

**CITY OF LITTLETON
AGREEMENT FOR PROFESSIONAL SERVICES**

THIS PROFESSIONAL SERVICES AGREEMENT (“Agreement”) is entered into by and between **CONSOR NORTH AMERICA, INC.** whose business address is 6505 Waterford District Drive, Suite 470, Miami, FL 33126 (“Contractor”) and the **CITY OF LITTLETON, COLORADO** (“City”), a Home Rule municipality of the State of Colorado. City and Contractor are referred to as a “Party” or collectively as the “Parties.”

RECITALS AND REPRESENTATIONS

WHEREAS, City needs certain services to be performed as described in this Agreement; and

WHEREAS, Contractor represents that it has the skill, ability, and expertise to perform the services described in this Agreement; and

WHEREAS, Contractor represents that it can perform the services described in this Agreement within the deadlines provided in this Agreement; and

WHEREAS, Parties desire to enter into this Agreement.

NOW, THEREFORE, in consideration of the benefits and obligations of this Agreement, Parties mutually agree as follows:

1.0 SERVICES AND PERFORMANCE

As directed by City, Contractor shall provide the services described in **Exhibit A, Scope of Services** (the “Services”). Exhibit A is incorporated herein in its entirety. City may request a change in the Services. Any changes that are mutually agreed upon between City and Contractor shall be made in writing and upon execution by both Parties shall become an amendment to this Agreement.

2.0 INDEPENDENT CONTRACTOR

Contractor shall perform the Services as an independent contractor and shall not be deemed by virtue of this Agreement to have entered into any partnership, joint venture, employer/employee or other relationship with City other than as a contracting party and independent contractor. City shall not be obligated to secure, and shall not provide, any insurance coverage or employment benefits of any kind or type to or for Contractor or Contractor’s employees, sub-consultants, contractors, agents, or representatives, including coverage or benefits related but not limited to: local, state, or federal income or other tax contributions; insurance contributions (e.g., FICA);

workers' compensation; disability, injury, or health; professional liability insurance, errors and omissions insurance; or retirement account contributions.

3.0 STANDARD OF PERFORMANCE

In performing the Services, Contractor shall use that degree of care, skill, and professionalism ordinarily exercised under similar circumstances by members of the same profession practicing in the State of Colorado. Contractor represents to City that Contractor is, and its employees performing such Services are, properly licensed and/or registered within the State of Colorado for the performance of the Services (if licensure and/or registration is required by applicable law) and that Contractor and employees possess the skills, knowledge, and abilities to competently, timely, and professionally perform the Services in accordance with this Agreement.

- 3.1 Contractor shall become fully acquainted with the available information related to the Services. Contractor is obligated to affirmatively request from City such information that Contractor, based on Contractor's professional experience, should reasonably expect is available and which would be relevant to the performance of the Services.
- 3.2 Contractor shall promptly inform City concerning ambiguities and uncertainties related to Contractor's performance that are not addressed by the Agreement.
- 3.3 Contractor shall provide all of the Services required in the Agreement in a timely and professional manner.
- 3.4 Contractor shall promptly comply with any written request for City or any of its duly authorized representatives to reasonably access, review and audit any books, documents, papers, and records of Contractor that are pertinent to Contractor's performance under this Agreement for the purpose of City performing any review of the Services.
- 3.5 Contractor shall comply with all applicable federal, state, and local laws, ordinances, regulations, and resolutions.
- 3.6 Contractor shall be responsible at Contractor's expense for obtaining, and maintaining in a valid and effective status, all licenses and permits necessary to perform the Services unless specifically stated otherwise in this Agreement.
- 3.7 Prior to designating an outside professional to perform sub-consultant or subcontractor work, Contractor shall submit the name of such sub-consultant or subcontractor, a resume demonstrating their experience in work of like character and magnitude of the services being contemplated, and rates to City and receive prior approval in writing from City.

4.0 COMPENSATION

- 4.1 **Maximum Contract Amount.** The maximum contract amount to be paid by City to Contractor pursuant to this Agreement shall in no event exceed the sum of **\$3,700,000** (three million seven hundred thousand and 00/100 dollars).
- 4.2 Following execution of this Agreement, City shall compensate Contractor in accordance with Exhibit A. Any increases or modification of compensation shall be subject to the approval of City. Any changes that are mutually agreed upon between City and Contractor shall be made in writing and upon execution by both Parties shall become an amendment to this Agreement.
- 4.3 Contractor shall submit to City a detailed invoice of the services performed, and if City is satisfied with Contractor's performance, City shall pay the invoice within forty-five (45) days.
- 4.4 Unless otherwise directed or accepted by City, all invoices shall contain sufficient information to account for all Contractor time (or other appropriate measure(s) of work effort) and all authorized reimbursable expenses for Services during the stated period of the invoice. City may dispute any Contractor time, reimbursable expense, and/or compensation requested by Contractor described in any invoice and may request additional information from Contractor substantiating all compensation sought by Contractor before accepting the invoice. When additional information is requested by City, City shall advise Contractor in writing, identifying the specific item(s) that are in dispute and giving specific reasons for any request for information. If City disputes an item or invoice and additional information is requested, City shall pay Contractor within thirty (30) days of acceptance of the item or invoice by City following receipt of the information requested and resolution of the dispute. To the extent possible, undisputed charges within the same invoice as disputed charges shall be timely paid in accordance with this Agreement.
- 4.5 **Taxes.** The City of Littleton is not subject to taxation. The Contractor shall not invoice the City for any state, federal or local taxes whatsoever. Upon written notification by the City, the Contractor shall reimburse the City in a timely manner for any taxes erroneously paid by the City.

5.0 TERM AND TERMINATION

- 5.1 **Term.** Performance of Services shall commence upon execution of Agreement and shall be completed by **December 31, 2027** unless terminated earlier pursuant to this Agreement. Contractor acknowledges and agrees that this Agreement's execution may be contingent upon approval by City Council, in compliance with all applicable provisions of City Charter and City Code. City shall not incur any liability whatsoever if this Agreement is not approved by City Council.
- 5.2 **Unilateral Termination.** This Agreement may be terminated by either Party for any or no reason upon written notice delivered to the other at least ninety (90) days prior to termination. In the event of the exercise of the right of unilateral termination

as provided by this subsection, Contractor shall continue to provide Services under this Agreement until the ninety (90) day notice period has passed, unless otherwise provided in any notice of termination delivered by City; and all finished or unfinished documents, data, studies and reports prepared by Contractor pursuant to this Agreement shall be delivered to City and shall become the property of City.

- 5.3 **Termination for Non-Performance.** Should a Party to this Agreement fail to materially perform in accordance with the terms and conditions of this Agreement, this Agreement may be terminated by the performing Party if the performing Party first provides written notice to the non-performing Party which notice shall specify the non-performance, provide both a demand to cure the non-performance and reasonable time to cure the non-performance, and state a date upon which the Agreement shall be terminated if there is a failure to timely cure the non-performance. For purposes of this subsection, “reasonable time” shall be not less than five (5) business days. Provided that notice of non-performance is provided in accordance with this subsection, nothing in this subsection shall prevent, preclude, or limit any claim or action for default or breach of contract resulting from non-performance by a Party.
- 5.4 **Mutual Termination.** City and Contractor may agree in writing to mutually terminate this Agreement.
- 5.5 **City Unilateral Suspension of Services.** City may suspend Contractor’s performance of the Services at City’s discretion and for any reason by delivery of written notice of suspension to Contractor which notice shall state a specific date of suspension. Upon receipt of such notice of suspension, Contractor shall immediately cease performance of Services on the date of suspension except: (1) as may be specifically authorized by the notice of suspension (e.g., to secure the work area from damage due to weather or to complete a specific report or study); or (2) for the submission of an invoice for Services performed prior to the date of suspension in accordance with this Agreement.
- 5.6 **Reinstatement of Services Following City’s Unilateral Suspension.** City may at its discretion direct Contractor to continue performance of the Services following suspension. If such direction by City is made within thirty (30) days of the date of suspension, Contractor shall recommence performance of the Services in accordance with this Agreement. If such direction to recommence suspended Services is made more than thirty-one (31) days following the date of suspension, Contractor may elect to: (1) provide written notice to City that the suspension is considered a unilateral termination of this Agreement; (2) recommence performance in accordance with this Agreement; or (3) if suspension exceeded sixty (60) consecutive days, request from City an equitable adjustment in compensation or a reasonable re-start fee and, if such request is rejected by City, to provide written notice to City that such suspension and rejection of additional compensation is considered a unilateral termination of this Agreement. Nothing in this Agreement shall preclude the Parties from executing a written amendment or

agreement to suspend the Services upon terms and conditions mutually acceptable to the Parties for any period of time.

- 5.7 **Delivery of Notice of Termination.** Any notice of termination permitted by this Section shall be addressed to the person signing this Agreement on behalf of Contractor or to City at the address shown in subsection 11.13, or such other address as either Party may notify the other of.

6. INSURANCE

- 6.1 **Required Insurance.** Contractor shall obtain and shall continuously maintain during the term of this Agreement insurance of the kind and in the minimum amounts specified (“Required Insurance”).

City’s acceptance of a certificate of insurance or other proof of insurance that does not comply with all insurance requirements set forth in this Agreement shall not act as a waiver of Contractor’s breach of Agreement or of any of City’s rights or remedies under this Agreement.

A. Workers’ Compensation and Employers’ Liability insurance with minimum limits as required by state law. The policy shall cover obligations imposed by the Workers’ Compensation Act of Colorado and any other applicable laws for any employee engaged in the performance of Work.

B. Commercial General Liability insurance with minimum combined single limit for each occurrence of one million dollars (\$1,000,000.00) and of two million dollars (\$2,000,000.00) aggregate. The policy shall be applicable to all premises and all operations of Contractor. The policy shall include coverage for bodily injury, broad form property damage (including completed operations), personal injury (including coverage for contractual and employee acts), blanket contractual, independent contractors, products, and completed operations. The policy shall contain a severability of interests provision. Coverage shall be provided on an “occurrence” basis as opposed to a “claims made” basis. The policy shall name City of Littleton as additional insured.

C. Professional Liability (Errors and Omissions) insurance with a minimum limit of one million dollars (\$1,000,000.00) per claim and two million dollars (\$2,000,000.00) aggregate. Such policy of insurance shall be obtained and maintained for one (1) year following completion of all Services under this Agreement.

D. Comprehensive Automobile Liability insurance with a minimum combined single limit for bodily injury and property damage of one million dollars (\$1,000,000) with respect to each of Contractor’s owned, hired and/or non-owned vehicles assigned to or used in performance of the Work. The policy shall contain a

severability of interests provision. The policy shall name City of Littleton as additional insured.

The Required Insurance shall be procured and maintained with insurers with a financial standing of at least an A- rating, as reflected in Best's insurance ratings or by a similar rating system recognized within the insurance industry at the time the policy is issued. All Required Insurance shall be continuously maintained to cover all liability, claims, demands, and other obligations assumed by Contractor.

