



Proposal for the City of Redondo Beach Development Impact Fee Study



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September 27, 2024

City of Redondo Beach
Attn: Marc Wiener, Community Development Director
415 Diamond St.
Redondo Beach, CA 90277

Proposal for City of Redondo Beach – Development Impact Fee Study

Revenue & Cost Specialists, LLC (RCS) appreciates the opportunity to provide you with this Development Impact Fee Study proposal. RCS has provided such studies and other fee-costing services since 1980, making us the first and foremost authority in costing services for California. Our combined 100 years of experience and knowledge in this industry will ensure a successful project that’s on time and under budget.

Our impact fee study process is straightforward, imposes minimal impact on staff, and provides proper information, allowing staff, City Council, and other stakeholders to make the best policy decisions for Redondo Beach. We strive to ensure confidence in the information and recommendations of the Final Report.

The results of our study will allow the City to identify and recover the maximum financial impact from future development with certainty. The terms of this proposal will be honored for 90 calendar days from the date of submission. Please contact Greg at (714) 992-9022 or gregory@revenuecost.com with any questions.

Sincerely,

A handwritten signature in black ink, appearing to read 'Gregory R. Brown', written in a cursive style.

GREGORY BROWN
Vice President

A handwritten signature in black ink, appearing to read 'Scott Thorpe', written in a cursive style.

SCOTT THORPE
Principal



RCS Contacts

Revenue & Cost Specialists
1519 E Chapman Ave, Ste C
Fullerton, CA 92831
www.revenuecost.com



Scott Thorpe
Principal
714-992-9026
Scott@revenuecost.com



Gregory Brown
Vice President
714-992-9022
Gregory@revenuecost.com



ORGANIZATION QUALIFICATIONS

ABOUT RCS

RCS (Taxpayer ID No. 330787781) was founded in 1980 by two former City Managers and a Finance Director who, after the passage of Propositions 13 and 4, discovered that user fees were a legal option to recover lost municipal revenues. Forty-two years later, Revenue & Cost Specialists continues its focus on cost allocation and user fee calculation services. After the passage of AB 1600 in 1988, our company added impact fee calculation services to help municipalities finance public facility expansion.



In 2000, RCS created Government Software Systems to develop robust costing software that serves fee calculation needs better than spreadsheets. Our company has provided additional services to municipalities, including long-range financial planning, accounting procedures, and utility rate studies.

To this day, RCS continues to thrive through repeat business, referrals, and references. As a small business, RCS takes only a handful of new clients each year, allowing us to dedicate the appropriate number of resources to them. What's unique about RCS is the work longevity of our team members. Client cities from 20 years ago still call and speak with the RCS Partner about their project back then.

For 2024, RCS is celebrating our 44th year in business and looking forward to another 40-plus years of partnering with municipalities.

QUALIFICATIONS

RCS's five principals comprise the Limited Liability Company. RCS principals have over 100 years of combined experience in cost allocation plans and fee studies and have served over 250 municipalities. We have provided these services to a wide array of public agencies, from the smallest special district to larger and more complex cities and counties. While based in Orange County, we engage in projects throughout the State of California.

RCS principals are municipal cost and revenue consultants specializing in the following:

- User Fee Studies
- Cost Allocation Plans
- Development Impact Fee Studies
- Special studies and reports supporting municipal financing management



These specializations allow RCS to focus on every aspect of municipal fees and be the best at what we do. We are confident in our project time estimates and do not respond to RFPs when the project workload exceeds our capacity. We have suggested new fees that are not common practice throughout the state and have challenged and removed municipal fees that were not defensible. We have assisted municipalities in streamlining their fee-based processes.

All RCS principals are knowledgeable in fund accounting, department structures, and municipal services. We stay current on pending financial and legal issues that challenge municipalities. All principals are comfortable speaking with city staff at all levels, drafting reports and resolutions, and presenting to the public, stakeholders, and City Council members.

RCS principals perform all studies in a professional and expedient manner and do not rely on junior staff to perform these vital tasks with our clients. We also don't rely on status memos because we will often be at City Hall in person to tell you how the project is going.

Rick Kermer, a Partner, was one of the founders of RCS. Rick used his CPA and audit experience to build cost allocation, user fee spreadsheets, and software that passes rigorous analysis and reporting accounting standards. Rick's work is the foundation of all the fee study work offered today. He is now semi-retired, taking only a handful of projects each year.

