



CITY OF SAN CARLOS



Request for Proposals (RFP)
City of San Carlos
Parks Master Plan



Due: Friday, April 19, 2024 by 5:00 p.m. (PST)

Electronic Submittals shall be submitted to: ANewby@cityofsancarlos.org

Attn: Amy Newby, Parks and Recreation Director
600 Elm Street, San Carlos, CA 94070

Contents

REQUEST FOR PROPOSALS	4
Introduction	4
Background	4
Project Overview	5
Proposed Study Area	5
Proposed Budget	5
Schedule	5
Questions Submittal.....	6
Summary of Concurrent and Recent Planning Efforts	6
Trails Connection Plan.....	7
Hillside Trails Plan	7
North Crestview Park Master Plan	8
Pulgas Creek Watershed Study and Management Plan	8
Housing Element Update: San Carlos Housing 2040	8
General Plan Capacity Revision	8
Northeast Area Specific Plan.....	8
Downtown Specific Plan	8
PLANNING PROCESS	9
Tasks and Deliverables	9
Task 1. Project Management, Work Plan and Kickoff Meeting	9
Task 2. Community Outreach and Engagement Plan	10
Task 3. Background Review, Inventory and Analysis	11
Task 4. Community Outreach and Needs Assessment.....	12
Task 5: Study Sessions with PTC, PRCC and City Council.....	13
Task 6. Action Plan Recommendations.....	13
Task 7. Draft Implementation and Financing Plan	14
Task 8. Community and Stakeholder Engagement.....	15
Task 9. Draft Parks Master Plan for Adoption	15
Task 10. Environmental Review	16
Task 11. Public Hearings.....	16
Task 12. Final Parks Master Plan.....	16
Task 13. Final Parks and Recreation Element Update	16
Task 14. Community Center Schematics and Concepts.....	16

CITY RESOURCES AVAILABLE..... 17

SUBMITTAL REQUIREMENTS 17

Request for Proposals

Introduction

The City of San Carlos invites qualified consulting firms to submit a response (“Proposal”) to this Request for Proposals (“RFP”) to prepare the San Carlos Parks Master Plan. This plan will guide the planning and implementation of Citywide parks, open space, and recreational facilities for a 20-year horizon. It will also serve as a strategic document to update the General Plan Parks and Recreation Element and inform decisions regarding the Capital Improvement Program projects.

Background

The City of San Carlos is located within the San Francisco Peninsula (Figure 1) and is part of the San Mateo County. It shares its borders with Belmont to the north, Redwood City to the south, Redwood Shores and the San Francisco Bay on the east, and unincorporated open space lands to the west. The City has an area of 5.4 square miles with a population of approximately 29,586 people¹. The City is home to 15 parks, including two open space parks, an active Youth Center, an Adult Community Center, 12 tennis courts, 2 pickleball courts, bocce ball courts, basketball courts, cornhole area, 7 athletic fields, outdoor stage and many programs for families, youth and adults.

