

REQUEST FOR PROPOSAL (RFP)
NEXUS STUDY OF MASTER FEE SCHEDULE



Issued on: February 27, 2025

Proposal Responses Due: March 27, 2025

City of Suisun City – Development Services Division

Attention: Michael Elm, Administrative Technician

Development Services Department

Melm@suisun.com

701 Civic Center Boulevard, Suisun City CA 94585

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SECTION I – OVERVIEW OF PROCESS

BACKGROUND

The City of Suisun Development Services Department is seeking a qualified consultant (or team of consultants) to assist staff with a comprehensive review and revision of the City’s Master Fee Schedule. This should include recommendations for the revision, elimination, and/or implementation of impact fees or processing fees, where appropriate.

CITY OVERVIEW

Located nearly halfway between San Francisco and Sacramento, Suisun City is a hidden gem of the Bay Area. Suisun City is accessible from Interstate 80 via Highway 12 and Amtrak’s Capitol Corridor commuter rail stop at the Train Depot, right to the heart of the City’s historic Waterfront District, making it a prime location for job seekers as well as homeowners. The community is a unique destination for a Bay Area Day trip, an overnight getaway or a place to work, particularly with its reverse commute for inner Bay Area residents. Suisun City operates under the Council/Manager form of governance in which the electorate chooses members of the City Council and the City Council hires the City Manager to implement City Council policy and run day-to-day affairs. The Mayor and City Council are elected independently in non-partisan elections to serve four-year terms in office. The Mayor Pro-Tem is selected by the City Council from among its members.

PURPOSE OF THE RFP

The objective of the RFP is to receive proposals for reviewing and updating the City of Suisun City’s Master Fee Schedule, recommending additional fees (if necessary). The City seeks one or more qualified agencies who can demonstrate that they possess organizational, functional, and technical capabilities, and also have experience, expertise, and qualifications to provide and support the project objectives below, either in part or in whole. Agencies may submit proposals that cover one or more of the identified City objectives.

PROJECT OBJECTIVES

1. User Fee Study for Master Fee Schedule Update, including new fees recommended by the agency. The City’s current Master Fee Schedule is located here.
2. Development Impact Fee and Nexus Study, including exploration of new development impact fees recommended by the agency.
3. Cost Recovery Schedule Update, including recommended changes to recover operational costs for fee related services rendered to the public.

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CONSULTANT/AGENCY SELECTION SCHEDULE

ACTION:	DATE:
Issuance of Request for Proposal	February 27, 2025
Proposals Due by 5pm PST	March 27, 2025
Interviews with Selected Agencies, if determined necessary by City.	Projected Week of April 1, 2025 (If necessary)
City Determines Finalist(s) for Contract Negotiations	Projected - April 7, 2025
Authorization of Award to Selected Agency(s)	Projected - April 15, 2025

RFP COORDINATOR

All communications concerning this RFP must be submitted in email to the RFP Coordinator, Michael Elm, Administrative Technician (melm@suisun.com). The RFP Coordinator will be the sole point of contact for this RFP. All requests for additional information or clarification should be directed to the RFP Coordinator. All agencies will be provided, via e-mail, with a copy of all questions submitted as well as the City's response. The questions and answers will also be posted on the City's website. The City is not responsible for delayed or lost e-mail, regardless of the cause.

Agency initiated contact with anyone else in the City related to this RFP is expressly forbidden and may result in the disqualification of the agency's proposal.

PROPOSAL PREPARATION COSTS

The City will not pay any costs associated with the preparation, submittal, or presentation of any proposal.

RFP AMENDMENT AND CANCELLATION

The City reserves the right to amend this RFP in writing at any time. The City also reserves the right to cancel or reissue all or any part of the RFP at its sole discretion. If an amendment is issued, it will be provided to all agencies that have submitted a Letter of Intent to Respond via email. Agencies will respond to the final written RFP including any exhibits, attachments, and amendments issued by the City.

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QUESTIONS AND INQUIRIES

Specific questions concerning the RFP should be submitted via email to the RFP Coordinator. Questions should clearly identify the relevant section of the RFP related to the question being asked. Questions regarding the information contained in the RFP document must be submitted in writing, by email to:

Melm@suisun.com

Questions will be responded to via email.

