

EXHIBIT A

Preliminary Scope of Work

Assessment Engineering Scope of Services for the Formation of the SJAFCA Mossdale Tract Area ULOP Assessment District

Background

The San Joaquin Area Flood Control Agency (SJAFCA) is pursuing a strategy for generating necessary funding for the construction of levee improvements to achieve an Urban Level of Flood Protection (ULOP) as described within the 2018 Adequate Progress Update (Adequate Progress Report) prepared by Larsen Wurzel & Associates, Inc. (LWA). The process has been segmented into three phases so that at critical junctures decisions on proceeding forward can be made. Phase 1 involved preliminary assessment of the feasibility of establishing a new benefit assessment district. This preliminary feasibility assessment is documented in the Revised Draft Technical Memorandum – Mossdale Tract Area: Overlay Assessment Rate Analysis, dated June 13, 2018, prepared by LWA.

Selection of a Consultant Team will conclude Phase 1 activities and allow Phase 2 to proceed. The Scope of Services for Phase 2 efforts is described further below.

Phase 2

Phase 2 will include the specific tasks associated with completing a preliminary cost allocation analysis to determine the required assessment rate structure needed to generate a portion of the local funding for the Project. Phase 2 includes public opinion research (provided by others) with support by the consultant to gauge public receptiveness to the proposed assessment and attendance by the consultant team at Board meetings to provide briefings on project progress.

Task 2.1. Refine Scope and Capital Costs to be included in the Assessment District

The Consultant shall work with SJAFCA staff to refine the costs which are to be included in the proposed Assessment District.

Deliverables:

- Technical Memorandum updating the list of services, and costs to provide those services for inclusion in the assessment district.

Task 2.2. Preliminary Cost Allocation and Assessment Rate Analysis

This Task will include the specific tasks associated with completing a preliminary cost allocation analysis to determine the required assessment rate structure needed to generate local funding for the project detailed in Task 2.1. This will involve developing a detailed cost allocation and rate analysis that derives the range of expected assessment rates for the benefiting properties.

The Consultant Team will develop a detailed rate analysis utilizing parcel data to support the development of an Assessment Engineer's Report and Public Outreach efforts described in Phase 3. The Consultant Team will work with SJAFCA to identify the following items:

- The benefit area of the parcel receiving the services.
- All other parcel attributes needed to apportion the special benefit derived from the Project. (Attributes such as, parcel size, structure size, flood depth, etc. It is expected that the

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consultant will leverage existing available data acquired from SJAFCA, RD 17, and other sources to develop the needed database.)

The Consultant shall utilize the above information to evaluate the effectiveness of an assessment district to fund the described services. This evaluation will include the development of a preliminary benefit spread and assessment rate analysis. The outcomes from Phase 2 will include a determination of the needed assessment level for various land use types in the identified benefit area(s). The report prepared by the Consultant will coordinate with the Task 2.3 efforts provided by the Public Outreach Consultant

The Consultant shall lead the preparation (in coordination with the Public Outreach Consultant) of an evaluation of the feasibility of these assessment levels, including a qualitative analysis of the following:

- The ability of the parcels to pay the proposed assessment while considering current overlapping direct property charges (including flood control/ drainage and other municipal facilities/ services);
- Comparable assessments rates for similar flood control assessment districts throughout the California Central Valley; and
- The resulting likely passage of a property-based Proposition 218 election; and other factors deemed relevant.

Deliverables:

- A report identifying the methodology and assumptions for the distribution of costs and the results of calculations determining a range of assessment rates given any needed varying scenarios for the spread of benefits. An assessment of the likely factors that impact resulting passage of the assessment including information gleaned by the Public Outreach Consultant under Task 2.3.
- Attendance at up to two Board meetings to present findings.

Task 2.3. Initial Public Outreach and Research (Provided by Others)

The Public Outreach Consultant shall also conduct initial public opinion research to gauge public receptiveness to the proposed assessment.