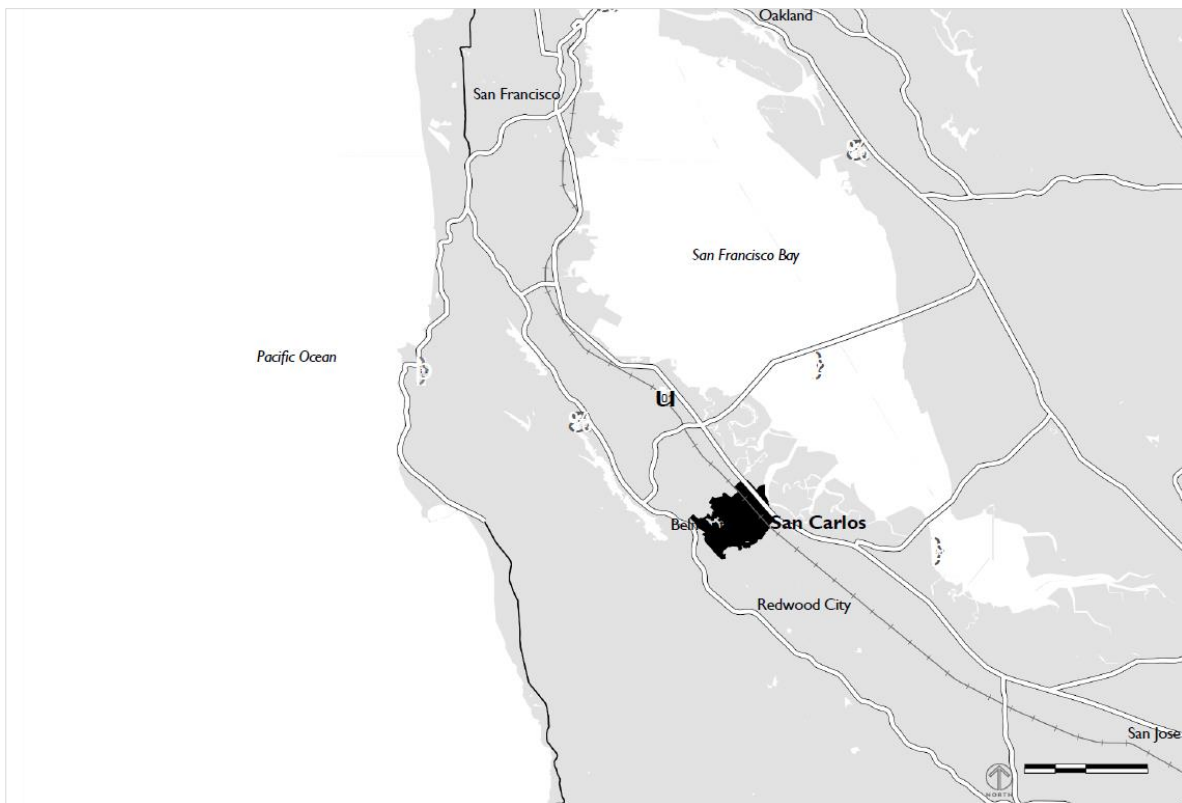


Figure 1. Location of San Carlos in the San Francisco Peninsula

The City of San Carlos developed its last comprehensive Parks Master Plan in 2009 ([Parks, Open Space, Buildings, and Other Recreational Facilities Master Plan 2009 – 2029](#)), with the accompanying community needs assessment completed in 2008. This master plan is nearing the end of its lifespan and the City is looking to undertake development of a new Parks Master Plan that will be based on community needs now and into the

¹ Population estimates as per US Census as of July 1, 2022

future. The 2023 Strategic Plan for the City identified as one of its objectives the goal to complete a parks, open space, and other recreational opportunities master plan assessment.

Project Overview

The new Parks Master Plan will replace the 2009 Parks Master Plan that provided the City with (1) a long-term vision for its park, facilities and open space system based on community needs assessment; (2) a plan of implementation to implement priority improvements, changes and additions to existing parks system; and (3) a strategy for funding the capital improvements including ongoing operations and maintenance. This project also includes an update to the Parks and Recreation Element of the General Plan for consistency. The key objectives of the new Parks Master Plan will be to:

- a. Undertake the audit of 2009 Parks Master Plan and update of its inventory of parks, open space and recreational facilities.
- b. Undertake a community needs assessment to understand the community’s aspirations for parks, open space and recreational facilities.
- c. Develop action plan recommendations, an implementation plan with prioritization of new projects and improvements, and a strategy for additions to the City’s existing parks system and facilities.
- d. Provide a financing strategy and phasing recommendations for implementation.
- e. Undertake CEQA and related components.
- f. Update the General Plan Parks and Recreation Element for consistency with new Parks Master Plan.

Proposed Study Area

The City of San Carlos is the Study Area.

Proposed Budget

The City Council has authorized \$450,000 for the project including costs for the required environmental review. This is an initial estimate, and actual costs may go up or down depending on the proposals received.

Schedule

The following table outlines the City’s proposed schedule related to this RFP and the planning process. The City reserves the right to amend the schedule as necessary.

Table 1. RFP and Project Schedule

Activity	Date
RFP release	Tuesday, March 19, 2024
Pre-proposal conference registration deadline*	Tuesday, March 26, 2024 by 12:00 p.m. PST Monday, April 1, 2024 by 500 p.m. PST
Pre-proposal conference	Wednesday, March 27, 2024 at 1:30 p.m. PST Tuesday, April 2, 2024 at 1:00 p.m. PST
Last date for submission of written questions	Friday, March 29, 2024 by 5:00 p.m. PST
City issues addendum (if needed)	Thursday, April 4, 2024
Proposal submission deadline	Friday, April 19, 2024 at 5:00 p.m. PST
Potential interviews with prospective consultants	April 25, 26, and 29, 2024
Consultant selection	Tuesday, April 30, 2024
City Council action	Monday, May 13, 2024
Project commencement	July 2024
Project completion	December 2025

* To register for pre-proposal conference, please email Hilda Pacheco at hpacheco@cityofsancarlos.org.

Questions Submittal

Prospective responders may direct inquiries/questions in writing only to: parksmasterplan@cityofsancarlos.org. All questions are due no later than 5:00 p.m. PST on **Friday Tuesday, March 29 April 2, 2024**.

Responses to the questions received in writing, as well as any questions from the pre-proposal conference will be posted on this page: https://www.cityofsancarlos.org/business/bids_and_proposals/call_for_bids_rfpsrfqs.php by **Thursday Monday, April 8, 2024** by 5:00 p.m. PST.

Summary of Concurrent and Recent Planning Efforts

Table 2 provides an overview of the planning efforts that may influence or relate to the project that are either underway, recently completed, or relevant to the project. The detailed project descriptions are provided for key projects following the table.

