Moose River Court	Rancho Cordova	95670	PMRID A
Taylor Park	2238 West La Loma Drive	Rancho Cordova	95670	PMRID A
White Rock Community Park	10488 White Rock Road	Rancho Cordova	95670	PMRID A
Cordova Golf Course	9425 Jackson Road	Sacramento	95826	PMRID B
Henley Park	9343 Henley Way	Sacramento	95826	PMRID B
Larchmont Community Park	2449 Stansberry Way	Sacramento	95826	PMRID B
Manlove Park	9130 Caldera Way	Sacramento	95826	PMRID B
Primrose Park	9122 Rose Parade Way	Sacramento	95826	PMRID B
Riviera East Park	9580 Mira Del Rio Drive	Rancho Cordova	95827	PMRID B
Rosemont Community Park	9326 Americana Way	Sacramento	95826	PMRID B
Rosemont Park North	3224 Huntsman Drive	Sacramento	95826	PMRID B
Rosswood Park	9460 Achates Circle	Sacramento	95826	PMRID B
Salmon Falls Park	8964 Salmon Falls Drive	Sacramento	95826	PMRID B
The Center Property	11551 Douglas Road	Rancho Cordova	95670	PMRID B
Gold River Park	11513 Gold Country Blvd	Rancho Cordova	95670	PMRID C
Gold Station Park	2360 New Eureka Way	Rancho Cordova	95670	PMRID C
Prospect Hill Park	11840 Prospect Hill Drive	Rancho Cordova	95670	PMRID C
Independence Community Park	10949 Britton Way	Mather	95655	Mather
Veterans Park	4530 Excelsior Road	Mather	95655	Mather
Cobblestone Park	10900 Barden Drive	Rancho Cordova	95670	VOZ
Renaissance Park	3125 Mowbray Way	Rancho Cordova	95670	VOZ
Sonoma Park	10750 Agria Court	Rancho Cordova	95670	VOZ
Stone Creek Community Park	3625 Spoto Drive	Rancho Cordova	95670	VOZ
The Village Green	3141 Bridgeway Drive	Rancho Cordova	95670	VOZ
Tuscany Park	3460 Corvina Drive	Rancho Cordova	95670	VOZ
Waterbrook Park	10849 Waterbrook Drive	Rancho Cordova	95670	VOZ