SUBMITTAL PROCESS

Delivery of Responses:

All responses to this RFP must arrive by mail by 5:00 pm on March 27, 2025

Responses may be mailed to:

ATTN: Michael Elm
701 Civic Center Blvd.
Suisun City, CA 94585

Proposals received after the stated deadline will not be accepted. Advance submittals are permitted. Clearly mark the Packet Cover of submittals as follows, including the Objective number(s) that the agency is addressing in the proposal:

“PROPOSAL FOR SUISUN CITY PROFESSIONAL SERVICES TO PERFORM CITYWIDE NEXUS STUDY OF MASTER FEE SCHEDULE – OBJECTIVE X”

See Section I for the Project Objectives.

Completeness of submittal

Submission of a proposal indicates acceptance by the agency of the conditions contained in this Request for Proposals including all exhibits unless clearly and specifically noted in the proposal submitted and confirmed in the contract between the City of Suisun City and the agency selected.

No collusion

By submitting a proposal, the agency certifies that its submission is not the result of collusion or any other activity that would tend to influence the selection process directly or indirectly. The proposal will be used to determine the agency’s capability of rendering the services to be provided.

Late proposals

Proposals received late will not be opened or given any consideration for the proposed services unless doing so is deemed to be in the best interest of the City, as determined in the sole discretion of the City. The official date/time of receipt via email will be determined by the City’s email system. It is the proposer’s responsibility to request a return email from the RFP Coordinator that confirms receipt of a timely proposal.

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PUBLIC RECORDS LAW

Pursuant to the California Public Records Act, Government Code Section 6250 and following, public records may be inspected and examined by anyone desiring to do so, at a reasonable time, under reasonable conditions, and under supervision by the custodian of the public record. All submitted proposals are subject to the California Public Records Act and may be determined to be public records subject to disclosure, even if the agency claims confidential treatment. The City will disclose public records as required under the California Public Records Act.

Each agency should be aware that although the California Public Records Act recognizes that certain confidential trade secret information may be protected from disclosure, the City might not be in a position to establish that the information, which a vendor submits, is a trade secret. If a request is made for information marked as “confidential” by the agency in their proposal, the City will provide the agency who submitted such information with reasonable notice to allow the agency to seek protection from disclosure by a court of competent jurisdiction.

SELECTION PROCESS AND RATING CRITERIA

After the proposals are received, the City shall review and evaluate them based on the rating criteria below to determine whether the proposer possesses the qualifications necessary for the satisfactory performance of the services required. The City may also investigate qualifications of all proposers to whom the award is contemplated, and the City may request clarifications of proposals directly from one or more proposer.

The City reserves the right, at its sole discretion, to request clarifications of proposals or to conduct discussions for the purpose of clarification with any or all agencies. The purpose of any such discussions shall be to ensure full understanding of the proposal. Discussions shall be limited to specific sections of the proposal identified by the City and, if held, shall be after initial evaluation of proposals are complete. If clarifications are made as a result of such discussion, the vendor shall put such clarifications in writing.

In the event the City chooses to conduct interviews as part of the selection process, the City will determine how to proceed in that process. The agencies selected for the interview will be allowed to present their agency’s experience and project approach. Following each presentation, there may be informal question and answer discussion.

At the conclusion of the evaluation, the City will enter into contract negotiations with the top-ranking agency(s). City staff will make recommendations to the City Council, which reserves the right to reject any or all proposals. The selection process will be completed when a contract(s) is executed.

Furthermore, the City reserves the right to reject any or all proposals, and to waive any and all irregularities to choose the agency(s) which, in the City’s opinion, best serve(s) the City’s interests.

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Rating Criteria

Proposals will be evaluated and scored on a 100-point total basis using the criteria below to determine which Proposal provides the best value and is the most beneficial for the City and Project. Points will be awarded based on the information provided in the Proposal and relative to meeting the City's best interest.

• Qualification and experience of the firm	0 - 10
• Qualifications and experience of key personnel	0 - 15
• Demonstrated success with preparing deliverables for similar projects	0 - 20
• Perceived ability to perform work in a timely and cost-effective manner	0 - 15
• Understanding of project and proposed work approach	0 - 25
• Cost proposal	0 - 10
• The responsiveness and overall quality of Proposal	0 – 5

The City reserves the right to seek supplemental information from any Proposer at any time after review of the Proposals and before award of any Agreement.