Table 2. Concurrent and Recent Planning Efforts

Initiative	Status	Description	Learn More
Trails Connection Plan	Underway (Adopted by Council in February 2007)	The Trails Connections Plan identifies opportunities for trail access and expansion, linking the San Carlos trail system to regional trails.	https://www.cityofsancarlos.org/city_hall/departments_and_divisions/parks_and_recreation/parks_and_facilities/visit_trails.php
Hillside Trails Plan	Underway (Adopted by Council in March 2012)	The Hillside Trails Plan gave recommendations for trail expansion in Big Canyon and Eaton parks, as well as within the private open space of Devonshire Canyon.	https://www.cityofsancarlos.org/city_hall/departments_and_divisions/parks_and_recreation/parks_and_facilities/visit_trails.php
North Crestview Park Master Plan	Underway (Adoption expected December 2024)	The North Crestview Park Master Plan includes a community outreach effort to plan for park and recreation amenities at North Crestview Park.	https://www.cityofsancarlos.org/city_hall/departments_and_divisions/parks_and_recreation/parks_and_facilities/parks_and_recreation_capital_improvement_projects.php
Pulgas Creek Watershed Study	Underway	The study will analyze the watershed and develop flood management and climate change resiliency strategies for the Pulgas Creek Watershed Study.	Link not available
Housing Element (2023-2031)	Adopted January 2023	Comprehensive, housing-related update to the General Plan and Zoning Ordinance. Accommodates ~ 3,000 new units to 2031.	https://www.sancarlos2040.org/documents
Climate Mitigation and Adaption Plan	Adopted (2021)	San Carlos' strategic plan to reduce greenhouse gas emissions and adapt to changing climate conditions. Aims to reduce emissions by 40% by 2030 and 80% by 2050 relative to 1990 levels and identifies strategies to achieve those targets.	https://www.cityofsancarlos.org/city_hall/departments_and_divisions/city_manager/sustainability/index.php
Bicycle and Pedestrian Master Plan	Adopted (2020)	Active transportation plan that identifies specific projects and policies to enhance the walkability and bikeability of San Carlos and encourage mode shift.	https://www.cityofsancarlos.org/city_hall/departments_and_divisions/public_works/streets/bicycle_and_pedestrian_master_plan.php

Initiative	Status	Description	Learn More
Downtown Specific Plan	Underway (Adoption expected March 2025)	A planning process to update the vision and development policies for Downtown San Carlos and look at programming of new public spaces and 700 block which will be converted into a public plaza.	https://www.sancarlosdowntownplan.com/
General Plan Capacity Revision	Underway (Adoption expected Spring 2025)	General Plan Reset – Buildout to 2030: Update for Commercial, Office, and Industrial Uses (update existing 2030 General Plan buildout assumptions)	Link not available
Northeast Area Specific Plan	Underway (Adoption expected Spring 2025)	The plan will create a vision, policies, and standards to guide new development and will seek to balance many needs and support existing and new businesses, residents, and the overall community. The project will also address community open space amenities.	https://www.sancarlosnortheastplan.com/
East Side Innovation District Vision Plan	Adopted (2021)	Plan for the 150-acre commercially zoned area (bound by Holly Street, Brittan Avenue, Old County Road, and Highway 101) which is envisioned to be a well-connected, multi-modal neighborhood with a mix of uses that integrates existing businesses with new science and technology uses and offers a rich array of community amenities for a more resilient and inclusive future. The Plan specifically has “big moves” related to new open space and pedestrian connections.	https://www.cityofsancarlos.org/city_hall/departments_and_divisions/community_development/planning/plans_and_standards/east_side_innovation_district_vision_plan.php

The most relevant projects are summarized below.

Trails Connection Plan

Through several years of community outreach and input meetings, the San Carlos Trails Committee completed a Trails Connections Plan that was adopted by City Council in February 2007. The Plan identified 14 possible connections to our local trail system as well as neighboring regional open space parks and trails, including Pulgas Ridge, and trails within the City of Belmont and the County of San Mateo. The 14 connections were grouped into two categories: First Priority and Second Priority. At the 2023 City Council Strategic Planning Retreat, Council directed staff to continue efforts to expand access to trails. The City is working with Midpeninsula Open Space District to provide pedestrian access into Pulgas Ridge from Los Vientos Way.

Hillside Trails Plan

The San Carlos Hillside Trails Plan was adopted by City Council in March 2012. It identified several new trail alignments within Eaton and Big Canyon parks, as well as a new trail in the private open space of Devonshire Canyon. Improvements in Eaton and Big Canyon parks were completed shortly after this Plan was adopted, however, no progress was made in Devonshire Canyon. At the 2023 City Council Strategic Planning Retreat, Council directed staff to continue efforts to expand access to trails. City staff is working with consultants completing CEQA analysis prior to implementing a new trail along the identified easement within the canyon.

North Crestview Park Master Plan

In January 2023, City Council directed staff to initiate a new North Crestview Park Master Plan. Community meetings are scheduled through June 2024 to gather input on park and recreation amenities to include in the park design. It is anticipated that a final North Crestview Park Master Plan will be adopted by City Council by the end of 2024.

Pulgas Creek Watershed Study and Management Plan

The Pulgas Creek Watershed Study and Management Plan will analyze the watershed and develop flood management and climate change resiliency strategies that will incorporate Pulgas Creek as a vital community amenity for open space and trail.

Housing Element Update: San Carlos Housing 2040

The City of San Carlos has already increased capacity to accommodate expected new housing development. In January 2023, the City adopted the 2023-2031 Housing Element, which plans for over 3,000 new housing units at a range of affordability levels and will serve as the city's primary housing policy document over the next eight years. The strategy was to increase zoning capacity in areas that already allow residential uses, primarily Multi-Family and Mixed-Use Zoning Districts. The City also adopted amendments to the 2030 General Plan, General Plan EIR, Zoning Ordinance, and Land Use and Zoning Maps to accommodate capacity for additional housing units beyond what was previously allowed by the 2030 General Plan. The new zoning went into effect March 2023. The City is committed to addressing the housing needs of all current and future San Carlos residents by accommodating the number of units assigned by the State's Regional Housing Needs Allocation (RHNA).