Eric Johnson, the President, has streamlined and perfected the process of CAP and User Fee Study engagements. With over 30 years and hundreds of completed studies, Eric has created a superior process that demands little city staff time while obtaining maximum results. Eric quickly understands complex city services and how to calculate fees for them. He relates well with elected officials because he responds with candor and brevity. If you speak to any of Eric's prior or current clients, they will tell you how easy the process was.

Scott Thorpe, a Principal, joined RCS in 1985. Before that, he spent 13 years in the cities of Chula Vista, Covina, Anaheim, and Brea, serving in various roles within the city manager's offices. Scott performed user fee studies for several years, transitioning to development impact fees when AB 1600 was enacted. He has written articles laying out the fundamentals of impact fees, and his work has generated tens of millions in fee revenues for cities.

Chu Thai, Vice President, joined RCS after 22 years of municipal experience. As a budget manager and finance director, Chu has successfully coordinated user fee increases, impact fee increases, utility rate increases, and tax ballot measures. His experience helps clients avoid the unseen perils that jeopardize municipal projects. After project completion, Chu leaves behind well-documented reports and spreadsheets for City staff. His career has focused on improving cities' financial stability and implementing operational effectiveness and efficiencies in local government.

Gregory Brown, a Vice President, is the newest team member of RCS. However, he has already performed development impact fee studies for a dozen different cities and districts. Gregory spent 20 years working in small business before joining the RCS team. He was



trained by Scott Thorpe in development impact fee and applied the same methodology Scott Thorpe developed over 35 years while also incorporating his experience in managing small businesses with a focus on efficiency.

RCS PROJECT MANAGER FOR REDONDO BEACH

Scott Thorpe, Principal, and Greg Brown, Vice President, will work together on the Development Impact Fee Study.

RCS may assign additional specialists to the project to help maintain the proposed schedule and ensure product quality. We thoroughly understand and will be involved in every phase of the impact fee study, advising City staff when necessary. Resumes for the RCS project team are included in this proposal on the following pages.



Scott Ian Thorpe Principal

EDUCATION

Bachelor of Arts in Public Administration – San Diego State University

Master of Public Administration - California State University Fullerton

AFFILIATIONS

California Society of Municipal Finance Officers

Government Finance Officers Association

Mr. Thorpe has been with RCS since 1985 and built his career and reputation on the proper establishment of development impact fees. His early publications helped shape the foundation of calculating and implementing impact fees. Scott has produced studies for projects ranging from small, single-use developments to large, master-planned communities throughout California. He is actively involved in all aspects of the projects, from kick-off through Council adoption and beyond fee collection and reporting.

Municipal Experience

City of Brea – Management & Budget Manager

Developed budget preparation and management information reporting systems. Established personal computer operations, including acquisition, placement, and maintenance of all equipment to initial and ongoing employee training. Created a comprehensive legislative program for reviewing all federal, state and local legislation.

City of Anaheim – Budget Analyst/Management Operations Auditor

Assisted in the preparation of a \$350,000,000 annual budget. Provided centralized management support and assistance of line departments with a variety of services including work measurement and management techniques program development, productivity improvement, internal management audits, budget review/analysis, revenue forecasting and auditing, and data processing systems development. Specialized in management assistance to public safety, stadium, convention center and golf operations. Responsible for fiscal, work-unit measurement and management training sessions required of all city management staff.

City of Covina – Administrative Assistant to the City Manager

Performed general program development with significant emphasis on the improvement of the budget process, legislative, public information, and agenda process systems. Conducted a major annexation study and effort.



Scott Ian Thorpe

Principal

Municipal Experience (continued)

City of Chula Vista – Administrative Aide

Entry level job which involved completion of a City-wide Policy and Procedure Manual, operation reviews of long-term fire vehicle equipment purchases and of the municipal bus system stop locations.

Publications

"Financing Capital Improvements", Journal American Water Works Association, August, 1991, pages 50-52

"Impact Fees: Practical Guide for Calculation and Implementation", Journal of Urban Planning and Development, Vol. 18, No. 3, September, 1992, pages 106-118

"The Missing Ingredient in State-Mandated General Plans", Public Management, International City Management Association", March 2014. Pages 21-22.