6.2 **Additional Requirements for Insurance.** In addition to specific requirements imposed on insurance by this Section and its subsections, insurance shall conform to the following:

A. All policies of insurance shall be primary insurance, and any insurance carried by City, its officers, or its employees shall be excess and not contributory insurance to that provided by Contractor; provided, however, that City shall not be obligated to obtain or maintain any insurance whatsoever for any claim, damage, or purpose arising from or related to this Agreement and the Services provided by Contractor. Contractor shall not be an insured party for any City-obtained insurance policy or coverage.

B. Contractor shall be solely responsible for any deductible losses.

C. For Required Insurance, no policy of insurance shall contain any exclusion for bodily injury or property damage.

D. Contractor shall provide City with notice no less than thirty (30) days prior to any cancellation, termination, or a material change in such policy.

6.3 **Failure to Obtain or Maintain Insurance.** Contractor's failure to obtain and continuously maintain policies of insurance in accordance with this Section and its subsections shall not limit, prevent, preclude, excuse, or modify any liability, claims, demands, or other obligations of Contractor arising from performance or non-performance of this Agreement. Failure on the part of Contractor to obtain and to continuously maintain policies providing the required coverage, conditions, restrictions, notices, and minimum limits shall constitute a material breach of this Agreement upon which City may immediately terminate this Agreement, or, at its discretion, City may procure or renew any such policy or any extended reporting period thereto and may pay any and all premiums in connection therewith, and all monies so paid by City shall be repaid by Contractor to City immediately upon demand, or at City's sole discretion, City may offset the cost of the premiums against any monies due to Contractor from City pursuant to this Agreement.

6.4 **Insurance Certificates.** Prior to commencement of any Services under this Agreement, Contractor shall submit to City certificates of insurance for all Required Insurance. Insurance limits, term of insurance, insured parties, and other

information sufficient to demonstrate conformance with this Section and its subsections shall be indicated on each certificate of insurance. City may request, under necessary circumstances, a copy of Contractor's insurance policies; such policies shall be made available for review but may be redacted to protect any confidential or proprietary information. Contractor shall provide access to said policies within three (3) business days of such request. City may, at its election, withhold payment for Services until the requested insurance policies are received and found to be in accordance with the Agreement.

- 6.5 **Sub-consultants or Subcontractors.** Contractor shall confirm and document that all sub-consultants and subcontractors (including independent contractors, suppliers, or other entities providing goods or services required by this Agreement) procure and maintain coverage as approved by Contractor and appropriate to their respective primary business risks considering the nature and scope of services provided.

7.0 OWNERSHIP OF DOCUMENTS

Any work product, materials, and documents produced by Contractor pursuant to this Agreement shall become property of City upon delivery and shall not be made subject to any copyright unless authorized by City. Other materials, methodology and proprietary work used or provided by Contractor to City not specifically created and delivered pursuant to the Services outlined in this Agreement may be protected by a copyright held by Contractor and Contractor reserves all rights granted to it by any copyright. City shall not reproduce, sell, or otherwise make copies of any copyrighted material, subject to the following exceptions: (1) for exclusive use internally by City staff and/or employees; or (2) pursuant to a request under the Colorado Open Records Act, Colorado Revised Statutes ("C.R.S.") § 24-72-203, to the extent that such statute applies; or (3) pursuant to law, regulation, or court order. Contractor shall bear no liability or responsibility for any work product that has been modified post-delivery.

8.0 COMPLIANCE WITH THE AMERICANS WITH DISABILITIES ACT AND OTHER LAWS CONCERNING ACCESSIBILITY

Contractor covenants that all designs, plans and drawings produced or utilized under this Agreement will address and comply with all federal, state and local laws and regulations regarding accessibility standards for persons with disabilities or environmentally limited persons including the following: the Americans with Disabilities Act of 1990, 42 U.S.C. § 12101 *et seq.* and the Americans with Disabilities Act Accessibility Guidelines for Buildings and Facilities ("ADAAG"); the Architectural Barriers Act, Pub. L. 90-480 (1968), and the Uniform Federal Accessibility standards ("UFAS").

If the above standards are inconsistent, Contractor must assure that its designs, plans, and drawings comply with the standard providing the greatest accessibility. If Contractor fails to comply with the foregoing standards, City may, without limiting any of its remedies set forth in Section 10 or otherwise available at law, in equity or by statute, require Contractor to perform

again, at no expense to City, all Services required to be reperformed as a direct or indirect result of such failure.

9.0 CONFLICT OF INTEREST

Contractor shall refrain from providing any services to other persons, firms, or entities that would create a conflict of interest for Contractor with regard to providing the Services pursuant to this Agreement. Contractor shall not offer or provide anything of benefit to any City official or employee that would place the official or employee in a position of violating the public trust as provided by C.R.S. § 24-18-109, as amended, or any City-adopted Code of Conduct or ethical principles.

10.0 REMEDIES

In addition to any other remedies provided for in this Agreement, and without limiting its remedies available at law, City may exercise the following remedial actions if Contractor substantially fails to perform the duties and obligations of this Agreement. Substantial failure to perform the duties and obligations of this Agreement shall mean a significant, insufficient, incorrect, or improper performance, activities or inactions by Contractor. The remedial actions include:

- A. Suspend Contractor's performance pending necessary corrective actions as specified by City; and/or
- B. Withhold payment to Contractor until the necessary Services or corrections in performance are satisfactorily completed; and/or
- C. Deny payment for Services which have not been satisfactorily performed, and which, due to circumstances caused by Contractor, cannot be performed, or if performed would be of no value to City; and/or
- D. Recover actual and/or consequential damages, but only consequential damages available under applicable Colorado law that foreseeably and proximately arise out of a negligent act, error, or omission in the performance of professional services; and/or
- E. Terminate this Agreement.

The foregoing remedies are cumulative and City, at its sole discretion, may exercise any or all of the remedies individually or simultaneously.

11.0 MISCELLANEOUS PROVISIONS

- 11.1 **No Waiver of Rights.** A waiver by any Party to this Agreement of the breach of any term or provision of this Agreement shall not operate or be construed as a waiver of any subsequent breach by either Party. City's approval or acceptance of, or payment for, Services shall not be construed to operate as a waiver of any rights or benefits to be provided under this Agreement. No covenant or term of this Agreement shall be deemed to be waived by City except in writing signed and

any written waiver of a right shall not be construed to be a waiver of any other right or to be a continuing waiver unless specifically stated.

- 11.2 **No Waiver of Governmental Immunity.** Nothing in this Agreement shall be construed to waive, limit, or otherwise modify any governmental immunity that may be available by law to City, its elected and appointed officials, employees, contractors, or agents, or any other person acting on behalf of City and, in particular, governmental immunity afforded or available pursuant to the Colorado Governmental Immunity Act, Title 24, Article 10, Part 1 of the Colorado Revised Statutes.
- 11.3 **Non-Discrimination.** Contractor will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ethnicity, citizenship, immigration status, sex, gender, age, sexual orientation, gender identity or gender expression, marital status, protective hairstyle, genetic information, pregnancy, disability, or any other status protected by applicable law. Contractor will take affirmative action to ensure applicants are employed, and employees are treated during employment, without regard to their race, color, religion, national origin, ethnicity, citizenship, immigration status, sex, gender, age, sexual orientation, gender identity or gender expression, marital status, protective hairstyle, genetic information, pregnancy, disability, or any other status protected by applicable law. Such action shall include, but not be limited to the following: employment, upgrading, demotion or transfer; recruitment or recruitment advertising; layoff or termination; rates of pay or other forms of compensation; and selection for training, including apprenticeship.
- 11.4 **Binding Effect.** The Parties agree that this Agreement, by its terms, shall be binding upon the successors, heirs, legal representatives, and assignees; provided that this Section shall not authorize assignment.
- 11.5 **No Third Party Beneficiaries.** Nothing contained in this Agreement is intended to or shall create a contractual relationship with, cause of action in favor of, or claim for relief for, any third party, including any agent, subconsultant or subcontractor of Contractor. Absolutely no third-party beneficiaries are intended by this Agreement. Any third-party receiving a benefit from this Agreement is an incidental and unintended beneficiary only.
- 11.6 **Article X, Section 20/TABOR.** The Parties understand and acknowledge that City is subject to Article X, § 20 of the Colorado Constitution (“TABOR”). The Parties do not intend to violate the terms and requirements of TABOR by the execution of this Agreement. It is understood and agreed that this Agreement does not create a multi-fiscal year direct or indirect debt or obligation within the meaning of TABOR and, therefore, notwithstanding anything in this Agreement to the contrary, all payment obligations of City are expressly dependent and conditioned upon the continuing availability of funds beyond the term of City's current fiscal period ending upon the next succeeding December 31. Financial obligations of City

payable after the current fiscal year are contingent upon funds for that purpose being appropriated, budgeted, and otherwise made available in accordance with the rules, regulations, and resolutions of City, and other applicable law. Upon the failure to appropriate such funds, this Agreement shall be terminated.

- 11.7 **Governing Law, Venue, and Enforcement.** This Agreement shall be governed by and interpreted according to the laws of the State of Colorado. Venue for any action arising under this Agreement shall be in the appropriate court for Arapahoe County, Colorado. To reduce the cost of dispute resolution and to expedite the resolution of disputes under this Agreement, **the Parties hereby waive any and all right either may have to request a jury trial in any civil action relating primarily to the enforcement of this Agreement.** The Parties agree that the rule that ambiguities in a contract are to be construed against the drafting Party shall not apply to the interpretation of this Agreement.
- 11.8 **Survival of Terms and Conditions.** The Parties understand and agree that all terms and conditions of the Agreement that require continued performance, compliance, or effect beyond the termination date of the Agreement shall survive such termination date and shall be enforceable in the event of a failure to perform or comply.
- 11.9 **Assignment and Release.** All or part of the rights, duties, obligations, responsibilities, or benefits set forth in this Agreement shall not be assigned by Contractor without the express written consent of City. Any written assignment shall expressly refer to this Agreement, specify the particular rights, duties, obligations, responsibilities, or benefits so assigned. No assignment shall release Contractor from performance of any duty, obligation, or responsibility unless such release is clearly expressed in such written document of assignment.
- 11.10 **Headings.** The captions in this Agreement are for the convenience and reference of the Parties and are not intended in any way to define, limit or describe the scope or intent of this Agreement.
- 11.11 **Integration and Amendment.** This Agreement represents the entire and integrated agreement between City and Contractor and supersedes all prior negotiations, representations, or agreements, either written or oral. Any amendments to this Agreement must be in writing and be signed by both City and Contractor.
- 11.12 **Severability.** Invalidation of any of the provisions of this Agreement or any paragraph, sentence, clause, phrase, or word herein or the application thereof in any given circumstance shall not affect the validity of any other provision of this Agreement.
- 11.13 **Notices.** Any notice required or permitted by this Agreement shall be in writing and addressed to the Party to whom such notice is to be given at the address set

forth below or at such other address as has been previously furnished in writing, to the other Party. Such notice shall be deemed given upon delivery if personally delivered, or forty-eight (48) business hours after deposited in the United States Mail properly addressed to the intended recipient, postage prepaid, registered or certified mail, with return receipt requested.