To better understand the public's potential receptiveness toward and understanding of the need for a proposed assessment, the consultant team will conduct qualitative public opinion research, the findings from which will be considered during the development of the Phase 3 public outreach program. Specifically, findings will be used to refine key messages and public outreach tasks/strategies, identify preferred means of communication, and identify potential obstacles to effective communication with stakeholders. One-on-one meetings with key stakeholders (as identified by SJAFCA and Public Outreach Consultant) will be conducted to explore key concerns, issues, opinions, and attitudes toward assessments for the Project.

The Public Outreach Consultant will also use stakeholder interviews to test potential key messages to gauge understanding by stakeholders of the terminology, recommendations, and action items associated with the Capital Assessment.

The Public Outreach Consultant shall support the preparation of the evaluation identified in Task 2.2 above regarding the feasibility of these assessment levels, including a qualitative analysis of the following:

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- The ability of the parcels to pay the proposed assessment while considering current overlapping direct property charges (including flood control/ drainage and other municipal facilities/ services);
- Comparable assessments rates for similar flood control assessment districts throughout the California Central Valley; and
- The resulting likely passage of a property-based Proposition 218 election; and other factors deemed relevant.

Deliverables:

- Coordination with the Assessment Engineering to support the preparation of the report identified in Task 2.2 above.
- Stakeholder interviews, including a summary of findings and recommendations to refine key messages.
- Attendance at up to two Board meetings to present findings.

Phase 3

Phase 3 will include the specific tasks needed to achieve the goal of implementing a successful assessment district formation. These tasks will include the following three actions need to be taken:

1. A clear, legally defensible allocation of the costs to the assessed properties in proportion to the special benefit received, documented in an Engineer's Report.
2. Effective outreach and education program combined with communication with key stakeholders and decision makers.
3. Administration of an efficient and accurate legislative hearing and balloting process.

Task 3.1 - Benefit Allocation and Preparation of Engineer's Report

Upon consensus of the rates to move forward with and the amount of services to be funded by the assessment district, an analysis consistent with the requirements of Proposition 218 must be completed. Using the methodology developed in Phase 2 and refined based upon input from SJAFCA and other stakeholders, a final determination will be made of the lands benefitting from proposed services and the applicable assessment rates.

Proposition 218 requires that the local government determine if the assessed property owners receive "special benefit" from the service funded by the assessment. Next, a professional engineer must prepare a report that estimates the amount of special benefit received by the improvements. Finally, the report must set each individual property assessment in proportion to the special benefit received. The Consultant will complete this analysis and prepare the required Engineer's Report including the Professional Engineering Certification of the Engineer's Report required by Proposition 218.

Deliverables:

- Map/Exhibit delineating the boundary of the benefiting parcels within the proposed assessment district.
- Administrative Draft & Preliminary Engineer's Report and assessment roll.
- Final Engineer's Report and assistance with the first year's assessment roll.

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Task 3.2 - Public Outreach and Education (Provided by Others)

Concurrent with the work outlined in Task 3.1 above, the Public Outreach Consultant will execute Public Outreach and Education efforts, the success of which is critical to property owner support for the proposed assessment. The outline below provides a brief overview of the base-level tactics and strategies that may be used to effectively communicate a process for assessment district formation for SJAFCFA. Implementation of the plan may include some or all tasks listed below, depending upon public opinion research findings.

Key Messages

- Develop consistent, easy-to-understand language to emphasize key points regarding assessment district issues as identified through specialized stakeholder outreach.
- Design strategic public outreach plan to address key audiences and the most appropriate communication/outreach tactics for each.

Database

- Coordination with the Assessment Engineer to create a mailing list of all stakeholders for purposes of disseminating information.
- Update databases as needed throughout the program.
- Collateral Materials
- Newsletter (one total; production and distribution of approximately 14,000 copies).
- Postcard (one total; production and distribution of approximately 14,000 copies).
- Ballot design and production (to support Task 3.3 below).

Website

- The consultant will assist SJAFCFA in establishing a web page on existing SJAFCFA site specific to the proposed assessment. The consultant will also work with SAFCA to maintain the page with current information throughout the duration of the assessment district formation process.