General Plan Capacity Revision

As the City is on a trajectory to exceed the citywide commercial, office and industrial capacity that had been adopted in its 2030 General Plan, in Summer 2023 the City hired a consultant for a General Plan Capacity Revision – Buildout to 2030: Update for Commercial, Office, and Industrial Uses. The work will involve amendments and associated environmental review needed to support new estimates for buildout of commercial, office, and industrial uses to the year 2030. This work does not anticipate changing any existing land use designations nor associated zoning standards. Future buildout of non-residential uses are expected to occur on land that is already designated for such uses. The project completion is expected in Spring 2025.

Northeast Area Specific Plan

Over the last several years, the East Side of San Carlos, including the Northeast Area, has received significant interest from developers, mostly from the life sciences and biotechnology sector. The Northeast Area is defined as the area north of Holly Street, to the San Carlos city limits at Belmont Creek, and between Highway 101 and Old County Road. Because the area is likely to change within the next few years, as part of the City of San Carlos Strategic Plan, the City Council directed staff to create a Specific Plan to thoughtfully plan for, manage, and direct change in the Northeast Area. The City Council further directed staff to explore the possibility of introducing housing to the Northeast Area. The Northeast Area Specific Plan will be a comprehensive policy document which guides change and growth in the Northeast Area over the next 20 years. The Specific Plan process will take about two years to complete, wrapping up in Spring 2025.

Downtown Specific Plan

In March 2022, the City of San Carlos kicked-off the process to work with the community to create a new vision for downtown San Carlos, including Laurel Street, El Camino Real, and the cross streets from Holly Street to

Greenwood Avenue. The focus of the Downtown Specific Plan is on public realm streetscape design and mobility improvements and will build upon the City's decision to permanently close the 700 block of Laurel Street which will be converted into a permanent plaza. The plan will also create a new plaza on 600 block of Laurel Street on public parking lot next to Wheeler Garage, redesign Harrington Park, and explore improvements to alleys and street designs for wider sidewalks, bicycle and pedestrian mobility.

Planning Process

Tasks and Deliverables

The planning process will include the recommended tasks below and conclude with the City Council adoption of the new Parks Master Plan and an amendment to the General Plan Parks and Recreation Element. The consultant team will also lead an inclusive community engagement initiative to gather and incorporate public input into the process. The following sections outline the anticipated tasks and deliverables of the project.

When responding to this RFP, the City requests that the consultant team explain its approach to each of the tasks below.

Phase 1: Kick off and Existing Conditions Assessment

Task 1. Project Management, Work Plan and Kickoff Meeting

The City's Parks and Recreation Department will oversee the project with the assistance of an independent consultant as the City's designated project manager ("City") to manage the day-to-day implementation of the project. The selected Consultant will assign a project manager and the project manager will report to the City's designated project manager. Consultant and City shall schedule regular progress meetings to ensure the project stays on track and is completed as per project schedule. Consultant is expected to prepare a detailed work schedule (to include a Gantt chart), maintain the schedule, and deliver monthly invoices with line items related to tasks, subtasks, and deliverables, hold regularly scheduled bi-weekly progress meetings, and prepare invoicing based on percentage of task complete. Bi-weekly conference calls with the Consultant's project manager and the City are required; additional staff from the City and/or the Consultant team may attend as required by task or subject matter.

The Consultant will prepare a work plan which will be a refinement of the proposal submitted in response to this RFP. The work plan will define in detail the scope of work, tasks, schedules, and deliverables for the project and will form the basis for the agreement between the City of San Carlos and the selected Consultant. The City will review the work plan and provide feedback. The Consultant should allow for two (2) iterations of the work plan before it is finalized. The work plan is expected within ten (10) business days of the contract start date. The work plan should also clearly define the roles and responsibilities between the City and the selected Consultant. The work plan should identify the Consultant project management team. Any change to the team members is subject to approval by the City.

The Consultant will plan and facilitate a project kickoff meeting with City staff to review the work plan, project schedule (Gantt chart), and roles and responsibilities.

Task 1 Deliverables:

- a. Project kick-off meeting, agenda, other meeting materials to be submitted by consultant team one week in advance.
- b. Site Tour: Consultant leads will be expected to join City staff for a site tour to obtain a clear understanding of the physical qualities of San Carlos parks system and facilities and discuss project objectives and data needs with key City staff.
- c. Work plan and project schedule(Gantt). The draft will be submitted at kick-off and final delivered following the kickoff meeting with City staff.

- d. Regular, bi-weekly progress meetings. Meeting agendas to be sent out one week in advance by consultant team. The consultant team will be responsible for providing meeting minutes within one week of each bi-weekly progress meeting.