If to City:	If to Contractor:
City Manager City of Littleton 2255 W. Berry Avenue Littleton, Colorado 80120	Consor North America, Inc. 6505 Waterford District Drive, Suite 470 Miami, FL 33126
With copy to: City Attorney City of Littleton 2255 W. Berry Avenue Littleton, Colorado 80120	

12.0 INDEMNIFICATION AND HOLD HARMLESS

Contractor expressly agrees to, and shall, indemnify and hold harmless City and any of its elected and appointed officials, officers, agents, or employees from any and all claims, damages, liability, or court awards, including costs and reasonable attorney fees that are or may be awarded as a result of any loss, injury or damage sustained or claimed to have been sustained by anyone, including but not limited to, any person, firm, partnership, or corporation, to the extent caused by the negligent acts, errors or omissions of Contractor or any of its employees, agents, partners, subcontractors, consultants, or others working on behalf of Contractor in performance of the Services under this Agreement. Nothing in this Section shall constitute an agreement by Contractor to indemnify or hold City harmless for any omission or action by City or any of its elected and appointed officials, officers, agents, or employees. By demanding this right to indemnification, City in no way waives or limits its rights under the Colorado Governmental Immunity Act, C.R.S. § 24-20-101, *et. Seq.*

13.0 AUTHORITY

The individuals executing this Agreement represent that they are expressly authorized to enter into this Agreement on behalf of City and Contractor and bind their respective entities.

14.0 ELECTRONIC SIGNATURES AND ELECTRONIC RECORDS

Contractor consents to the use of electronic signatures by City. The Agreement and any other documents requiring a signature hereunder may be signed electronically by City in the manner specified by City. The Parties agree not to deny the legal effect or enforceability of this Agreement solely because it is in electronic form or because an electronic record was used in its formation. The Parties agree not to object to the admissibility of the Agreement in the form of an electronic record, or a paper copy of an electronic document, or a paper copy of a document bearing an electronic signature, on the ground that it is an electronic record or electronic signature or that it is not in its original form or is not an original.

CITY OF LITTLETON, COLORADO

ATTEST

Kyle Schlachter
MAYOR

Colleen Norton
CITY CLERK

APPROVED AS TO FORM:

Reid Betzing
CITY ATTORNEY



CONTRACTOR

Leo Florence
EXECUTIVE VICE PRESIDENT

Date

EXHIBIT A

SCOPE OF SERVICES

The design consultant will bring expertise in urban design, civil engineering, utility coordination, permitting, sustainability, cost estimating, schedule management, and stakeholder engagement. The design consultant will coordinate across disciplines, engage with community stakeholders and business owners, and ensure the design reflects the City's vision and priorities. Responsibilities include preparing and advancing design documents, supporting value engineering and constructability reviews, coordinating independent cost estimating, and developing phasing strategies and compliance documentation to inform construction and future capital planning.

The design consultant will also play a key role in supporting development of the Construction Agreed Price ("CAP") by coordinating with the Construction Manager/General Contractor ("CM/GC") and Independent Cost Estimator ("ICE") to ensure all quantities, assumptions, and risk allocations reflected in the design documents are current, coordinated, and clearly documented. All design milestone deliverables shall provide sufficient detail to enable open-book cost reconciliation and CAP validation.

Throughout the process, the design consultant will serve as a trusted partner to the City, delivering a design that balances operational needs, business impact considerations, and long-term resilience for downtown. The design shall be delivered in two sequential phases: *Part A - Preliminary Design* and *Part B - Final Design*. This structured approach ensures the City, stakeholders, and the community can make informed decisions before committing to construction.

- **Part A - Preliminary Design** will establish the foundation by confirming existing conditions, assessing opportunities and constraints, engaging stakeholders, and developing schematic design (up to 30%) with alternatives for City Council consideration.
- **Part B - Final Design** will refine the preferred design into detailed engineering documents (60% through 100%), incorporating utility coordination, constructability, value engineering, permitting, and procurement support to deliver a shovel-ready construction package.

COORDINATION EXPECTATION:

The design consultant will coordinate throughout all phases with the City's Director of Major Projects, Owner's Representative ("Owner's Rep"), City's Communications and Marketing Department, CM/GC, ICE, and the Littleton Downtown Development Authority ("LDDA"). Engagement with the Technical Working Group ("TWG") and Stakeholder Working Group ("SWG") will also be required at key milestones. The City's internal TWG will provide technical review throughout the design process, and the SWG will support the parking and curbside strategy development. Oversight responsibilities

rest with the Owner's Rep, and the design consultant will be accountable for all technical submittals and deliverables.

The City will provide the design survey, preliminary Subsurface Utility Engineering, preliminary geotechnical report, Project Downtown Concept Plan, LDDA Plan of Development, and any other relevant guiding documents to the design consultant.

GLOBAL STANDARDS, MILESTONES, AND BUDGET PROTECTIONS:

Work will proceed through 30%, 60%, 90%, and 100% milestones, with City reviews required for each milestone. Each milestone submittal (30%, 60%, 90%, and 100%) shall include an internal peer review by senior staff not directly responsible for production, with a signed QA/QC certification and a consolidated comment/disposition log.

All documents will conform to the Littleton Engineering Design Standards ("LEDS"), PROWAG, and ADA; use CSI MasterFormat®; be coordinated on NAD83/NAVD88; and be delivered in PDF and editable CAD.

To protect the budget while maintaining decision quality, the scope includes clear caps: TWG no more than monthly, and SWG no more than six meetings; up to two public forums and one online survey with bilingual access; up to three key renderings at 30% and three at 90% (no animations without authorization); and no more than three schematic alternatives.

Cost reconciliation will occur only at 30%, 60%, 90%, final, and pre-CAP; ad-hoc reconciliations shall require prior written authorization. Construction-phase design support is limited to design-intent clarifications within ten (10) business days and an average of no more than one to two site visits per month.

Any effort beyond these caps, approved project area, or the scope below requires written City authorization before proceeding.

CONTRACT STRUCTURE AND PHASE AUTHORIZATION:

The budgetary estimate for preliminary design (schematic design up to 30%), the Parking and Curbside Management Study, and final design is **\$3,700,000.00**, and the budgetary cost estimate for construction is \$19,000,000.00. The City is awarding a single contract covering the full design scope described herein (Preliminary Design and Final Design).

Upon contract execution, the City will issue a Notice to Proceed ("NTP") only for Preliminary Design (Tasks 1–7). The City may, at its sole discretion, issue a subsequent NTP for Final Design (Tasks 8–14) following successful completion and acceptance of the 30% submittal and City Council selection of a preferred alternative. No Final Design work shall commence without a written NTP.

The aggregate compensation for Preliminary Design and Final Design (including all approved reimbursables and contingencies) is Not-to-Exceed (“NTE”) \$3,700,000.00. The attached **Preliminary Design Fee** (Tasks 1–7) has an NTE of **\$1,555,924** and is inclusive of all labor, overhead, profit, and reimbursables. The Final Design fee will be negotiated later and memorialized via a written contract amendment. Under no circumstances shall the negotiated Final Design fee cause the total contract value to exceed the NTE.

Following City acceptance of the 30% submittal and City Council selection of a preferred alternative, the City will request a Final Design fee proposal based on the approved scope, assumptions, and risk allocations at that time. The City will negotiate a lump-sum fee (or other agreed compensation basis) using the attached **Labor Rate Schedule** and the mutually agreed level of effort. If the parties are unable to reach agreement within the City’s specified negotiation window, the City may (at its sole discretion):

- revise the scope;
- negotiate with the next-ranked proposer; and/or
- re-solicit Final Design services.

The design consultant shall have no claim for lost profits if the City elects not to proceed with Final Design.

A fully burdened Labor Rate Schedule by labor category is attached. Rates shall be valid through the Preliminary Design period. If Final Design NTP occurs more than twelve (12) months after contract execution, labor rates used for Final Design negotiations may be adjusted by up to 3.0% per annum, applied once at negotiation, subject to City review and written approval prior to incorporation. Any escalation must still fit within the \$3,700,000.00 total NTE. Reimbursables shall be included in the fixed fee where practicable; any approved reimbursables shall be billed at cost without markup and tracked against the total NTE.

The City reserves the right to not proceed to Final Design; to modify scope; to negotiate with another proposer; and/or to re-solicit Final Design. No work beyond Preliminary Design is authorized unless and until a separate NTP is issued.

PART A - Preliminary Design

Conсор understands that this project will be delivered under a Construction Manager / General Contractor (CM/GC) delivery method. Successful delivery requires collaboration between all team members, and we are looking forward to working as a single team driving towards implementation of Main Street. In our SOW, we will refer to the Main Street team as the City, Owner’s Representative (Rep), Design Team, Independent Cost Estimator, and CM/GC as the “Main Street team.”

Conсор will work with the Main Street team to advance the project from planning concepts to schematic design. Our team will use the Main Street project development definition from Project

Downtown as our baseline. We will confirm existing conditions, engage stakeholders, and define feasible alternatives that align with goals defined from Project Downtown, as well as refined City goals for mobility, business access, cultural preservation, and economic vitality. It is assumed that the preliminary design scope will take 6-7 months to complete.

Key components include the development of the Business Access & Continuity Plan (Task 6) to address short-term construction impacts and leading the Parking & Curbside Management Strategy (Task 7) to guide long-term access, parking, and curb use across the LDDA district, Littleton Boulevard, and the rest of the city.

The objective of the Preliminary Design scope is to develop a schematic design package that reflects refinement of the Project Downtown Main Street vision, stakeholder input, refined construction cost estimate, risk analysis, construction schedule, and understanding of general project phasing.

Task 1: Project Management

Our team will deliver the management tasks to organize and deliver this phase of the project. Our team will develop the following as part of Task 1 scope:

Communication – Throughout the project, Jason will maintain open and ongoing communication with the City Project Director and staff, as well as the Owner’s Rep. This includes regular emails, phone correspondence, meetings, and conference calls. In our experience, bi-weekly check-in meetings (defined below) are an effective way to keep the project on schedule and progressing.

Project Management Plan (PMP) – A PMP will be developed by Consor, that will include a Work Breakdown Structure (WBS) for the design scope, budget tracking, preconstruction schedule management, change management, project contact list, CAD standards, communication and stakeholder plan, deliverable tracking, as well as other project management related items. This will provide transparency from the design team to the City, Owner’s Rep, and the Main Street team.