SECTION II- SUBMITAL REQUIREMENTS

INSTRUCTIONS

Agency shall read the entire RFP and all exhibits before preparing their proposal.

PROPOSAL ADDRESSES THE RFP

The Agency's response to the RFP must address the services requested by the City in such a way that it is clear that the Agency understands the City's needs.

CITY PROPERTY

By submitting a response, the responding agency acknowledges the RFP and all materials submitted in response to this RFP will become the property of the City.

MANDATORY SUBMITTING MATERIALS

Each RFP response shall be 8-1/2" x 11" vertical format for written materials sealed in a manilla envelope consisting only of the specified materials requested below. To be responsive, each RFP submission must include only the following information in the format indicated. Page Submittals not organized according to the following format may be rejected.

1. **Cover Letter.** The cover letter shall be signed by an officer of the agency or joint venture or by another person with authority to act on behalf of and bind the entity. Indicate contact person(s) for the project and contract negotiations.
2. **Table of Contents.** All pages are to be numbered and the table of contents should identify each major section.

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3. **Executive Summary.** This section of the proposal should provide a concise synopsis of agency’s proposal and credentials to deliver the services sought under the RFP. In addition, it should explain how the proposed services will differentiate itself from other agency’ services and the reasons the City should select the proposed agency.
4. **Company Information.** This section of the proposal must include the following:
 - a. Provide the legal entity name, Federal Employer Identification Number (EIN), and form of business (i.e. Corporation, LLC, etc.).
 - b. Provide the date of the agency’s establishment
 - c. Identify if the agency is a subsidiary of a larger company. If so, whom?
 - d. Provide a primary contact name, address, phone number, and email address.
 - e. Identify the location of company headquarters or offices, which will directly support the services provided.
 - f. Provide the current number of employees at the company.
 - g. List the company’s Suisun City license number, or statement of understanding that a business license must be purchased prior to doing business with the City.
 - h. Identify if the agency has filed any bankruptcy or insolvency processing in the last ten (10) years.
 - i. Identify any mergers, acquisitions, or sales of the vendor company within the last five years (if so, include an explanation providing relevant details).
 - j. Identify any services that the agency has provided in Suisun City within the past 5 years.
5. **Statement of Qualifications.** Include the following:
 - a. Identify the Objectives being proposed in the proposal
 - b. Describe the experience of the proposer in regard to services of this nature; reference specifically how the agency has experience and expertise to address the Scope of Services in Exhibit “A”
6. **Proposed Project Schedule**
 - a. Provide an estimated schedule to undertake the objectives as described in Exhibit A - Scope of Services. The schedule can be phased or organized in a manner the proposer deems most effective as long as there is a clearly-defined plan articulated in the proposal.
7. **Completed Attachment A- Proposal Pricing Form (Note: The Proposal Pricing Form should be separated from the proposal packet and sealed in a separate envelope by itself within the proposal packet.)**

The proposer acknowledges that by submitting a proposal, the proposed pricing is bound for 90 days after the Proposal Submittal Deadline. The proposer will be responsible for obtaining any materials required to perform work. In this section the proposer will provide the standard markup rate (if any) for all materials procured on behalf of the City.

The proposer shall be responsible for all costs incurred in the development and submission of this response. The City assumes no contractual obligation as a result of the issuance of this RFP, the preparation or submission of a response by a Proposer, the evaluation of an accepted response, or the

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selection of finalists. The City shall not be contractually bound until the City and the successful proposer(s) have executed a written contract for performance of the work.

8. Completed Attachment B – Reference List

- a. References: Please complete Attachment B – Reference List, for three references. Please also include a list of municipalities, inclusive of contacts, for which similar services are currently being provided or have been provided in the past 3 years.
- b. Sample Work: If available, proposals should include a public link or attached file(s) of at least two (2) completed reports that the agency has previously developed for other municipalities that are comparable to the work requested in this RFP.