Other Accomplishments

Charter Oak Unified School District Facility Closure Committee-Board Appointee

Guest Lecturer on various municipal government/management topics at two universities



Gregory Ross Brown
Vice President

EDUCATION

Bachelor of Arts in History –
Cal Poly Pomona

Professional Experience

Revenue & Cost Specialists – Vice President

(2022- Present) Assisting in meetings, gathering data, building fee structures, analyzing, and writing reports.

Revenue & Cost Specialists – Associate

(2020 – 2022) Assist in working meetings, data gathering, analysis, and input. Write and/or edit text for completed Development Impact Fee cost calculations.

**Simple Health Acupuncture and Wellness Center Inc.
Long Beach, CA – Clinic Director**

(2012 – 2022) Oversaw all operations of a continuing multiple-modality health clinic involving seventeen employees.

Project Experience

Development Impact Fees

Apple Valley Fire Protection District, CA
City of Highland, CA
City of Shafter, CA
City of Gardena, CA (In Progress)
City of West Covina, CA (In Progress)
City of Hercules, CA (In Progress)
City of Corning, CA (In Progress)
City of El Segundo, CA
City of Farmersville, CA
City of Livingston, CA
City of Loma Linda, CA
City of Morro Bay, CA
City of Hawthorne, CA (In Progress)
City of Santa Ana, CA (In Progress)
City of Newark, CA (In Progress)

Cost of Services Studies

City of Hawthorne, CA
City of Laguna Beach, CA
City of Santa Maria, CA



SCOPE OF WORK

DEVELOPMENT IMPACT FEE

To ensure the City of Redondo Beach continues to provide basic municipal services as the City grows, RCS proposes **two options** for the calculation and textual support of the City's Development Impact Fee and Nexus Report.

The first option would be a complete set of Development Impact Fees and include the following infrastructures:

1. **Law Enforcement Facilities, Vehicles, and Equipment**
2. **Fire Suppression Facilities, Vehicles, and Equipment**
3. **Circulation System, including Streets, Signals, and Bridges**
4. **Wastewater System**
5. **Storm Drainage Collection System**
6. **General Facilities (City Hall and City Maintenance Yard)**
7. **Public Use Facilities (Community/Senior Center)**
8. **Park Land Acquisition, Open Space and Park Improvements**

The second option would be an update to the existing Development Impact Fees and would include the following infrastructures:

1. **Park In-Lieu (Quimby Act)**
2. **Park Land Acquisition, Open Space and Park Improvements (AB 1600)**
3. **Public Art Fee**
4. **Wastewater System**

RCS has the experience and determination to research and identify the maximum financial impact of future developments in Redondo Beach. With this information, staff can realize the city's best funding and implementation policies.

We plan to use a series of direct, focused meetings between RCS experts and knowledgeable City staff to produce an accurate, logical, and defensible final product. RCS's objective is to ensure that City staff feels confident about the data and the report and, therefore, confident in supporting the results at public hearings.

The fee recommendations included in RCS' final Development Impact Fee Calculation and Nexus Report will be legally defensible, easy to understand, and supported by City staff. Our years of experience in impact fees and working with local government finance officers ensure this project will be completed successfully and on time.



To provide the basis for the Development Impact Fees, the following steps would be taken by the Revenue & Cost Specialist staff, working with City staff and other consultants where necessary and appropriate:

Task 1: Preliminary Research

Prior to any meetings, RCS will perform a field "windshield" survey to become acquainted with the physical characteristics and general improvement needs and standards of the City. We will request and review all City maps, land-use documents, and available master plans, especially the Comprehensive General Plan, before the kick-off meeting. We will review the City's history of impact fee schedules, resolutions, ordinances, and Annual and Five-Year Reports per Government Code Sections 66006 and 66001. RCS will review recent Operating Budgets, CIP Budgets, Comprehensive Annual Financial Reports, and fixed asset reports.

RCS will meet and discuss the City's planning, capital financing process, and community development standards with the City Engineer, City Planner, and other executive staff to determine the improvements that most likely will evolve from the project planning documents and be needed to support and give validity to the City's Comprehensive General Plan.

Task 2: Series of Working Meetings

RCS will meet with City staff responsible for each infrastructure to help identify all projects needed through theoretical build-out via the use of master plans, specific plans, and other service requirement studies. The more supporting documents we can find, the better the Study will be. The greatest support would be an engineer-prepared Master Plan. RCS will endeavor to increase the validity of available information if such a document is unavailable. RCS will request from the City all reports, master plans, specific plans, and other related reports identifying needed infrastructure. If needed, RCS can assist the City with developing project lists and supporting data. RCS will review project cost estimates and textual explanations for accuracy and completeness.