Consor understands that Littleton is implementing Smartsheet as the Project Management Information System for the Main Street project. Our team will provide information for the budget dashboard. Consor will integrate the items above into Smartsheet as needed for project controls.

Project Schedule – Consor will develop a schedule for the preliminary design as well as a separate but integrated schedule for the Parking and Curbside Management Strategy. The schedule will include all tasks and subtasks, deliverable dates, stakeholder and community outreach, meetings, review times, as well as other critical dates. We will identify critical paths in the schedule, and the schedule will be updated monthly and after deliverable dates.

Quality Assurance / Quality Management (QA/QC) Plan – Consor will develop a QA/QC plan for the project. The plan will define the process for reviewing all deliverables before any submittal or meeting. Reviewers will be identified in the plan and QA/QC reviews will be identified within the schedule. The plan will be implemented by all subconsultants on the design team. All QC documents will be kept for audit purposes.

Risk Register – The City will maintain the project risk register, Consor will provide input and

updates for the master risk register.

Document Control – For the Preliminary Design, Consor will set up document control and file sharing for the project. This will include a Microsoft Teams (Teams) site for the project, a SharePoint site, and an Autodesk Construction Cloud (ACC) site to share CAD and related design files.

Project Meetings – Coordination of the Delivery Team is critical to project success. We anticipate the following meetings during the Preliminary Design phase. Meetings and presentations to City Council and the LDDA are included in Task 2.

- **Project Kickoff Meeting (1 meeting; 4 hours):** The Consor team will facilitate a kickoff meeting the first portion of the session to define the roles and responsibilities of the consultant team and City staff, refine the scope of work in the project work plan, verify the schedule with milestones and deliverables, and formulate the best way and timing to engage the public, business owners, and stakeholders. As part of the work plan, we will develop Smartsheet content monthly to reflect project progress and coordinate it with the public City Council goals dashboard.
 - **Field Walk:** As part of the Kick-off Meeting, our team will lead and facilitate a walking field tour of Main Street to solicit feedback on opportunities and issues within the project limits. Time in the field as a project team allows identification of project opportunities, constraints, and risks.
- **Bi-weekly Owner’s Rep / Project Director / Design PM Meetings (14 meetings; 1 hour):** These meetings will be held every other week to discuss project progress and communicate critical items related to the project. It is our experience that these meetings strengthen project communication.
- **Bi-weekly Delivery Team Meetings (14 meetings; 1 hour):** These meetings will be held every other week to coordinate project elements and will be attended by the Project Delivery Team.
- **Monthly Utility Coordination Meetings (7 meetings; 1 hour):** The Consor Team will lead monthly utility coordination meetings with utility owners to identify any planned improvements by the utility companies within the project limits, discuss existing facilities within the project limits, understand potential risks identified by the Main Street team and utility owners, and discussion of potential relocations that may need to occur.
- **Monthly Technical Working Group (TWG) Meeting (7 meetings; 1 hour):** The TWG will include key staff such as the City’s Project Director, the Owner’s Rep, the Consultant Project Manager, and staff from Public Works, Community Development, and Communications. The TWG will meet once a month to ensure that the project is moving ahead as planned and budgeted by reviewing work completed last month and detailing work to be completed in the coming month. Our team proposes that 1-3 TWG meetings take place at key downtown businesses or events to continue to refine our understanding of the project and the function of the businesses along the Main Street corridor.
 - **Additional Focused TWG Meetings (6 meetings; 1-hour):** A smaller group of team members (such as the City Project Manager and specific staff) will meet for

a deeper dive into focused discussions on issues, tasks, and deliverables. These meetings will occur throughout the life of this project either in-person or via shared-screen virtual meeting.

- **Quarterly Executive Leadership Team (ELT) Meeting (2 meetings; 1-hour):** We anticipate that an Executive Leadership Team will be formed that will include the Project Director as well as other members from the City of Littleton (COL), an appointed member of the design team, the Owner’s Rep, CM/GC, as well as the project manager from the design team to provide project updates and respond to questions from the ELT. We anticipate that the ELT will be used to escalate decisions and provide guidance for the overall project.

Progress Reports and Invoicing – Our team will prepare and submit monthly progress reports and invoices to the City; this will include updates to data that supports the Smartsheet project dashboard.

Deliverables:

- Project Management Plan.
- Design schedule (critical path with rolling 3-month look-ahead).
- QA/QC plan and peer review protocol.
- Monthly budget and dashboard reports.
- Risk register and issues/decision log.
- Invoicing and progress reports.
- Meeting agendas, materials, and summaries.

Task 2: Stakeholder & Public Engagement

Our engagement approach aligns with the IAP2 “Consult” framework, which emphasizes obtaining public feedback on analysis, alternatives, and decisions while clearly communicating how input will influence outcomes. At this level, we will commit to listening actively, providing balanced and accessible information, and demonstrating how feedback is considered in shaping recommendations. This process is designed to build trust, foster transparency, and confirm that input from businesses, residents, and visitors is reflected in design decisions and implementation strategies. By applying the Consult principles, we create a two-way dialogue that informs technical work and strengthens community confidence in the project.

Engagement for the Parking and Curbside Management Strategy will take place concurrently with these activities; the scope and fee are included in Task 7. The Parking and Curbside Management Strategy will involve stakeholder discussions to review findings and test implementation concepts on Main Street. These conversations will align the curbside and parking recommendations with the broader design vision and operational needs of downtown. A representative from the design team will be present at each parking engagement event to answer specific questions about this project to avoid any confusion about the parallel efforts.

Engagement Setup and Coordination

As the project kicks off, our team will develop public outreach materials such as an update to the website, EngagementHQ platform, FAQs, and other digital content in coordination with the City’s Communications and Marketing Department to establish consistent messaging. Two

engagement touchpoints will occur at key milestones during Preliminary Design: Schematic Design and Business Access and Continuity.

Engagement Kickoff and Coordination Meetings

The engagement kickoff meeting will include the City's Project Director, Communications and Marketing Department, and Technical Working Group (TWG), Owner's Rep, CM/GC, ICE, and LDDA. This session will define roles, responsibilities, and preferred communication channels, as well as discuss and establish engagement touchpoint goals, including the number and type of interactions we aim to achieve at each phase. These goals will guide our outreach strategy and provide measurable benchmarks we can track throughout the project to evaluate effectiveness and adjust as needed.

General Engagement Meetings – Engagement coordination is critical to project success. We anticipate the following meetings during the Preliminary Design phase:

- **Bi-weekly Engagement Team Meetings (14 meetings; 30 minutes):** These meetings will be held every other week for two months leading up to engagement and during engagement to coordinate strategies, deliverables, and messaging and will be attended by the Consultant engagement team, City's Project Director, Communications and Marketing Department, and Owner's Rep. These meetings will also provide a smooth transition for outreach as the project moves into construction and the CM/GC takes over responsibilities.
- **City Council Update (2 meetings; 1 hour):** Consor anticipates that our team will participate in project updates to Littleton City Council and the Mayor at key project milestones. Our team will coordinate materials and presentations for the meeting.
- **LDDA Meeting (2 meetings; 1 hour):** Consor assumes two meetings with the LDDA at key project milestones to present the project progress and solicit feedback. We suggest meeting with them during schematic design, once alternatives are developed, and prior to finalizing preliminary design.

Public Involvement Plan (PIP)

A shared PIP will define engagement strategies, stakeholders, roles and responsibilities, key messages, approval workflows, and branding guidelines. This plan will be developed collaboratively with the City's Communications and Marketing Department, with all public-facing materials reflecting the City's voice and objectives while also providing clarity on responsibilities.

Website Updates

We will create a project webpage on the City of Littleton's EngagementHQ platform for the Main Street Design effort. This webpage will be updated before and after each engagement touchpoint. All items that are posted to the webpage will be WCAG 2.2 Level AA compliant.

Comment Tracker

We will develop a comment tracker that inventories every comment received and categorizes each by topic, along with documentation of how it is addressed. This tracker supports transparency across the team and verifies that concerns raised by businesses, stakeholders, and the public are clearly recorded, communicated to the appropriate teammate, and tracked if included in the design or to be considered in construction.

Engagement Summaries

After each of the two phases, the project team will summarize the feedback into a formal summary highlighting reach and feedback themes that can be posted onto the website.

Engagement - Preliminary Design

The engagement process during preliminary design will focus on building consensus around the preferred design alternative and integrating business access considerations early on.

Touchpoint 1 (Schematic Design)

The first major touchpoint will take place during schematic design. At this point, the design team will have developed up to three distinct alternatives for Main Street that reflect the City's vision and Project Downtown. Each alternative will highlight differences in cost, aesthetics, mobility, operations, and functionality, creating a strong foundation for discussion with stakeholders and the public.

This process builds on the successful engagement model used during the Project Downtown planning phase and provides input that is both actionable and transparent. Feedback from these touchpoints will directly shape the preferred alternative, which will then advance to 30% design. Before beginning this phase of outreach, we will meet with the TWG and the Engagement Team.

Schematic Design Engagement Touchpoints – We anticipate the following meetings during the Schematic Design phase:

- **City Council Charette (1 meeting; 90 minutes):** Consor will facilitate a design charette with the Littleton City Council during schematic design at a Study Session. Our team will prepare materials for the meeting, including visuals, cost estimates, and lifecycle considerations for each of the alternatives, giving Council members a clear understanding of the implications. The goal of the charette will be to solicitate feedback from members of City Council and the Mayor to create a transparent process as we refine the vision from Project Downtown to an implementable project that is within budget.
- **Stakeholder Charette (1 meeting; 2 hours):** Consor will facilitate a design charette with the LDDA, City Council, business owners, and other identified stakeholders during schematic design. Our team will prepare materials for the meeting, including visuals, cost estimates, and lifecycle considerations for each of the alternatives, giving members a clear understanding of the implications. The goal of the charette will be to solicitate feedback from members of the LDDA to create a transparent process as we refine the vision from Project Downtown to an implementable project that is within budget.
- **1 Public Open House (1 meeting; 2 hours):** After these meetings, we will host a public open house that will start with a short presentation and then transition to a station format with boards where members of the public, businesses, property owners, and other stakeholders can review the alternatives and share feedback from their perspectives.
- **1 Public Survey:** This open house will be paired with an online survey to broaden participation. The survey may utilize the City's EngagementHQ platform by guiding the community through each alternative, explaining trade-offs, and allowing respondents to rank design priorities.
- **Promotional Materials:** We will promote the Schematic Design public open house and

survey with up to 3 email blasts, 5 social media posts, 1 mailer, 1 flyer, 1 press release, and 1 blurb that can be shared in external newsletters. Draft messaging for these materials will be coordinated through the Communications and Marketing Department and reviewed by the Owner's Rep and LDDA before distribution. We will use shared templates and branding standards to maintain consistency. Final approval will be given by the City's Project Director before any communications are shared with stakeholders or the community.