Hotline

- Setup and manage an Assessment District Hotline to facilitate inquiries from and provide timely responses to property owners.

Small Group Meetings/Presentations (10)

- Coordinate up to 10 small group meetings/presentations to existing community groups, or as needed with groups of property owners.

Public Community Meeting(s)

- Coordinate up to five public open house meetings with presentation to inform property owners about the details of services and the proposed Assessment District.

Public Hearing (1)

- Coordinate all logistics for the public hearing required under Proposition 218.

Deliverables:

- Design and production of one collateral newsletter, mailing of up to approximately 14,000 pieces
- Facilitation of the development of a webpage on the SJAFCFA site, and coordination with SJAFCFA to keep the page updated with current information

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- Design and production of one project postcard, mailing of up to approximately 14,000 pieces
- Setup and management of an Assessment District Hotline
- Hosting of up to five public open houses near the affected areas
- Coordination of up to 10 small group meetings
- Attendance at up to 10 onsite team meetings

Task 3.3 – Implementation Support

Consultant will provide project coordination and management support for the formation of the assessment district. This will include providing oversight and management of tasks related to the formation and election requirements of Proposition 218, as well as the requirements of the specific legislation to be used to form the assessment district. Consultant will work with SJAFCA legal counsel to determine the most effective legislation for forming the assessment district and provide support with preparing the needed resolutions.

Consultant will attend the relevant Board meetings and prepare the needed communication for the Board to be informed on taking the needed actions to implement the assessment district. The actions taken by the adoption of certain resolutions related to the formation of the assessment district will generally include these:

- Declaration of an intention to form the assessment district and preparation of an Engineer's Report
- Setting of a public hearing
- Preliminary approval of the Engineer's Report
- Support for the mailing of ballots/notice of public hearing (estimated 14,000 ballots)
- Conducting a public hearing
- Tabulation and certification of balloting
- Approval of a Final Engineer's Report
- Formation of the assessment district

Deliverables:

- Database for Public Notice and Balloting
- Support for the design and Production of Public Notice, Ballot, and Return Envelope for approximately 14,000 pieces
- Attendance of up to five Board Meetings related to the formation of the Assessment District. These meeting will include the following:
 - Board Briefing on Assessment District
 - Board adoption of Resolution of Intention
 - Attendance at two public open houses near the affected area
 - Attendance of up to 10 onsite team meetings (in the Mossdale Tract Area)
 - Coordination of Ballot Tabulation in Public Setting including the preparation of a Ballot Tabulation Database
 - Board briefing during Balloting Period
 - Public Hearing/Close of Balloting
 - Meeting to reconvene presenting election results (and, if applicable, adoption of Resolution of Formation)

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Conceptual Schedule

(Start) Date	Description	Responsible Parties	Duration
June - July 2019	Issue RFP for Assessment District formation services; receive proposals and select preferred consultant	SJAFCA	2 months
July – August 2019	Negotiate and Issue Preliminary Limited Scope Contract Prepare consultant contract for limited Phase 2 Work. Issue limited notice to Proceed	SJAFCA / Consultant	1.5 Months
September 2019	Prepare full scope consultant contract for consideration by SJAFCA Board; if approved, finalize contract and issue Notice to Proceed	SJAFCA	2 months
August – December 2019	Phase 2 Work <ul style="list-style-type: none"> • Data collection • Assessment methodology development • Public Outreach program development 	Consultant / Public Outreach Consultant	5 months
January-March 2020	Phase 3 Work <ul style="list-style-type: none"> • Produce Admin Draft Preliminary Engineer's Report/preliminary rates • Initiate public outreach program 	Consultant / Public Outreach Consultant	3 months
April – May 2020	<ul style="list-style-type: none"> • Finalize Draft Engineer's Report • Initiate Prop 218 Proceedings • Implement public outreach program • Issue Ballots 	Consultant / Public Outreach Consultant	2 months
June/July 2020	Hold public hearing and ballot count Present results to SJAFCA Board	Consultant	1 month