Task 2. Community Outreach and Engagement Plan

The consultant will work with the City to develop a community engagement and communication strategy that shares information about the project and provides an appropriate level of engagement for this effort. The plan should be specific, including the number and type of community meetings (such as workshops, open houses, pop-up events, etc.). The consultant should allow for two (2) iterations (if necessary) of the community outreach and engagement plan before it is finalized.

The consultant team should propose a combination of effective in-person and virtual engagement methods. The selected consultant's public engagement staff must have expertise in innovative public consultation strategies and proven experience with tools to collect, record, and summarize comments at events and online. The ability of the consultant to communicate well with the public in a variety of ways is critical. The consultant will be responsible for the facilitation, and documentation of the projects outreach efforts. This anticipated engagement and outreach efforts are noted below.

- Community outreach will include meetings and study sessions with the two-member City Council Trails and Open Space Subcommittee, City Council, Planning and Transportation Commission (PTC) and the Parks, Recreation, and Culture Commission (PRCC) at key milestones along the development of the Parks Master Plan. City staff may request assistance with staff reports where applicable.
- The plan should also provide for specific focus group meetings, and stakeholder interviews, targeted or citywide surveys or other means to allow for public input. The key stakeholder groups to engage include the following:
 1. Parks and Recreation Foundation of San Carlos
 2. Friends of the Adult Community Center
 3. Parks, Recreation and Culture Commission
 4. Youth Advisory Council
 5. San Carlos AYSO
 6. San Carlos Little League
 7. San Carlos Youth Softball
 8. San Carlos United Soccer Club
 9. San Carlos-Belmont Parent's Club
 10. Adult sports league participants
 11. Youth & Adult program participants
 12. San Carlos-Eaton Hills 4H Club
 13. San Carlos School District
- The outreach may involve creation of a project website or having a project page on City's website to engage community. It may further involve posts on social media, a section in the Good Living newsletter, a Spotlight newsletter on the planning process. Pop-up events could include the Farmer's Market and other Community Events. Refer to City website for specific City [Parks and Recreation events](#).
- Community surveys may be needed as part of outreach and feedback gathering. Where possible, the consultant could consider using the general Citywide community survey that goes out on a periodic basis and can include specific parks and recreation questions.
- Community outreach is expected to include development of materials and content that is easy to understand and engaging for the community. It could include interactive public outreach materials, planning tools, and other creative illustrations that communicate ideas and establish community preferences.

Please note, the outreach and consultation tasks in this RFP are suggestive and their sequence may change based on consultant's recommendation and discussions with City staff.

Task 2 Deliverables:

- a. Community Outreach and Engagement Plan that includes the coordination, facilitation, and documentation of all public engagement events, including clear explanation and documentation of community feedback through the preparation of summary reports or memos.
- b. Plan/execute public engagement events across all meeting formats (open-houses, workshops, pop ups, etc.) and tailored to key milestones in the Work Plan. The Gantt chart will reflect all events related to community outreach.
- c. Prepare agendas and submit all other meeting materials (i.e. presentations, surveys) for public engagement events 15 business days in advance of an event for review and acceptance by the City.
- d. Facilitate and present at all community engagement and stakeholder, focus group events.
- e. Creating a project branding through creation of content such as logo, color theme, tag line, etc.
- f. Prepare and review all project material to ensure clear, concise, and consistent messaging throughout the project, including but not limited to the following:
 - Drawings, display boards, presentations, and handout materials.
 - Press releases, newspaper notices and notification letters.
 - Agendas, meeting notes and summaries documenting the issues raised and discussed at stakeholder and public meetings, and meeting summary reports.
- g. Provide meeting summaries within five business days of an event that include the following:
 - Identification of engagement event within project schedule, including date and location.
 - Number of participants and names of groups represented with representatives' names.
 - Summary of feedback and identification of themes.
 - General comments and other content as appropriate.
 - Tracking and documentation of issues and discussions across different media if applicable.
 - Allow for 1 revision and feedback on meeting summary. All meeting summaries will be put up on project webpage for public knowledge.
- h. Digital Availability of Information: For all summaries, memos, and reports of this project, the consultant will produce files in a digital format that City staff can easily manipulate. The documents are preferred to be in MS Word and Adobe Suite with a copy provided in PDF version. Where applicable, final GIS shape files will also be transferred to the City.

Task 3. Background Review, Inventory and Analysis

This consultant will undertake background review of existing conditions which will include an analysis of existing conditions, an inventory and analysis of existing park and recreation facilities, and an assessment and audit of action plan from 2009 Parks Master Plan to serve as a baseline for new Parks Master Plan. Related to this, the consultant will specifically:

- Undertake an analysis and assessment of all existing facilities, conditions, what they offer today in terms of programs, amenities, offerings such as condition outdoor courts, lighting needs, analysis of field conditions and prioritizing grass turf replacement, condition of facilities, current uses of facilities, etc.
- Undertake analysis and mapping of existing conditions including updating any maps and data included in General Plan Parks and Recreation Element. Identify any areas of park facility deficiencies, barriers to equitable access, including ADA, and areas in the City deficient of park space based on neighborhood watershed map and other mapping as determined necessary.
- Interview City staff to assess what implementation items in the existing Parks Master Plan have been accomplished and what items remain to be completed that were not initiated. There may be some tracking of what has been completed internally but consultant will need to gather this information from different City sources into one list and help City prioritize the items in the plan that will be carried forward into the new plan and what needs to be removed. A combination of staff interviews and site visit may be required to assess condition of facilities and where investments may be helpful.
- The consultant will need to review the history of outreach and input related to parks and recreational facilities and programming including a review of past Community Characteristics Surveys. A significant amount of outreach and input has already been received on parks and recreational facilities and programs.