9. Agreement and Insurance Requirements

- a. The City will require the successful proposer(s) to acquire and maintain workers' compensation, employer's liability, commercial general liability, owned and non-owned and hired automobile liability, and professional liability insurance coverage relating to the services to be performed.
- b. Terms and conditions of insurance coverage and evidence thereof are subject to review and approval by the Risk Manager and the City Attorney's Office.

10. Additional Information. Any additional information that will assist in evaluating the qualifications of the proposer.

Section III – Evaluation of Responses

SUMMARY OF EVALUATION PROCESS

The final selection will be the agency, which, in the City's opinion, is the most responsive and responsible, meets the City's requirements in providing the services required by the City objective selected by the agency, and is in the City's best interest. The City maintains the sole and exclusive right to evaluate the merits of the proposals received.

Proposers will be objectively evaluated based on their responses to the project scope outlined in the RFP as well as the rating criteria. The written proposal should clearly demonstrate how the agency could best satisfy the requirement of City.

Proposals will be evaluated based on the following criteria:

- Thoroughness and understanding of the tasks to be completed
- Experience in conducting similar fiscal analysis and reports for local government agencies in California
- Staff expertise and overall experience of personnel assigned to the work
- Availability and staffing to complete the work within the specified timeline
- Responsiveness to requirements of the proposed services
- Review of references
- Cost of services

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Although price for the services will be an important part of the consideration for award of the project, the City will consider the proposer(s) qualifications, expertise and level of professional service in the award of the project.

Each proposer acknowledges and agrees that the preparation of all materials for submittal to the City and all presentations, related costs and travel expenses are at the proposer's sole expense and the City shall not, under any circumstances, be responsible for any cost or expense incurred by the candidate. In addition, each proposer acknowledges and agrees that all documentation and/or materials submitted with in response to this request shall remain the property of the City

SECTION IV – LIST OF EXHIBITS AND ATTACHMENTS

1. Exhibit A – Scope of Services
2. Exhibit B – Sample Agreement
3. Attachment A – Proposal Pricing Form
4. Attachment B – Reference List

EXHIBIT “A”

SCOPE OF SERVICES

The City seeks agency(s) to achieve the following objectives. Agencies may elect to submit a proposal for one or more of the City’s objectives in response to this RFP.

Objectives

1. Full Cost Recovery and User Fee Study for Master Fee Schedule Update:

Suisun City is looking to meet the following objectives through this study:

A. Master Fee Schedule Update:

The purpose of this project is to ensure that Suisun City maintains an up-to-date and accurate Master Fee Schedule that reflects the true cost of providing various services by each department. This includes accounting for all relevant overhead rates and service-related expenses. Best practices, accounting standards, and applicable regulations require the City to have a well-documented fee schedule that supports the appropriate allocation of costs for user fees, permits, licenses, and other charges. The updated schedule will ensure that fees charged for services are reasonable, transparent, and aligned with the City's financial policies and goals.

B. Comparative Fee Study:

Determine if Suisun City is appropriately collecting fees at a level comparative to local jurisdictions. Determine if the City is not collecting fees that other jurisdictions do collect and recommend additional fees to account for gaps.

C. Cost Recovery Schedule:

The purpose of this project is to ensure that Suisun City utilizes overhead rates that accurately account for the true cost of providing various services within City operations and to assess appropriate fees and rates, allowing the City to recover the actual costs incurred for fee related services. This Cost Recovery Schedule will inform an update of the Master Fee Schedule.

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Scope of Services

The below scope of services includes the major tasks required to complete the study. Proposers should include any recommended additional tasks they believe are required to meet the objectives defined above.

The City is also requesting that proposers recommend potential new fees and charges for services that the City currently provides but does not have any fees and/or charges established. Recommendations should be based on practices by surrounding municipalities that may charge for similar services, industry best practices, or the proposer's professional opinion.

A. Fee Study

Prepare a User Fee Study for various City Departments, which may include the following elements. If the consultant feels that additional tasks are warranted, they must be clearly identified in the consultant's proposal.

The following tasks outline the scope of work to complete the User Fee Study.