- **Spanish-Speaking Engagement:** All public-facing materials will be translated into Spanish and interpretation will be provided for in-person public events.

Touchpoint 2 (Business Access and Continuity)

The second touchpoint during preliminary design will occur as part of business access and continuity planning. Maintaining safe and convenient access to downtown businesses during construction is a top priority for the city. Using location-specific visualization tools as well as simple diagrams illustrating access, circulation, and potential property impacts, the team will clearly communicate how proposed phases may affect individual businesses.

These materials will support discussions about temporary loading zones and circulation routes, ADA compliance, and wayfinding during construction. This proactive and transparent engagement will help minimize disruption and maintain confidence among downtown businesses. Before beginning this phase of outreach, we will meet with the TWG and the Engagement Team.

Business Access and Continuity Engagement Touchpoints – We anticipate the following meetings during the Business Access and Continuity phase. The meetings with businesses will be counted as part of Task 6.

- **LDDA Presentation (1 meeting; 1 hour):** Consor will facilitate a meeting with the LDDA to present our approach to business access and continuity. Our team will prepare materials and discussion questions for the meeting, giving members a clear understanding of the implications. The goal will be to solicitate feedback from members of the LDDA to create a transparent process as we refine the vision from Project Downtown to an implementable project that is within budget.
- **Business Touchpoints:** Our team plans to engage intentionally with business owners regarding access before, during, and after construction. We will meet with business owners in person (or virtually if requested) to discuss specific impacts on their access. *The hours for these touchpoints are included in Task 6.*
- **Stakeholder Focus Group (1 meeting; 90 minutes):** We will prepare materials for and facilitate a Stakeholder Focus Group to bring the businesses and key organizations together to discuss business access during and post construction.

Deliverables:

- Meeting and Charrette Agendas, Materials, and Summaries.
- Public Involvement Plan.
- Website Updates.
- 1 Public Survey.
- Promotional Materials.
- Spanish Translated Materials and Interpretation at In Person Events.

- Comment Tracker.
- 2 Engagement Summaries.

Task 3: Existing Conditions & Data Collection

The Consor team will receive existing conditions data from the City. It is anticipated that this data will include a completed topographic and boundary survey, preliminary Subsurface Utility Engineering (“SUE”) investigation, and preliminary geotechnical report for the project area. The Consor team will validate adequacy for design, integrate these baselines into coordinated base maps, and prepare a concise conditions summary that supports 30% design and subsequent milestones. Any gaps will be shared with the City and resolution will be determined with an anticipated completion date.

The Consor team will identify gaps or conflicts and recommend targeted supplemental verification only where needed to advance design, subject to prior City authorization. Emphasis is on a usable, coordinated base and early identification of utility conflicts with path-to-resolution. Our team will use the CAD files provided by the city and update them to match the project CAD standards. We will also generate existing condition models from the files provided. The files will then be placed on the ACC site and shared with the project team.

Deliverables:

- Memorandum addressing adequacy and identifying any gaps with a spreadsheet to track resolution for gaps related to the data.
- Updated, coordinated base maps and a concise conditions summary that will be formatted to project CAD standards and uploaded to the ACC site.
- Utility matrix with identified utility owners and potential conflicts. The log will be created to be used throughout the life of the project by the design team and then turned over to the CM/GC.

Task 4: Schematic Design (up to 30%)

The Consor team will advance Main Street design, translating the adopted Project Downtown Concept Plan into implementable alternatives (up to three) suitable for City Council and stakeholder review. This phase will establish the design framework, align priorities with the construction budget, and highlight different investment levels. The Independent Cost Estimator (ICE) shall prepare independent cost estimates for each design alternative developed by the Consor team. Our team will work with the City to develop criteria to compare each option based on the goals of the project based on Project Downtown. All designs will comply to all applicable local, state, and federal standards and guidelines.

We anticipate that the design team will generate a preliminary design package for each option that will include the following:

- Roll plot with improvement labeling of the project corridor for each discipline (removals, roadway, traffic, utilities, drainage and green infrastructure, and urban design / landscape / wayfinding)
- Alternative comparison analysis

- Quantities based on CDOT items
- Maintenance matrix
- Preliminary lifecycle durability analysis
- Updated risk matrix for each option
- Materiality options documentation
- Documented trade off comparison between each option for City Council
- Rendering of typical sections for each option
- Rendering of a plan view of each option
- Conceptual phasing plan with input from the CM/GC and summary of potential impacts on businesses
- Additional materials for a presentation to City Council

The documents noted above will be used to perform an alternative analysis to select the preferred alternative, incorporating feedback from stakeholders and the public. Once the preferred alternative is selected the Consor team will develop a full 30% submittal. A plan set will be generated with the assumed following sheets:

- Title sheet
- General notes
- Removal plans
- Survey control diagram
- Roadway typical sections
- Improvement layout plans
- Roadway design plans (profiles not included)
- Drainage design plans (profiles not included)
- Surfacing plans
- Drainage and green infrastructure plans
- Landscape concept plans
- Conceptual wayfinding plans
- Utility plans
- Signing and striping plans
- Traffic signal design plans as applicable
- Drainage report
- Updated quantities

In addition, Consor will also provide the following items in addition to the plans:

- Project Design Criteria Matrix and Memo – Consor will develop a design criteria matrix that will document all criteria and standards that will be used to develop the design of Main Street. If the design is unable to meet criteria variance will be documented within the matrix, the status of the approval of the variance will also be tracked.
- Design Decision Log – As the preliminary design is developed our team will develop and track design decisions that are made during the process of project development.

Deliverables:

- Items listed above for the alternative analysis.
- City Council presentation materials.
- Final 30% schematic design package as listed above.

Task 5: Preliminary Permitting & Regulatory Coordination

The Consor team will identify permitting requirements for the project as part of the preliminary design effort. We will begin coordination with regulatory agencies and utilities. The Owner’s Rep will track permitting progress and verify compliance, and the Consor team will be responsible for technical submittals. Engagement with any requisite agencies and/or departments will occur as needed to prepare the project for subsequent phases.

Deliverables:

- Permitting requirements matrix and schedule.
- Pre-application meeting notes, preliminary comment response log, and correspondence log.
- Agency Coordination Meeting (4 meetings; 1 hour)

Task 6: Business Access & Continuity Planning

The Consor team will support the development of a Business Access & Continuity Plan that outlines strategies to minimize disruption during project implementation in coordination with the Owner’s Rep, CM/GC, the City, and the LDDA to confirm alignment with the ADA, stakeholder needs, and construction phasing.

The Consor team will play a supporting role in this process by preparing technical drawings for temporary circulation, advising on Maintenance of Traffic (“MOT”) phasing, and supporting ADA-compliant access. The Consor team will also participate in meetings with business owners and stakeholders, alongside the City, the CM/GC, the Owner’s Rep, and the LDDA to provide technical expertise and help incorporate access needs into construction phasing.

Deliverables:

- Technical input (design considerations, circulation strategies, construction signage and wayfinding)
- Participation in stakeholder coordination meetings with businesses (6 meetings; 1-hour)
- Business Access & Continuity Plan

Task 7: Parking and Curbside Management Strategy

The Parking and Curbside Management Strategy will be advanced alongside the Main Street design to create a comprehensive, long-term policy framework for managing on-street and off-street parking, curbside uses, and related programs. This strategy will provide location-specific recommendations for the LDDA district and Littleton Boulevard while supporting citywide goals for downtown vitality, multimodal access, and an improved parking experience for residents, businesses, and visitors.

Consor will lead this effort, working closely with the City Manager’s Office, the Owner’s Representative, and LDDA. The Owner’s Rep will monitor integration of adopted recommendations into design submittals and implementation planning.

Parking Strategy Meetings – We anticipate the following meetings during the Parking and Curbside Management Strategy:

- **Kickoff Meeting (1 meeting; 90 minutes):** A kickoff meeting will be held to understand the City and LDDA’s priorities and concerns, inform the outreach approach, and define roles and responsibilities. Our team will coordinate materials for this meeting.
- **Bi-weekly PM Meetings (26 meetings; 30 minutes):** These meetings will be held every other week to discuss project progress and communicate critical items related to the project. These meetings will be attended primarily by the City Project Manager and the Consor Project Manager, with additional support staff as needed.
- **Monthly Parking Team Meetings (12 meetings; 1 hour):** These meetings will be held monthly throughout the study to discuss approach, key deliverables, and engagement and will be attended by the City’s Project Director, Owner’s Rep, and LDDA.
- **LDDA Meetings (2 meetings; 1-hour):** Consor assumes two (2) meetings with the LDDA at key project milestones to present the project progress and solicit feedback. In addition to the kickoff meeting, we suggest meeting with them during Phase 2, and Phase 3.
- **Focus Group Meetings (6 meetings; 1 hour):** We assume up to six (6) focus group meetings will be convened throughout the parking study, with the purpose of previewing content, guiding public outreach approach, and discussing the detailed tradeoffs of recommendations. A City Council representative will attend each of these meetings. Our team will coordinate materials and presentations for these meetings.
 - 3 total focus groups for downtown businesses and Main Street
 - 2 total focus groups for Littleton Boulevard
 - 1 additional focus group that can be used for another area of concern or for the first two categories
- **Public Open Houses (2 events; 2-hours):** We assume two public open houses, with a first public open house in Phase 1 to gather feedback on existing conditions and a second in Phase 2 to discuss draft recommendations. There will not be a public meeting in Phase 3. Spanish interpretation will be provided at these two events.
- **City Council Update (4 meetings; 1-hour):** Consor anticipates that our team will facilitate up to two (2) study sessions focused on downtown and one (1) study session focused on Littleton Boulevard with Littleton City Council and the Mayor. In addition, we will present the Policy Recommendations Report at the end of the project. Our team will coordinate materials and presentations for these meetings.

Phase 1: Existing Conditions & Needs Analysis

The strategy development will launch with a foundational phase focused on analyzing the current conditions, developing a needs assessment, goal setting, and gathering stakeholder input.

Inventory Existing Parking Supply

We will prepare a comprehensive inventory of existing parking supply and restrictions, building on prior Project Downtown data and expanding coverage to the full LDDA district and Littleton Boulevard ([see map](#)). This inventory will align with ongoing planning efforts, including the Littleton Boulevard Subarea Plan and the Transportation Master Plan.

Review Policies, Enforcement, and Regulations

In parallel, we will review current City ordinances, LDDA policies, pricing structures, and enforcement practices related to parking and curbside management. The assessment will identify outdated or inconsistent policies and evaluate how parking and curbside data are collected and managed. Recommendations will address gaps and explore options such as technology-based enforcement or deputizing additional personnel to improve coverage.