The Consultant team will review existing data provided by the City and determine what information they will require to complete the scope of work. The City will provide available data to the consultant team, including:

- Parks, Open Space, Buildings, and Other Recreational Facilities Master Plan 2009 – 2029
- Existing and ongoing planning initiatives and all relevant background materials, documents, and studies listed in Table 2
- Climate Mitigation and Action Plan
- 2020 Bicycle and Pedestrian Master Plan
- Relevant policies contained in the City of San Carlos 2030 General Plan
- City's existing infrastructure plans (sewer, stormwater, streets, and traffic) and relevant capital improvement projects
- Other City documents, policies, and ordinances that are pertinent to this project

If additional data is needed, the consultant team will work with the City to determine the most time- and cost-effective method to collect the additional data.

The background review and analysis will be captured in an Existing Conditions Report which will at a minimum include summary of key planning and policy frameworks relevant to the new Parks Master Plan, analysis of existing conditions (including mapping), an assessment and audit of 2009 Parks Master Plan, and an inventory of parks and recreation facilities. The inventory is recommended to be classified based on parks classification system defined in 2009 Parks Master Plan, with any updates in discussion with City staff. This summary should focus on the key findings and takeaways that are needed to develop the new Parks Master Plan.

Task 3 Deliverables:

- a. Existing data review and list of additional needs.
- b. Existing Conditions Report. Allow for two (2) iterations of the report.
- c. As a part of this task, the City and consultant project team will participate in a site tour of the Study Area. Consultant leads will be expected to join City staff for a site tour to obtain a clear understanding of the condition of parks and community amenities.

Phase 2: Community Needs Assessment

Task 4. Community Outreach and Needs Assessment

A robust assessment of community needs and vision for parks and recreation facilities will help provide a foundation for developing an action and implementation plan for provision of required community services. The consultant will undertake a detailed community needs assessment by employing a needs assessment methodology in discussion with City staff. Community outreach and engagement through workshops, survey(s) and other feedback mechanisms will be a foundational component of assessment of community needs. The methodology to arrive at community needs will at a minimum include a combination of:

- Case studies of comparable communities
- Analysis of demographic trends and characteristics related to use of parks and recreational facilities
- Analysis of available recreation trends surveys
- Review of current programming and participation
- Review of General Plan standards and applicable State law requirements including SB 1425
- Review of National Park and Recreation Society standards
- Review of other studies and data as determined necessary for needs assessment
- Analysis of San Carlos community surveys related to parks and recreation needs
- Feedback from community workshops
- Stakeholder focus group meetings
- Meetings with City staff including Parks and Recreation Department Staff, City Manager, and other key staff
- Interviews with Mayor and Council members including the Trails and Open Space City Council Subcommittee

The consultant will engage the community and stakeholders in meaningful and creative ways and share relevant research, analysis, and information necessary for participants to make informed decisions. The community needs assessment will be captured in a Community Needs Assessment Summary Report which will include summary of research, analysis, and community feedback.

Task 4 Deliverables:

- a. Meeting with City staff to share and confirm needs assessment methodology.
- b. Community outreach materials and content as needed as per deliverables defined under Task 2.
- c. Community Needs Assessment Summary Report. Allow for two (2) iterations of the document.

Task 5: Study Sessions with PTC, PRCC and City Council

The consultant will present the findings of Community Needs Assessment and summary of Existing Conditions Report at a Study Session to the PTC, PRCC, and City Council, and receive their feedback.

Task 5 Deliverables:

- a. Prepare the presentations for Study Sessions with PTC, PRCC and City Council.
- b. Attend and present at the respective Study Sessions (3 in person meetings).
- c. Prepare a summary of feedback received during the Study Sessions.

Phase 3: Action Plan Recommendations

Task 6. Action Plan Recommendations

The Action Plan Recommendations will take into consideration the findings of the Community Needs Assessment and recommend projects (including alternative options) that will help achieve the community's vision and needs. The Action Plan Recommendations will address all parks, open spaces, and other recreational facilities within the City of San Carlos. The recommendations at a minimum will include the following categories:

- New Parks
- Community Parks
- Neighborhood Parks
- Mini Parks
- Special Use Parks
- Open Space and Trails
- Active Recreation Facilities
- Community Facilities

The Action Plan recommendations will provide the following:

- Assessment of need for new land for parks and recreation amenities and mechanisms for identification of lands for new park land acquisition.
- Specific opportunities for new kinds of park types or recreational facilities based on Community Needs Assessment and identification of potential locations for these amenities.
- Analysis of sites across the city that may be appropriate for developing community amenities and recommendations and analysis for specific sites and types of community amenities they may be able to accommodate. Some of the community facilities that the consultant should analyze is the potential for new community center, community gathering space, event space, including event space that includes both indoor/outdoor space based on findings from the Community Needs Assessment Report. The co-location of these could be considered.