1. Determine and Review Initial Documentation
2. Project Initiation — Establish the City's goals and objectives for the Study and identify trends and plans which impact cost recovery analysis and policy. Work and meet with City staff to refine the project scope, purpose, uses and goals of the City's User Fee Study to ensure that the study will be both accurate and appropriate to the City's needs. Review project schedule and answer any questions pertaining to the successful development of the study.
3. Develop a Schedule of Current and Potential Fees for Service
4. Conduct Time and Activity Data Gathering Workshops/Interviews/Surveys of Staff
5. Perform a Total Cost Analysis: Identify the total cost of providing each City service at the appropriate activity level and in a manner that is consistent with all applicable laws, statutes, rules, and regulations governing the collection of fees, rates, and charges by public entities including, but not limited to, Proposition 218.
6. Analysis of Recoverable Revenue
 - a. Compare service costs with existing recovery levels. This should include any service areas where the City is currently charging for services as well as areas where perhaps the City should charge, considering the City's practices, or the practices of similar or neighboring cities.
7. Conduct a Market Rate Survey to Similar Jurisdictions
8. Review/Revise the Fee Study Results with Departments and City Management
 - a. Provide training to enable staff to update fees on an annual basis.
9. Assist in Preparing and Presenting the Final Report to the City Council
 - a. Be available at any City Council and relevant City Council Committee meetings to answer questions
10. Consult with City staff should it become necessary to defend the City's User Fees as a result of any legal or other challenge.

The City may add additional fee studies (such as Parking Fees, etc.) as appropriate during the project term.

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B. Comparative Fee Study and Additional Fee Recommendations:

1. Prepare a consolidated report that identifies the present fees, recommended fees, percentage change, cost recovery percentage, revenue impact and fee comparison with other Solano County cities or other California cities that are comparable to Suisun City. A survey comparison of rates and fees with similar cities is required.
2. Identify gaps in fees/charges that are identified as a trend in other cities or the sector as a whole, or may be particularly relevant in Suisun City, but are not currently charged in Suisun City.
3. Recommend potential new fees and charges for services that the City currently provides but does not have any fees and/or charges established, with the goal of following the City's established Cost Recovery Policy. Recommendations should be based on practices by surrounding cities that may charge for similar services, industry best practices, or the consultant's professional opinion.

Reference Documents:

Suisun City Master Fee Schedule:

<https://www.suisun.com/Departments/Finance-Department/Fee-Schedules>

Additional documents can be provided at the initial kickoff meeting if requested by consultant.

C. Cost Recovery Schedule:

To maintain sound financial management practices, Suisun City seeks to establish a defensible, transparent, and equitable cost recovery framework that accurately accounts for the true cost of providing municipal services including staff time, resources and physical assets. The City aims to ensure that overhead rates reflect actual expenditures and that fees for services are appropriately structured to recover costs where applicable.

Currently, the City lacks a comprehensive, citywide cost recovery plan to guide fee-setting and systematic resource allocation. Leadership has expressed a strong interest in adopting a more structured, department-wide cost recovery philosophy to assist staff and management in:

- Prioritizing core program areas
- Establishing equitable fees and charges
- Identifying appropriate tax subsidy levels
- Allocating resources effectively across departments

As part of this project, the selected consultant will develop a Cost Recovery Framework and Citywide Model, including recommendations for specific fees that exemplify cost recovery principles. For instance, Community Development Planning Entitlement fees can serve as a cost recovery mechanism, ensuring that costs associated with new development projects are appropriately distributed.

The final deliverable should provide a structured, data-driven approach to cost recovery that supports financial sustainability while maintaining transparency and fairness in fee assessments.

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2. Development Impact Fee and Nexus Study

Scope of Services

Prepare an Impact Fee Study for the City, which may include the following elements. If the consultant feels that additional tasks are warranted, they must be clearly identified in the consultant's proposal.