RCS will identify and analyze the demand drivers specific to each infrastructure or service area. The drivers are the factors of nexus demand related to each land use and would be based on the project plans or City productivity records. These demand drivers will help determine the distribution of the benefits of nexus and the impact of each group of projects on each of the above categories of land use. Proportional analysis is necessary to identify what burdens would be placed upon the existing and future infrastructure would be undertaken.



Task 3: Draft *Development Impact Fee Calculation and Nexus Report*

Since the Report is based on information and estimates provided by City staff, it is important that all participants are comfortable with the methodology and data presented. RCS will prepare a draft report consisting of the fee structures, the necessary relevant nexus text, and a report with recommended fees. This meeting will include discussions on policy issues, implementation strategies, and revenue collection procedures. RCS will provide the draft report for staff consideration and distribution.

Task 4: Presentation of *Proposed Development Impact Fee Calculation and Nexus Report* to the City Council

RCS will attend the City Council meeting to discuss the report methodology and present findings, provide a formal presentation, and answer questions about those findings. RCS will have the necessary supporting documentation for the meeting and will be the primary contact to answer all questions, following up with any City Council direction with the assistance of City staff.

CLIENT INPUT

RCS will make every effort to advise, seek input from and, in general, explain the work as it is being performed. We depend on dedicated and engaged staff participation for a project to be completed successfully. Most of the staff participation is to attend working meetings with RCS.

The City should also designate a Project Coordinator for the fee study who will:

- 1) Identify key City staff and coordinate the kick-off meeting(s)
- 2) Assist in obtaining the requested information
- 3) Coordinate the review of draft reports, and
- 4) Provide project direction if needed

ONSITE MEETINGS AND VIDEO CONFERENCING MEETINGS

For the project kick-off and working meetings on the same day, the City may choose to have RCS onsite or conduct the meetings through a video conferencing account.

All working meetings will be through our Zoom account or a video conferencing software of the City's choice. Our experience has determined that video conferencing is more flexible in scheduling meetings, lets City staff quickly access reports and files on their computers, and allows everyone to view and discuss the same documents at the same time.

RCS plans to participate in the City Council meetings onsite at the City of Redondo Beach.



PROJECT SCHEDULE

RCS' references will attest that our timelines are ideal for impact fee studies. Of course, this schedule will require the cooperative participation of City staff. We will meet with staff every two to three weeks to provide them with updates. Department meetings will be 30 minutes to two hours each. Please note that this timeline is based on receiving the completed Land-use Database.

Option 1 Schedule

Development Impact Fee Study	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025
Kickoff Meeting								
Land-use Database Compilation								
Determine Infrastructure LOS								
Discuss Desired Projects w. Staff								
Review Project Costs & Descriptions								
Review Demand Drivers (Nexus)								
Apply Nexus Distribution Factors								
Review Draft DIF Report with Staff								
Prepare Final DIF Report								
Present DIF Study to Council								

Option 2 Schedule

Development Impact Fee Study	Jan 2025	Feb 2025	Mar 2025	Apr 2025	May 2025	Jun 2025	Jul 2025	Aug 2025
Kickoff Meeting								
Land-use Database Compilation								
Determine Infrastructure LOS								
Discuss Desired Projects w. Staff								
Review Project Costs & Descriptions								
Review Demand Drivers (Nexus)								
Apply Nexus Distribution Factors								
Review Draft DIF Report with Staff								
Prepare Final DIF Report								
Present DIF Study to Council								



REFERENCES

REFERENCES – DEVELOPMENT IMPACT FEE STUDY

We have recently completed similar *Development Impact Fee Calculation and Nexus Report* projects for the following jurisdictions. We encourage you to contact any RCS client regarding our understanding of the nature of municipalities and working relationships with city staff. Copies of recent impact fee reports can be provided upon your request. RCS was the project manager for all projects listed below.