Develop Scenarios and Typologies

The strategy will define street typologies, and associated curbside and parking uses, that can be applied citywide. Examples of these typologies might include commercial, mixed use, residential, and industrial. These typologies will be informed by the City and LDDA, the City's street types and overlays, peer city practices, and stakeholder feedback to help guide operational and policy recommendations. Our team will model a range of operational scenarios, such as reallocating parking for wider sidewalks, outdoor dining, micromobility zones, or green infrastructure. Scenarios will also consider time restrictions, paid parking, loading zones, residential parking permits, and employee parking relocation, as well as impacts during and after construction. Each scenario will evaluate effects on access, turnover, and revenue impacts. The intent of the typologies and scenarios is to provide a framework for different contexts to which the City can apply the most effective curbside management strategies.

Engage Stakeholders and the Public

Before starting the first phase of engagement, our team will develop a Public Involvement Plan (PIP) to define engagement strategies, software tools, stakeholders, roles and responsibilities, key messages, approval workflows, and branding guidelines. This plan will be developed collaboratively with the City's Communications and Marketing Department, with all public-facing materials reflecting the City's voice and objectives while also providing clarity on responsibilities.

To effectively engage stakeholders and the public, we will set up an ESRI Experience Builder site where users can find information about the study, review curbside data, take surveys throughout the project, and review the final recommendations.

The first phase of engagement for the parking study will introduce the scope, gather feedback on parking challenges, and inform data collection. A mix of focus groups, a business-specific survey, public touchpoints, and a public survey will be used to collect input from the LDDA, downtown businesses, residents, and other key stakeholders. We will utilize the focus groups and business survey at this phase, focusing on downtown businesses and Littleton Boulevard. We will gather feedback on how stakeholders anticipate downtown access will be affected by parking reductions, construction, and redevelopment and their main concern with parking near Littleton Boulevard. Then, we will utilize the ERSI Experience Builder mapping function and a public open house to gather feedback about where people are parking, where parking is difficult, and identify areas of concern. These feedback opportunities will be promoted using mailers, flyers, email blasts, and social media. This feedback will directly inform the parking occupancy data collection periods and draft typologies.

Analyze Current Conditions

The consultant team will collect occupancy across the LDDA district and Littleton Boulevard, as well as duration data focused on high demand areas. This analysis will identify demand patterns and employee parking trends to inform operational and turnover improvements. We will collect point-in-time occupancy data 12 total times for a one-hour time period: six (6) for downtown and six (6) for Littleton Boulevard. We will also collect duration data for 12-hour spans on a

weekday and weekend day for the downtown area only.

Summarize Existing Conditions

The information collected will be compiled into an Existing Conditions Summary and be added to the ERSI Experience Builder map to clearly inform recommendations, next steps, and questions for peer cities. These deliverables will summarize existing parking management policies and gaps; draft typologies; stakeholder and community concerns; and parking restrictions data with occupancy analysis.

Phase 2: Develop Recommendations

The next phase of the project focuses on translating data, stakeholder input, and peer city insights into actionable strategies tailored to the unique needs of the area. Building on the information gathered, we will develop and refine recommendations that balance efficient utilization, access, equity, and operational feasibility.

Benchmark Peer Cities

Conсор will revisit our past peer research efforts regarding curbside best practices, compiling the strategies most applicable to the City, as well as identify gaps that need further investigation into peer cities across the country. The consultant team will leverage existing relationships to gather insights into parking management strategies, policies, and partnerships that can be successful for Littleton. Focus areas may include enforcement, revenue generation, shared parking programs, residential parking permit programs, district-based management models, EV charging, parklets, micromobility hubs, demand-based pricing, and digital permitting.

Identify Data, Technology, and Management Needs

The strategy will evaluate current data management and enforcement systems and recommend technology upgrades such as license plate recognition (LPR), sensor-based monitoring, and integrated payment systems. We will identify technology platforms that can support real-time availability, digital permitting, demand-based pricing, enforcement coordination, and performance reporting. A phased implementation roadmap will balance near-term improvements with long-term investments, and guidance will be provided on procurement and deployment.

Develop Draft Recommendations

Using data analysis, peer research, and community input, we will develop actionable recommendations for curbside allocation, pricing, enforcement, and management that address the identified typologies and challenges. These recommendations will be reviewed with stakeholders and the public before finalization.

Engage Stakeholders and the Public

A second engagement phase will present the summarized existing conditions, draft recommendations and how the first phase of outreach informed the recommendations, and explain trade-offs of specific recommendations to stakeholders and the public, such as residential permit programs or paid parking near destinations. This phase will include focus group meetings, one (1) public open house, and one (1) survey to discuss the tradeoffs for key recommendations. These feedback opportunities will be promoted using flyers, email blasts, and social media.

Feedback will be documented and integrated into final recommendations to align with community priorities.

Phase 3: Implementation Plan

The final deliverables will include a comprehensive Parking and Curbside Management Strategy and a Policy Recommendations Report.

Define Implementation and Operations Framework

Conсор will work closely with the City and LDDA to finalize a framework for phased implementation and operational recommendations. The project team will reach back out to peer cities during this phase to gather targeted input on strategies, policy and ordinance best practices, and reporting practices. The implementation plan will include timelines, triggers for action, roles and responsibilities, and funding strategies. Conсор will develop a detailed recommendations matrix that matches the parking challenges and high demand locations with proven tools and implementation timeline. Downtown and Littleton Boulevard will serve as pilot areas for typologies and strategies that may later be applied citywide.

Establish Performance and Reporting Measures

The strategy will establish performance indicators such as occupancy, turnover, access, satisfaction, and revenue to track program effectiveness. A reporting framework will support ongoing monitoring and transparency, with protocols for both internal data and public-facing summaries. These measures will provide the City of Littleton and the LDDA with a robust, actionable framework to guide parking and curbside management decisions in support of a vibrant, accessible, and multimodal downtown.

Engage Stakeholders and the Public

To reinforce transparency and accountability, we will prepare a clear graphic summarizing upcoming changes and final strategies, explaining how feedback was incorporated. This will be shared online and distributed to engagement participants and stakeholders via email and social media.

Parking and Curbside Management Strategy

The final Parking and Curbside Management Strategy will summarize all the work done through this study including the list below. This document will primarily serve City staff purposes and will not go to City Council or the LDDA for adoption.

- Current conditions analysis (supply, demand, occupancy, enforcement, multimodal interactions)
- Peer city benchmarking and best practices summary
- Evaluation of on-street and off-street opportunities, including shared or public-private models
- Curbside typology framework and scenario tradeoff analysis
- Recommendations for resident-first access, business/visitor access, pricing, and revenue strategies
- Operations and Management Plan outlining roles, staffing, technology systems, and enforcement coordination
- Phased implementation roadmap with KPIs, data collection plan, and reinvestment framework
- An executive summary including:
 - District-wide maps and diagrams showing parking supply, curbside allocation, typologies, and proposed technology zones
 - Data and technology assessment report summarizing existing systems, gaps, and implementation priorities
 - Stakeholder engagement summaries documenting feedback from the

- LDDA, businesses, and residents
- Scenario visualizations and cost-benefit comparisons to support decision-making

Policy Recommendations Report

The policy and ordinance deliverable will include adoption-ready materials such as draft ordinance language, proposed updates to municipal code sections, LDDA policy adjustments, district maps, a financial model to reinvest parking revenue into mobility improvements, and related administrative procedures to implement the Parking and Curbside Management Strategy. This document will go to City Council and the LDDA for consideration and adoption.

Deliverables

- Meeting Agendas and Summaries.
- Public Involvement Plan.
- Website Updates.
- Up to 6 Focus Group Meetings.
- Business Survey.
- 2 Public Open Houses.
- 2 Public Surveys.
- Promotional Materials.
- Spanish Translated Materials and Interpretation at In Person Events.
- Comment Tracker.
- 2 Engagement Summaries.
- 12 Occupancy Data Collection Periods.
- Public-facing Recommendations Summary.
- Parking & Curbside Management Strategy in report format, including an executive summary.
- Policy Recommendations in report format.

PART B - Final Design

The design consultant and City acknowledge that Tasks 1 - 7 will be completed as detailed above, and the final scope and fees for Tasks 8 - 14 may be refined and negotiated following successful completion of PART A - Preliminary Design phase.

The intent of the Final Design phase is to transform the preferred schematic design into a fully coordinated, bid-ready construction package. This phase integrates engineering detail, utility coordination, stormwater management, traffic and multimodal design, constructability review, and compliance with regulatory requirements.

As part of this effort, the design consultant will also be responsible for ensuring any relevant parking strategies developed during Part A are fully reflected in the technical design. The Business Access & Continuity Plan will guide construction phasing, temporary circulation, and business access accommodations that must be integrated into final drawings and MOT plans. In parallel, recommendations from the Parking & Curbside Management Strategy (led by the design consultant in partnership with the City and LDDA) will inform design decisions affecting curb allocation, multimodal integration, and long-term downtown operations.

The outcome of Part B will be shovel-ready construction documents, refined cost estimates, and a clear phasing strategy that ensures downtown businesses and residents can function during construction while also positioning the LDDA district with a sustainable, resident-first parking and curbside management approach for the future.

Task 8: Design Development (to 60%)

The design consultant will refine the preferred schematic design into a 60% design package, incorporating detailed engineering, grading, drainage, traffic, and multimodal elements. The design consultant will update utility coordination and targeted SUE, as authorized, to resolve critical conflicts and support 60% design. A phasing plan will be developed to guide construction sequencing while maintaining business and pedestrian access. All cost estimates and design data will be documented in a format suitable for validation by the ICE. The design consultant will work in partnership with the Owner's Rep to ensure constructability and budget alignment, and will present updated designs to City Council, LDDA, and stakeholders. Coordinate utility conflict resolutions with CM/GC prior to 60% milestone.

Deliverables

- 60% design plan set
- Basis of design memo
- Updated risk register and utility coordination plan
- Refined cost estimate and phasing plan
- City Council / LDDA presentation package and stakeholder summary

Task 9: Value Engineering & Constructability Review

The design consultant will participate in structured value engineering and constructability workshops with the City, Owner's Rep, CM/GC, and ICE. The purpose is to identify cost savings, refine sequencing, and mitigate business impacts. The design consultant will revise drawings/specifications once value engineering outcomes have been confirmed by the City. Material redesign due solely to new agency conditions after 90% shall only proceed with prior written authorization from the City for additional services.

Following completion of value engineering and constructability workshops, the design consultant will coordinate with the CM/GC and ICE to verify that all design assumptions, quantities, and accepted value-engineering measures are fully reflected in the design documents used to develop the CAP. The design consultant shall issue updated drawings, specifications, and cost back-up materials necessary for CAP validation and City review.

Deliverables

- Value engineering workshop summary report
- Constructability review log and responses
- Updated risk register

- Updated design documents and cost support package prepared for CAP validation, including annotated drawings, material lists, and summary of accepted value-engineering measures.

Task 10: Final Permitting & Approvals

The design consultant shall be responsible for all technical submittals, and will complete all required permit applications and secure approvals, coordinating with all requisite agencies and departments. The Owner's Rep will support tracking and verifying compliance.