- Detailed analysis and recommendations for improvements to existing parks and recreational facilities. These will cover all aspects improvements such as hillside stabilization areas, play areas and equipment, trail repair or expansion, landscaping, equipment storage, drainage, signage, waste management, parking lot improvements, restrooms, etc.
- With regards to parks and open space, any applicable considerations related to SB1425 will be considered, such as equitable access to space and all park facilities for all residents in a manner that considers social, economic, and racial equity, and other considerations related to preservation and enhancement of open space.
- Identification of opportunities for trails system expansion and improvements building off recent Citywide initiatives. These could include a range of improvements including new trails connections or enhancements to existing trails.
- The plan should include an analysis of urban trails connection to get from destination to destination in the urban environment. The consultant should document the urban trails network. This urban trial connections analysis should include an assessment and recommendations on how to connect the community to amenities Privately Owned Publicly Accessible (POPA). Note: Do not confuse the urban trails task with the general City of San Carlos Trails Plan that addresses trails within existing open spaces (these are separate initiatives).
- The recommendations will include specific details around location, proposed new use or programming, improvements or additions and size where relevant to inform the Capital Improvement Projects.
- The recommendations for community facilities will include proposed strategy and alternative options to consider and option recommended.

Task 6 Deliverables:

- a. Draft Action Plan Recommendations report.
- b. Meeting with City staff and other relevant stakeholder groups to share Draft Action Plan Recommendations.
- c. Final Action Plan Recommendations report. Allow for two (2) iterations of the document.
- d. Presenting Final Action Plan to PRCC, PTC, and City Council at Study Sessions.

Phase 4: Implementation Plan

Task 7. Draft Implementation and Financing Plan

The consultant team will prepare an implementation plan that will inform priorities, phasing, and financing strategies, and include the following:

- **Development Cost Estimation:** The consultant will estimate costs (including operational costs) associated with recommendations and alternative options identified in the Action Plan. This will support comparison of available alternative options to inform priorities required to achieve the community's vision.
- **Assessment of Cost Alternatives and Identify Priorities:** The cost estimates will be used to identify priorities based on assessment of Action Plan recommendations by applying a list of criteria such as most efficient use of financial and land resources, protection of public health and safety and projects that already have funding or support a range of community needs and goals, etc.
- **Phasing and Development Cost Plan:** The recommended phasing will be based on identified priorities and other factors deemed relevant. An associated Capital Development Costs summary table that will help inform City of individual and cumulative costs of the recommended projects. These will include costs for new land acquisition as per the recommendations in the Action Plan.
- **Financing Plan:** The consultant will recommend a range of financing strategies and sources for the implementation plan. At a minimum, these will consider the following:
 - Financing mechanisms that are tied to a measure of need for additional parks and recreational facilities. For example, this measure can be population growth, or employment growth and there would be an associated dollar amount that would need to be invested in parks and recreational facilities as a result of

this growth. Example of financing mechanism can be a parks and recreation impact fee for employees of new developments.

- Create solutions to increase amenities with limited land. For example, funding new amenities as a part of development review process such as how the City can implement measures to encourage private developers to contribute to community facilities and programming.
- Recommends revenue sources and financing structures for the identified facilities and programming. In addition to start-up costs for new facilities and programming, the financing plan should analyze and include the annual cost of operation and maintenance for both existing and new community facilities.
- A review of case studies of how other cities have financed community amenities. The cities selected for comparison purposes should share similar characteristics to San Carlos.

Task 7 Deliverables:

- a. Draft Implementation and Financing Plan. Allow for two (2) iterations of the report.

Task 8. Community and Stakeholder Engagement

The consultant will present and collect feedback from the community and stakeholders including the Trails and Open Space City Council sub-committee on the Draft Implementation and Financing Plan. It's recommended to share multiple options to allow community and stakeholders to choose from and understand cost and financing implications of the choices.

Task 8 Deliverables:

- a. All associated community and stakeholder outreach materials and responsibilities as per Task 2.

Phase 5: Draft and Final Parks Master Plan and General Plan Update

Task 9. Draft Parks Master Plan for Adoption

The consultant will take into consideration feedback from community and revise the Implementation and Financing Plan and develop a Draft Parks Master Plan for Adoption which will include work completed in previous phases including background review, community needs assessment, action plan and implementation plan. This task will also include review of the General Plan Parks and Recreation Element and recommending amendments to align with the Draft Parks Master Plan. The consultant team will determine the level of environmental review required for the project and be qualified to undertake the components of CEQA as needed.

Task 9 Deliverables:

- a. Draft Parks Master Plan for Adoption. Including two rounds of City staff review and comment.
- b. Draft General Plan Parks and Recreation Element for adoption including two rounds of City staff review and comment.
- c. Public Draft Parks Master Plan and amended Parks and Recreation Element. After receiving City staff comment, the consultant team will prepare the Public Draft Parks Master Plan and amended Parks and Recreation Element. This will be reviewed by the community (all community touchpoints including stakeholder meetings to be defined at key milestones in Community Outreach and Engagement Plan), Parks, Recreation and Culture Commission, and City Council.
- d. Revised Public Draft Parks Master Plan and amended Parks and Recreation Element. After receiving City Council, PTC, PRCC, and community comments, the consultant team will prepare a Revised Parks Master Plan and amended Parks Element.
- e. Allow for two (2) iterations of the reports.