Jurisdiction	Reference Contact
City of Loma Linda (909) 799-2800	Jarb Thaipejr, City Manager Lorena Matarrita, Community Development, Senior Planner
Completed an update to a prior RCS-conducted DIF Report and Master Facilities Plan. RCS' Nexus Report update will raise approximately \$333 million in Development Impact Fees for the City.	
City of Shafter (661) 746-5000	Gabriel Gonzalez, City Manager
Completed the City's DIF Calculation and Nexus Report in 2024. RCS' Nexus Report will raise approximately \$1.1 billion in Development Impact Fees for the City. The Impact Fees were calculated for all major infrastructures in the City. This project was done in two phases, with public safety adopted first and then the other major infrastructures adopted in a second phase.	
City of Farmersville (559) 747-0458	Steve Huntley, Director of Finance & Administration
RCS was selected in September 2020 to update the City's Cost Allocation Plan, User Fees, and Impact Fees.	
City of Ontario (909) 395-2000	Derrick Womble, Administrative Officer
Ontario is also a long-term RCS client, with RCS conducting its first full-infrastructure DIF Nexus Report and two major updates. The City DIF Calculation and Nexus Report supports the doubling of the size and population of the City within the Ontario Ranch Specific Plan area boosting the City's housing by 59,000 dwelling units (150% increase) and its business square feet by 100,000,000 (71% increase).	



CLIENTS SERVED

USER FEE STUDY/COST ALLOCATION PLAN

Carpentaria-Summerland Fire District
Chino Valley Independent Fire District
City of Alhambra
City of Antioch
City of Arcadia
City of Atascadero
City of Azusa
City of Banning
City of Barstow
City of Bend, OR
City of Beverly Hills
City of Big Bear Lake
City of Brea
City of Buena Park
City of Carlsbad
City of Carmel-by-the-Sea
City of Carpentaria
City of Carson
City of Ceres
City of Chino
City of Claremont
City of Coachella
City of Concord
City of Corona
City of Cotati
City of Cudahy
City of Desert Hot Springs
City of Diamond Bar
City of Dinuba
City of Dublin, Ohio
City of El Cajon
City of El Segundo
City of Elk Grove
City of Eureka
City of Folsom
City of Fontana
City of Foster City
City of Fountain Valley
City of Fullerton
City of Glendale
City of Glendora
City of Goodyear, Arizona
City of Hemet
City of Hermosa Beach
City of Hesperia
City of Highland
City of Huntington Beach
City of Kennewick, WA
City of La Canada-Flintridge
City of La Habra Heights
City of La Mirada

USER FEE STUDY/COST ALLOCATION PLAN (continued)

City of La Palma
City of La Puente
City of Lake Elsinore
City of Lake Forest
City of Lakewood
City of Lancaster
City of Lathrop
City of Lawndale
City of Lemoore
City of Lincoln
City of Lindsay
City of Loma Linda
City of Long Beach
City of Los Altos
City of Lynwood
City of Mammoth Lakes
City of Manhattan Beach
City of Marina
City of Menifee
City of Merced
City of Milpitas
City of Monrovia
City of Monterey
City of Moreno Valley
City of Morgan Hill
City of Morro Bay
City of Needles
City of Norwalk
City of Oakdale
City of Oceanside
City of Ontario
City of Oroville
City of Oxnard
City of Palm Desert
City of Palm Springs
City of Palmdale
City of Pasadena
City of Peoria, AZ
City of Pico Rivera
City of Pismo Beach
City of Pittsburg
City of Pomona
City of Port Hueneme
City of Porterville
City of Rancho Cucamonga
City of Rancho Palos Verdes
City of Red Bluff
City of Redlands
City of Rialto
City of Richmond
City of Ridgecrest
City of Riverside

USER FEE STUDY/COST ALLOCATION PLAN (continued)

City of Rocklin
City of Salinas
City of San Clemente
City of San Gabriel
City of San Juan Capistrano
City of San Marino
City of San Rafael
City of Sanger
City of Santa Clarita
City of Santa Monica
City of Santa Paula
City of Scotts Valley
City of Seal Beach
City of Seaside
City of Selma
City of Shafter
City of Sierra Madre
City of Simi Valley
City of Solana Beach
City of South Gate
City of South Lake Tahoe
City of South Pasadena
City of Springville, UT
City of Stockton
City of Suisun City
City of Taft
City of Thousand Oaks
City of Tracy
City of Tulare
City of Turlock
City of Upland
City of Villa Park
City of Vista
City of West Covina
City of West Jordan, UT
City of Westminster
City of Yuba City
City of Rancho Mirage
Coachella Valley Assoc of Gov't
Contra Costa County
County of Cobb, GA
County of Contra Costa
County of San Bernardino
County of Tulare
Imperial County
Oceanside Harbor District
Orange County Fire Authority
Orange County Vector Control District
Placer County Water Agency
Riverside County Transport. Comm.
San Bernardino Assoc. Gov't