Deliverables

- Final permit applications and approvals package
- Agency correspondence and approvals log

Task 11: Construction Documentation (90% and 100%)

The design consultant will advance the design into full construction documents at 90% and 100%. These will include demolition, grading, utilities, traffic control, MOT plans, paving, landscaping, lighting, and technical specifications. The Owner's Rep will review and support alignment with procurement standards.

Deliverables

- 90% and 100% construction document packages
- Updated risk register
- Final Engineer's cost estimate with unit pricing
- Review comments and resolution logs
- Final bid package including specifications and provisions

Task 12: Pre-Bid & Procurement Support

The Design Consultant will provide technical support to the City during the construction solicitation process. This includes assisting with the preparation of bid documents, responding to contractor questions, and ensuring design intent is clearly conveyed throughout procurement. The design consultant shall ensure that all addenda, clarifications, and revised drawings issued during the procurement process remain consistent with the City-approved CAP documents and reflect only approved changes or clarifications as directed by the City. The Design Consultant will:

- Participate in the development and review of bid documents and technical specifications to ensure accuracy, completeness, and alignment with the approved design package.
- Provide timely responses to Requests for Information (RFIs) and assist the City and CM/GC in preparing and issuing addenda as needed.
- Attend and support pre-bid meetings, walk-throughs, or other procurement-related sessions as requested by the City.
- If any issues, inconsistencies, or gaps are identified during the construction solicitation process, the Design Consultant shall prepare revised and/or additional drawings, details, or

clarifications as necessary to resolve such issues and support a complete, biddable set of documents.

Deliverables

- RFI responses and written clarifications
- Bid addenda (with supporting documentation and drawing revisions, as required)
- Pre-bid meeting materials, presentations, and meeting notes
- Updated drawings or technical details issued for clarification (if applicable)

Task 13: Final Council, Stakeholder, & Public Briefings

The design consultant will prepare final briefings for City Council, the LDDA, stakeholders, and the public to summarize the design, construction phasing, and business impact mitigation strategies. Final communications will be coordinated with the City's Communications & Marketing Department.

Deliverables

- Final City Council presentation package (renderings, phasing, costs)
- Public outreach materials (FAQs, flyers, digital content)
- Business continuity strategy summary

Task 14: Construction Support & Closeout

The design consultant will provide limited construction-phase services, including periodic site visits in coordination with the Owner's Rep, to ensure continuity of design intent as well as submittal / RFI turn-around of 10 (ten) business days (*unless otherwise mutually agreed*). Site presence will average no more than one to two visits per month; no resident engineer or daily inspection is included. Design-intent clarifications will be provided within 10 (ten) business days. Design as-builts are record drawings based on CM/GC redlines and final survey data.

Deliverables

- Submittal, RFI, and ASI responses
- Change Order reviews
- Participation in milestone meetings and walkthroughs
- Punch lists and completion documentation
- Final as-built drawings

**EXHIBIT A: PRELIMINARY DESIGN
(Tasks 1-7) LUMP SUM FEE**

Task	Conсор	Art House	BCER	HDR	Hydrosystems	LCS	Matrix	Pinyon	Grounded	Dixon	Total
Task 1. Project Management and Administration	\$ 146,460.00	\$ 4,375.00	\$ 7,590.00	\$ 17,280.00	\$ 1,205.00	\$ 21,875.00	\$ 18,300.00	\$ 4,017.50	\$ 2,000.00	\$ -	\$ 223,102.50
Task 2. Stakeholder & Public Engagement	\$ 92,755.00	\$ 3,587.50	\$ 3,950.00	\$ 988.00	\$ -	\$ 73,445.00	\$ 5,805.00	\$ 1,210.00	\$ 11,400.00	\$ -	\$ 193,140.50
Task 3. Existing Conditions	\$ 32,280.00	\$ -	\$ -	\$ 33,192.00	\$ 810.00	\$ -	\$ 11,400.00	\$ -	\$ -	\$ -	\$ 77,682.00
Task 4. Schematic Design	\$ 170,670.00	\$ 19,700.00	\$ 26,800.00	\$ 69,546.00	\$ 3,530.00	\$ 104,580.00	\$ 89,220.00	\$ 6,135.00	\$ 1,200.00	\$ -	\$ 491,381.00
Task 5. Preliminary Permitting & Regulatory Coordination	\$ 18,030.00	\$ 2,450.00	\$ 5,510.00	\$ 988.00	\$ -	\$ 2,400.00	\$ 4,200.00	\$ -	\$ -	\$ -	\$ 33,578.00
Task 6. Business Access & Continuity Planning	\$ 19,040.00	\$ -	\$ -	\$ 2,990.00	\$ -	\$ 32,370.00	\$ 2,760.00	\$ 440.00	\$ 5,400.00	\$ -	\$ 63,000.00
Task 7. Parking and Curbside Management Strategy	\$ 345,670.00	\$ -	\$ -	\$ -	\$ -	\$ 21,820.00	\$ 11,750.00	\$ -	\$ -	\$ 54,550.00	\$ 433,790.00
Labor Total	\$ 824,905.00	\$ 30,112.50	\$ 43,850.00	\$ 124,984.00	\$ 5,545.00	\$ 256,490.00	\$ 143,435.00	\$ 11,802.50	\$ 20,000.00	\$ 54,550.00	\$ 1,515,674.00
Expenses	\$ 24,000.00	\$ 1,000.00	\$ 1,000.00	\$ 895.00	\$ 1,000.00	\$ 6,250.00	\$ 3,000.00	\$ -	\$ -	\$ 3,105.00	\$ 40,250.00
Overall Total	\$ 848,905.00	\$ 31,112.50	\$ 44,850.00	\$ 125,879.00	\$ 6,545.00	\$ 262,740.00	\$ 146,435.00	\$ 11,802.50	\$ 20,000.00	\$ 57,655.00	\$ 1,555,924.00

EXHIBIT A: Labor Rate Schedule

Labor Category	Description	Hourly Rate (\$)	Overhead / Fee %	Notes
Consor North America				
Admirative I	Administrative Support / Billing Support	\$95.00	N/A	Rate is fully loaded with overhead and profit
Admirative II	Administrative Support / Billing Support	\$120.00	N/A	Rate is fully loaded with overhead and profit
Engineering Designer I	Engineering Designer with 0+ years of experience (EIT)	\$115.00	N/A	Rate is fully loaded with overhead and profit
Engineering Designer II	Engineering Designer with 2+ years of experience (EIT)	\$120.00	N/A	Rate is fully loaded with overhead and profit
Engineering Designer III	Engineering Designer with 3+ years of experience (EIT)	\$130.00	N/A	Rate is fully loaded with overhead and profit
Engineering Designer IV	Engineering Designer with 4+ years of experience (EIT)	\$145.00	N/A	Rate is fully loaded with overhead and profit
Executive Vice President	Executive providing advisory services	\$350.00	N/A	Rate is fully loaded with overhead and profit
Planner I	Planner with 0+ years of experience	\$110.00	N/A	Rate is fully loaded with overhead and profit
Planner II	Planner with 2+ years of experience	\$130.00	N/A	Rate is fully loaded with overhead and profit
Planner III	Planner with 3+ years of experience	\$150.00	N/A	Rate is fully loaded with overhead and profit
Principal I	Project Principal with 15+ years of experience	\$230.00	N/A	Rate is fully loaded with overhead and profit
Principal II	Project Principal with 18+ years of experience	\$250.00	N/A	Rate is fully loaded with overhead and profit
Principal III	Project Principal with 20+ years of experience	\$295.00	N/A	Rate is fully loaded with overhead and profit
Professional Engineer I	Professional Engineer (PE) responsible for design & CAD	\$145.00	N/A	Rate is fully loaded with overhead and profit
Professional Engineer II	Professional Engineer (PE) responsible for design	\$165.00	N/A	Rate is fully loaded with overhead and profit
Professional Engineer III	Professional Engineer (PE) responsible for lead design	\$175.00	N/A	Rate is fully loaded with overhead and profit
Project Manager I	Engineer / Planner responsible for leading tasks	\$200.00	N/A	Rate is fully loaded with overhead and profit
Project Manager II	Engineer / Planner responsible for leading tasks and/or managing projects	\$210.00	N/A	Rate is fully loaded with overhead and profit
Senior Planner I	Planner responsible for leading task and/or managing projects	\$170.00	N/A	Rate is fully loaded with overhead and profit
Senior Planner II	Planner responsible for leading task and/or managing projects	\$190.00	N/A	Rate is fully loaded with overhead and profit
Senior Project Manager	Engineer / Planner responsible for managing projects	\$250.00	N/A	Rate is fully loaded with overhead and profit
Arthouse				
Principal / Design Director	Wayfinding Design Director	\$225.00	N/A	Rate is fully loaded with overhead and profit
Senior Designer	Wayfinding Senior Designer	\$200.00	N/A	Rate is fully loaded with overhead and profit
Designer	Wayfinding Designer	\$175.00	N/A	Rate is fully loaded with overhead and profit
BCER				
Project Manager	Lighting / Electrical Lead	\$235.00	N/A	Rate is fully loaded with overhead and profit
Senior Engineer	Senior Lighting Designer	\$235.00	N/A	Rate is fully loaded with overhead and profit
Engineer	Lighting Designer	\$160.00	N/A	Rate is fully loaded with overhead and profit
BIM/CAD	Lighting CAD Technician	\$140.00	N/A	Rate is fully loaded with overhead and profit
Project Coordinator / Admin	Project Billing	\$110.00	N/A	Rate is fully loaded with overhead and profit
Dixon				
Principal-in-Charge	Parking Analysis Oversight	\$295.00	N/A	Rate is fully loaded with overhead and profit
Principal	Parking Analysis Lead	\$265.00	N/A	Rate is fully loaded with overhead and profit
Senior Associate	Parking Analysis	\$205.00	N/A	Rate is fully loaded with overhead and profit
Associate/ Analyst	Parking Analyst	\$175.00	N/A	Rate is fully loaded with overhead and profit
Junior Associate / Analyst	Parking Analyst	\$145.00	N/A	Rate is fully loaded with overhead and profit
Data Collector	Parking Data Collection	\$85.00	N/A	Rate is fully loaded with overhead and profit
Grounded Collective				
Principal	Business Community Outreach	\$200.00	N/A	Rate is fully loaded with overhead and profit
Principal I	Business Community Outreach	\$210.00	N/A	Rate is fully loaded with overhead and profit
Principal II	Business Community Outreach	\$220.00	N/A	Rate is fully loaded with overhead and profit
HDR				
Designer I	CAD Technician	\$122.00	N/A	Rate is fully loaded with overhead and profit
Designer II	CAD Technician	\$158.00	N/A	Rate is fully loaded with overhead and profit
Designer III	CAD Technician	\$181.00	N/A	Rate is fully loaded with overhead and profit
EIT I	Engineering Designer	\$124.00	N/A	Rate is fully loaded with overhead and profit