The consultant team shall be available to attend the meetings listed above in person (up to three PTC, PRCC and City Council meetings), as needed.

Task 10. Environmental Review

The consultant will undertake the environmental review needed for the project and include cost estimates for different levels of CEQA assessments that may be needed in the cost proposal. The consultant will be responsible for the entire CEQA process including noticing, response to comments, preparation of findings, final CEQA documentation and recording Notice of Determination.

Task 10 Deliverables:

- a. Environmental review deliverables as deemed necessary.

Task 11. Public Hearings

The consultant will prepare materials and present at the public hearings with PTC, PRCC and City Council.

Task 11 Deliverables:

- a. Public hearing presentation and other materials as needed, such as staff report assistance.
- b. Presenting at the Public Hearings.

Task 12. Final Parks Master Plan

The consultant will develop the Final Parks Master Plan which will include work completed in previous phases including background review, needs assessment, action plan, and implementation plan. This will also include an implementation tracker tied to the new Parks Master Plan that the City staff can use to track plan implementation over a long period of time. This would be a tool to inform plan implementation including short- and long-term budgeting as well as reporting to the community.

Task 12 Deliverables

- a. Final Parks Master Plan. Allow for two (2) iterations of the report. This version will include any edits, if requested, by the PTC, PRCC and the City Council.

Task 13. Final Parks and Recreation Element Update

The consultant will prepare the final amendments to the General Plan Parks and Recreation Element.

Task 13 Deliverables

- a. Final General Plan Amendments. Allow for two (2) rounds of staff review. This version will include any edits, if requested, by the PTC, PRCC and the City Council.

Optional Tasks

Task 14. Community Center Schematics and Concepts

This optional task would include assessing the future potential of a new community center as a separate project which will include identification of a site and conceptual design of a new community center. This study will include an assessment of locational criteria and availability of land for a new community center. Specifically, the City would like to explore the option of co-location with a City park or other facilities as appropriate. One potential option for

this new community center is consolidating Corp Yard services with another city, and use the existing Corp Yard for the community center project.

Task 14 Deliverables:

- Community Center schematics that share potential concepts and options with the community. This may include highly illustrative plans, cross-sections, 3D views and any supportive illustrations that explain the concepts.
- Community and stakeholder engagement and preferred concept based on community feedback.
- A draft and final report that includes concepts, the preferred concept with detailed programmatic and design recommendations.

City Resources Available

The City of San Carlos has the following resources available to support the work, outreach, and materials needed to complete this Scope of Work:

- Mapping/GIS (in contract with CalCAD)
- Basic GIS information includes e.g. zoning, land use, streets, and City owned parcels
- Newsletters for civic engagement (City under separate, existing contract with consultant who prepares quarterly newsletters sent to every resident called the “Good Living Newsletter,” as well as focused topic brochures known as “Spotlight”)
- Social Media: Facebook, Instagram, Twitter, YouTube, Next Door
- A list of existing projects in pipeline
- Preliminary stakeholders’ list

Submittal Requirements

The Proposal shall include the following minimum information:

1. **Cover Letter:** Indicate interest and commitment to perform the above services for the City of San Carlos as outlined in this RFP. Include contact information (physical address, telephone, and email address) for the primary person responsible for the proposal who will be the point of contact for the City on the correspondence and communications pertaining to the proposal. The cover letter should also summarize the key points of the consulting team’s interest, qualifications, and pertinent areas of expertise.
2. **Project Approach:** Scope of work that responds to the tasks listed in this RFP.
3. **Timeline:** Provide an estimated overall timeline for the project (as a Gantt chart), including a description of major project milestones, as well as how soon the Consultant is ready to commence work. This timeline should include a detailed schedule with a projected month and year for all tasks listed in this RFP.
4. **Project Team Organization:** Describe the project team members with roles, areas of expertise and responsibility clearly identified. Indicate the time commitment of each team member and sufficient level of detail to enable reviewers to evaluate the effort expended for all personnel including number of hours expended by team member for each task.
5. **Relevant Experience:** Description of projects completed by the consultant team relevant to the scope of work contained herein that have been completed in the last five years. Discuss the team’s unique qualifications to best perform these services for the City.
6. **References and Local Projects:** Provide three client references and include a list of any projects that the

consultant team (prime consultant and subconsultants) have worked on within the City of San Carlos in the past five years or in the local region.

7. Estimated Fee: Provide a fee estimate that includes a list of hourly billing rates for each proposed team member. Include all direct and indirect expenses, including costs to revise and print the Parks Master Plan. Provide line-item costs for each deliverable of each task and total for each task.

Submittal: Interested individuals or firms shall submit one electronic copy, via email, by **Friday, April 19, 2024 by 5 p.m. (PT)** to Amy Newby, Parks and Recreation Director, at ANewby@cityofsancarlos.org.

Attachments:

1. City of San Carlos Professional Services Agreement Template
2. Exhibit A – Scope of Work and Schedule
3. Exhibit B – Fee Schedule