**USER FEE STUDY/COST
ALLOCATION PLAN (continued)**

South Jordan City, UT
Town of Apple Valley
Town of Los Gatos
Town of Mammoth Lakes
Town of Truckee
Ventura County Fire District

IMPACT FEE STUDY

Antelope Valley Fire District
Apple Valley Fire District
Barstow Fire District
Bridgeport Fire District
Brigham City Corporation, UT
Carpentaria-Summerland Fire District
Chalfant Public Services (Fire) Protection District
City of Alhambra
City of Anaheim
City of Atascadero
City of Baldwin Park
City of Barstow
City of Big Bear Lake
City of Calimesa
City of Chino
City of Coachella
City of Colton
City of Corona
City of Desert Hot Springs
City of Folsom
City of Gilroy
City of Glendale
City of Gonzales
City of Grand Terrace
City of Greenfield
City of Hemet
City of Highland
City of Huntington Beach
City of Jurupa Valley
City of King City
City of Laguna Hills
City of Lemoore
City of Loma Linda
City of Menifee
City of Monterey Park
City of Morgan Hill
City of Murrieta
City of Needles
City of Newport Beach
City of North Ogden, UT
City of Oceanside
City of Ontario
City of Orange
City of Oroville
City of Paso Robles
City of Petaluma
City of Pismo Beach

IMPACT FEE STUDY (continued)

City of Rancho Cordova
City of Reedley
City of Rialto
City of Riverside
City of San Bernardino
City of Santa Paula
City of Scotts Valley
City of Sedona, AZ
City of Selma
City of Sierra Madre
City of Thousand Oaks
City of Tracy
City of Tulare
City of Wheatland
City of Whittier
County of Monterey Sheriff's Department
County of San Bernardino Feather River Recreation and Park District
June Lake Fire District
Lake Havasu City, AZ
Long Valley Fire District
North Central Fire District
SANBAG
South Jordan City, UT
South Ogden City, UT
Town of Apple Valley
Town of Mammoth Lakes
Town of Paradise
Town of Truckee
Washington Terrace City, UT
West Jordan City, UT
Wheeler Crest Fire District

ACCOUNTING PROCEDURES

City of Buena Park
City of Compton
City of La Habra
City of La Palma
City of Morgan Hill
City of Palmdale
Commerce Redevelopment City
South Gate Housing Authority

ASSISTANCE TO CITY

ATTORNEYS (confidential)

Cohen and Berliner – Litigation Assistance
Rutan and Tucker – Litigation Assistance
San Diego City – Building & Safety Fee Litigation Assistance
San Diego County Counsel – DIF Use Litigation Assistance

CASH MANAGEMENT

City of Buena Park
City of Commerce
City of Compton
City of Palmdale
La Mirada Civic Theater

DATA PROCESSING

City of La Palma
City of Palmdale
City of San Clemente
City of South Gate
City of Villa Park
Ontario-Montclair School District

LONG RANGE FINANCIAL PLAN

City of Chino
City of Cudahy
City of Hesperia
City of Lake Elsinore
City of South Gate
City of Turlock

**MASTER FACILITIES
PLANS/CIPs**

Apple Valley Fire District
Barstow Fire District
Bridgeport Fire District
Brigham City Corporation, UT
Carpentaria-Summerland Fire District
Chalfant Public Services (Fire) Protection District
City of Anaheim
City of Atascadero
City of Barstow
City of Big Bear Lake
City of Calimesa
City of Carpentaria
City of Chino
City of Corona
City of Desert Hot Springs
City of Folsom
City of Gonzales
City of Grand Terrace
City of Greenfield
City of Highland
City of Huntington Beach
City of Jurupa valley
City of King City
City of Lancaster
City of Loma Linda
City of Menifee
City of Murrieta
City of Needles
City of Newport Beach
City of Norco