Labor Category	Description	Hourly Rate (\$)	Overhead / Fee %	Notes
HDR (Cont)				
EIT II	Engineering Designer	\$145.00	N/A	Rate is fully loaded with overhead and profit
EIT III	Engineering Designer	\$160.00	N/A	Rate is fully loaded with overhead and profit
EIT IV	Engineering Designer	\$167.00	N/A	Rate is fully loaded with overhead and profit
Intern	Student Intern	\$85.00	N/A	Rate is fully loaded with overhead and profit
Planner I	Transportation Planner	\$122.00	N/A	Rate is fully loaded with overhead and profit
Planner II	Transportation Planner	\$150.00	N/A	Rate is fully loaded with overhead and profit
Planner III	Transportation Planner	\$179.00	N/A	Rate is fully loaded with overhead and profit
Planner IV	Transportation Planner	\$219.00	N/A	Rate is fully loaded with overhead and profit
Planner Jr.	Transportation Planner	\$111.00	N/A	Rate is fully loaded with overhead and profit
Principal In Charge	Principal in charge of project	\$299.00	N/A	Rate is fully loaded with overhead and profit
Project Controller I	Project biller	\$118.00	N/A	Rate is fully loaded with overhead and profit
Project Controller II	Project biller	\$135.00	N/A	Rate is fully loaded with overhead and profit
Project Controller III	Project biller	\$149.00	N/A	Rate is fully loaded with overhead and profit
Project Coordinator I	Project Admin Assistant	\$101.00	N/A	Rate is fully loaded with overhead and profit
Project Coordinator II	Project Admin Assistant	\$127.00	N/A	Rate is fully loaded with overhead and profit
Project Engineer I	Professional Engineer Designer	\$173.00	N/A	Rate is fully loaded with overhead and profit
Project Engineer II	Professional Engineer Designer	\$195.00	N/A	Rate is fully loaded with overhead and profit
Project Engineer III	Professional Engineer Designer	\$219.00	N/A	Rate is fully loaded with overhead and profit
Project Engineer IV	Professional Engineer Designer	\$237.00	N/A	Rate is fully loaded with overhead and profit
Project Manager I	Project Manager	\$244.00	N/A	Rate is fully loaded with overhead and profit
Project Manager II	Project Manager	\$260.00	N/A	Rate is fully loaded with overhead and profit
Project Manager III	Project Manager	\$269.00	N/A	Rate is fully loaded with overhead and profit
Project Professional I	Project subject matter expert / technical lead	\$177.00	N/A	Rate is fully loaded with overhead and profit
Project Professional II	Project subject matter expert / technical lead	\$190.00	N/A	Rate is fully loaded with overhead and profit
Project Professional III	Project subject matter expert / technical lead	\$204.00	N/A	Rate is fully loaded with overhead and profit
Sr. Project Manager I	Senior Project Manager	\$278.00	N/A	Rate is fully loaded with overhead and profit
Sr. Project Manager II	Senior Project Manager	\$290.00	N/A	Rate is fully loaded with overhead and profit
Sr. Project Manager III	Senior Project Manager	\$309.00	N/A	Rate is fully loaded with overhead and profit
Sr. Project Professional I	Senior project subject matter expert / technical lead	\$212.00	N/A	Rate is fully loaded with overhead and profit
Sr. Project Professional II	Senior project subject matter expert / technical lead	\$247.00	N/A	Rate is fully loaded with overhead and profit
Sr. Project Professional III	Senior project subject matter expert / technical lead	\$286.00	N/A	Rate is fully loaded with overhead and profit
Hydrosystems KDI				
Principal-in-Charge	Irrigation Design Principal	\$160.00	N/A	Rate is fully loaded with overhead and profit
Principal	Irrigation Design Principal	\$155.00	N/A	Rate is fully loaded with overhead and profit
Project Manager	Irrigation Design Project Manager	\$145.00	N/A	Rate is fully loaded with overhead and profit
CAD/BIM Designer	Irrigation CAD Designer	\$135.00	N/A	Rate is fully loaded with overhead and profit
Site Personnel	Construction Administration for Irrigation	\$125.00	N/A	Rate is fully loaded with overhead and profit
Livable Cities Studio				
Principal 6	Responsible for strategic direction, vision and overall leadership for the company, company executive	\$275.00	N/A	Rate is fully loaded with overhead and profit
Principal 5	Responsible for strategic direction, vision and overall leadership for the company, company executive	\$250.00	N/A	Rate is fully loaded with overhead and profit
Principal 4	Responsible for strategic direction, vision and overall leadership for the company, company executive	\$225.00	N/A	Rate is fully loaded with overhead and profit
Principal 3	Responsible for strategic direction, vision and overall leadership for the company. A senior officer of the company; Project leadership. Extensive Knowledge of design practices.	\$200.00	N/A	Rate is fully loaded with overhead and profit
Principal 2	Senior officer of the company; Lead project and development of content.	\$180.00	N/A	Rate is fully loaded with overhead and profit
Principal 1	Senior officer of the company; Lead project and development of content.	\$160.00	N/A	Rate is fully loaded with overhead and profit
Senior Designer 4	Lead design and experienced in project management. Provides day-to-day technical management	\$175.00	N/A	Rate is fully loaded with overhead and profit

Labor Category	Description	Hourly Rate (\$)	Overhead / Fee %	Notes
Livable Cities Studio (Cont)				
Senior Designer 3	Lead design and experienced in project management. Provides day-to-day technical management	\$165.00	N/A	Rate is fully loaded with overhead and profit
Senior Designer 2	Lead design and experienced in project management. Provides day-to-day technical management	\$155.00	N/A	Rate is fully loaded with overhead and profit
Senior Designer 1	Lead design and experienced in project management. Provides day-to-day technical management	\$145.00	N/A	Rate is fully loaded with overhead and profit
Designer 6	Project management, provides day-to-day technical management and design development	\$140.00	N/A	Rate is fully loaded with overhead and profit
Designer 5	Project management, provides day-to-day technical management and design development	\$130.00	N/A	Rate is fully loaded with overhead and profit
Designer 4	Project management, development and design of design content.	\$115.00	N/A	Rate is fully loaded with overhead and profit
Designer 3	Some project management design production	\$100.00	N/A	Rate is fully loaded with overhead and profit
Designer 2	Design production	\$90.00	N/A	Rate is fully loaded with overhead and profit
Designer 1	Performs design production with direction	\$80.00	N/A	Rate is fully loaded with overhead and profit
Administrative Support 2	Administrative and staff support services	\$135.00	N/A	Rate is fully loaded with overhead and profit
Intern	Student in design discipline who assists with project development with direction	\$75.00	N/A	Rate is fully loaded with overhead and profit
Matrix				
Principal	Company executive / C- Suite	\$350.00	N/A	Rate is fully loaded with overhead and profit
Executive Vice President	Project Principal	\$325.00	N/A	Rate is fully loaded with overhead and profit
Senior Vice President	Project Principal	\$300.00	N/A	Rate is fully loaded with overhead and profit
Vice President	Project Principal	\$275.00	N/A	Rate is fully loaded with overhead and profit
Associate Vice President	Project Manager / Design Lead / Subject Matter Expert	\$250.00	N/A	Rate is fully loaded with overhead and profit
Executive Associate	Project Manager / Design Lead / Subject Matter Expert	\$225.00	N/A	Rate is fully loaded with overhead and profit
Senior Associate	Project Manager / Design Lead / Subject Matter Expert	\$210.00	N/A	Rate is fully loaded with overhead and profit
Associate	Project Manager / Design Lead / Subject Matter Expert	\$200.00	N/A	Rate is fully loaded with overhead and profit
Professional X	Design Lead / Project Designer	\$190.00	N/A	Rate is fully loaded with overhead and profit
Professional IX	Design Lead / Project Designer	\$180.00	N/A	Rate is fully loaded with overhead and profit
Professional VIII	Design Lead / Project Designer	\$170.00	N/A	Rate is fully loaded with overhead and profit
Professional VII	Design Lead / Project Designer	\$160.00	N/A	Rate is fully loaded with overhead and profit
Professional VI	Design Lead / Project Designer	\$150.00	N/A	Rate is fully loaded with overhead and profit
Professional V	Design Lead / Project Designer	\$140.00	N/A	Rate is fully loaded with overhead and profit
Professional IV	Design Lead / Project Designer	\$130.00	N/A	Rate is fully loaded with overhead and profit
Professional III	Design Lead / Project Designer	\$120.00	N/A	Rate is fully loaded with overhead and profit
Professional II	Design Lead / Project Designer	\$110.00	N/A	Rate is fully loaded with overhead and profit
Professional I	Design Lead / Project Designer	\$100.00	N/A	Rate is fully loaded with overhead and profit
Staff VII	EIT / Designer	\$155.00	N/A	Rate is fully loaded with overhead and profit
Staff VI	EIT / Designer	\$140.00	N/A	Rate is fully loaded with overhead and profit
Staff V	EIT / Designer	\$125.00	N/A	Rate is fully loaded with overhead and profit
Staff IV	Designer	\$110.00	N/A	Rate is fully loaded with overhead and profit
Staff III	Administrative and staff support services	\$95.00	N/A	Rate is fully loaded with overhead and profit
Staff II	Administrative and staff support services	\$85.00	N/A	Rate is fully loaded with overhead and profit
Staff I	Administrative and staff support services	\$75.00	N/A	Rate is fully loaded with overhead and profit
Drone Operator	Drone Operator	\$150.00	N/A	Rate is fully loaded with overhead and profit
1-Person Survey Crew	Survey Crew	\$160.00	N/A	Rate is fully loaded with overhead and profit
2-Person Survey Crew	Survey Crew	\$205.00	N/A	Rate is fully loaded with overhead and profit
3-Person Survey Crew	Survey Crew	\$250.00	N/A	Rate is fully loaded with overhead and profit
Pinyon				
Scientist IV	Environmental Scientist	\$295.00	N/A	Rate is fully loaded with overhead and profit
Project Manager I	Historic Resources Lead	\$220.00	N/A	Rate is fully loaded with overhead and profit
Project Manager	Historic Resources Lead	\$200.00	N/A	Rate is fully loaded with overhead and profit
Cultural Field Specialist I	Historic Resources Technician	\$115.00	N/A	Rate is fully loaded with overhead and profit
GIS Specialist III	GIS Specialist	\$180.00	N/A	Rate is fully loaded with overhead and profit

Labor Category	Description	Hourly Rate (\$)	Overhead / Fee %	Notes
Pinyon (Cont)				
GIS Specialist I	GIS Specialist	\$145.00	N/A	Rate is fully loaded with overhead and profit
Project Controller	Project Billing	\$130.00	N/A	Rate is fully loaded with overhead and profit
Project Assistant	Project Assistant	\$110.00	N/A	Rate is fully loaded with overhead and profit