1. Work and meet with City staff to refine the project scope, purpose, uses and goals of the City's Development Impact Fee and Nexus Study to ensure that the study will be both accurate and appropriate to the City's needs. Review project schedule and answer any questions pertaining to the successful development of the study.
2. Meet with staff and conduct interviews as needed to gain an understanding of the City's existing standards, including references to the General Plan, Specific Plans, Housing Element, and other conceptual frameworks, regarding the acceptable levels of service for facilities and infrastructure. Conduct a comprehensive review of the City's existing fees, rates, and charges based on the existing standards and assumptions. Identify major policy issues involved in the City's development impact fee program. Establish an overall project schedule.
3. Describe assumptions, and bases for assumptions, regarding the existing level of service in the City (compared to existing standards), including a description of existing facilities and the existing number of equivalent development units (EDU) or residents served.
4. For purposes of determining level of service, the consultant should identify assumptions and basis for assumptions, regarding specific facilities to be constructed and the number of EDUs to be served.
5. Describe assumptions, and basis for assumptions, regarding the number and type of development projects planned for the City, and the impact new developments would have upon the level of service for existing facilities and the ability to meet current and future needs. This description would include a description of any varying impacts caused by residential development versus commercial and industrial development.
6. Prepare an estimated cost of providing additional facilities pursuant to Government Code Section 66005(a). Describe the basis upon which the total estimated cost of providing additional facilities would be allocated to each EDU in the City.
7. Prepare a listing of the types of and projects eligible for impact fee funding.
8. Report on other matters that come to your attention in the course of your evaluation that in your professional opinion the City should consider.
9. The Consultant should prepare a report of findings which shall include but not be limited to: the purpose of any proposed new fees and how the fee would be used; the relationship between the use of current and proposed new fees use and the type of project on which it would be imposed; the need for any additional facilities and the type of project on which the fee would be imposed; the amount of the fee and the cost of the facility (or portion of the facility) attributable to new development and identify nexus to require fee and amount. The final report should summarize key results and findings and explain the methodology used and documentation compliance with the "reasonable relationship" requirements of AB 1600.
10. Prepare and deliver presentations to the City Council to facilitate their understanding of the Impact Fee Study and its implications for the City and make necessary adjustments as requested.

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- 11.** Prepare a final fee study report and provide five bound copies, one unbound copy, and a single Microsoft Word and PDF file of the Impact Fee Study that can be made available to City staff. Models, tables and graphs should be provided in Microsoft Excel as deemed appropriate. Any impact fee revisions developed shall also be made available to the City in Microsoft Word and PDF format, providing the ability to add or delete and/or update information as needed.
- 12.** Consult with City staff should it become necessary to defend the City's Impact Fees as a result of any legal or other challenge.
- 13.** Update the study annually and maintain accurate records of all correspondence, work papers, and other relative evidence during the contract period of three years.

All work should meet adoption and reporting requirements in accordance with the Mitigation Fee Act and AB602.

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ATTACHMENT A – Proposal Pricing Form

Rates by Partner, Specialist, Supervisory, and Staff Level Times House Anticipated for Each

Please prepare a Proposal Pricing Form for each Objective.

	Hours	Standard Hourly Rates	Quoted Hourly Rates	Total
Partner				
Manager				
Supervisory Staff				
Staff				
Other (Specify):				
Sub-Total				
Out-of-Pocket Expenses	N/A	N/A	N/A	
Total All-Inclusive Maximum Price	N/A	N/A	N/A	

Price must be complete and include delivery, labor, tools, equipment, materials, and other charges to complete all proposed deliverables. After award of contract to successful proposer, prices remain firm until completion of contract negotiations.

This proposal is binding for 90 days after the proposal submittal deadline (by 5:00pm on March 27, 2025)

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ATTACHMENT B – Reference List

INSTRUCTIONS: Proposers shall provide a minimum of three (3) references for similar projects completed within the past five (5) years. References should be for municipal or government agencies, if possible. The City reserves the right to contact the references provided to evaluate the proposer's past performance.

REFERENCE #1

Agency/Organization Name: _____
Contact Name & Title: _____
Phone Number: _____
Email Address: _____
Project Name/Description: _____
Contract Amount: _____
Project Completion Date: _____

REFERENCE #2

Agency/Organization Name: _____
Contact Name & Title: _____
Phone Number: _____
Email Address: _____
Project Name/Description: _____
Contract Amount: _____
Project Completion Date: _____

REFERENCE #3

Agency/Organization Name: _____
Contact Name & Title: _____
Phone Number: _____
Email Address: _____
Project Name/Description: _____
Contract Amount: _____
Project Completion Date: _____

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By submitting this form, the proposer certifies that the above information is accurate and that the listed references may be contacted to verify past performance.

Proposer's Company Name: _____

Authorized Representative Name & Title: _____

Signature: _____

Date: _____