**MASTER FACILITIES
PLANS/CIPs (continued)**

City of Ontario
City of Orange
City of Oroville
City of Paso Robles
City of Rancho Cordova
City of Riverside
City of San Bernardino
City of Santa Paula
City of Sedona, AZ
City of Selma
City of Tracy
City of Wheatland
City of Whittier
June Lake Fire District
Lake Havasu City, AZ
Long Valley Fire District
North Central Fire District
North Ogden City, UT
South Jordan City, UT
South Ogden City, UT
Town of Apple Valley
Town of Mammoth Lakes
Town of Paradise
Town of Truckee
Wheeler Crest Fire District

**ORGANIZATIONAL AND
MANAGEMENT**

City of La Mirada
City of South Gate
City of Vista
Ontario-Montclair School District

UTILITY RATE STUDY

City of Brea
City of Chino
City of El Segundo

MISCELLANEOUS PROJECTS

Brigham City Corporation, UT –
Closed Indian School Use
Conversion
City of Azusa – Plan
Check/Inspection Process
Review
City of Beverly Hills – Rent
Stabilization Fee
City of Colton – Electric Utilities
Collection Procedural Manual
City of Corona – Communications
Repeater Cost Financing
City of Corona – Interstate 15
Area Public Safety Facility
Financing
City of Fontana – General &
Departmental Overhead Plan
City of Garden Grove - Internal
Service Fund Balance Study
City of Hemet – Supplemental DIF,
Public Peril Report
City of Los Altos – Existing DIF
Review
City of Milpitas – Business License
Ordinance Review
City of Needles – Development
Agreement Assistance
City of Pico Rivera – Business
License Ordinance Review
City of Port Hueneme – Revenue
Search Report
City of Redlands – Street
Sweeping Rate Study
City of San Bernardino –
Verdemont Area Financing
Analysis

**MISCELLANEOUS PROJECTS
(continued)**

City of San Clemente – Business
License Review
City of Santa Paula – General Plan
Element
City of Seaside – Hayes Housing
Development Service Demands
City of South Lake Tahoe –
Transfer of Custody Cost
Verification
City of Westminster –
Productivity Measurement
Module
Lake Havasu City, AZ – Capital
Financing Plan
Los Angeles Fire/Police
Retirement System – Fiscal
Review
San Bernardino County – Special
District Office Finance Review
South Jordan City, UT – Business
Regulation Costing
Town of Windsor – Long Range
Capital Financing Plan



PROPOSED BUDGET

OPTION 1 PROPOSED BUDGET

Revenue & Cost Specialists proposes the following project costs, which will **NOT EXCEED THE AMOUNT OF \$48,750**.

Task	Milestones/Deliverables	Hours	Total Cost
Preliminary Research		30	4,500
Identify Land-Use Build Out	Land Use Database	65	9,750
Identify Current/Future Needs	Schedule of Capital Costs	70	10,500
Mathematical Nexus Calculation	Spreadsheets of Calculations	60	9,000
Textual Nexus	Draft & Final DIF Reports	75	11,250
Public Meetings	Presentations (4)	25	3,750
TOTAL PROJECT COST		325	\$48,750

OPTION 2 PROPOSED BUDGET

Revenue & Cost Specialists proposes the following project costs, which will **NOT EXCEED THE AMOUNT OF \$24,750**.

Task	Milestones/Deliverables	Hours	Total Cost
Development Impact Fee			
Preliminary Research		10	1,500
Identify Land-Use Build Out	Land Use Database	65	9,750
Identify Current/Future Needs	Schedule of Capital Costs	15	2,250
Mathematical Nexus Calculation	Spreadsheets of Calculations	30	4,500
Textual Nexus	Draft & Final DIF Reports	25	3,750
Public Meetings	Presentations (4)	20	3,000
TOTAL PROJECT COST		165	\$24,750

The above costs are based on a charge of \$150 per hour. The billing rate for any additional work not covered by this proposal would be \$200 per hour. Our proposal covers all costs except for the following additional costs that the City may incur:

- Insurance coverage beyond our basic general liability and workers' compensation requires an additional premium. RCS standard coverage includes worker's compensation pursuant to state law, comprehensive liability Insurance with a



combined single limit coverage of \$2,000,000, and professional liability insurance with a combined coverage of \$2,000,000.

- Report reproduction beyond one physical master copy of the final Report.
- Excessive public meeting attendance.
- Excessive revisions to the report once the draft report has been approved by City staff.

RCS will submit five equal invoices for the Development Impact Fee Study, plus any miscellaneous costs from the previous paragraph. The first invoice will be submitted ten days after the start of each. Invoices will be due within 30 days of submission.