

## Exhibit “D” Scope of Services

### NOTE:

This Scope of Services version covers just initial project activities during **November-December 2018**, to expedite authorization of this work while the balance of the scope is finalized for work activities during 2019. In the meantime, this version includes placeholder headings for the anticipated later phases of work.

Under contract to the **City of Littleton**, Kendig Keast Collaborative (KKC) will provide professional urban planning services to prepare an updated **Comprehensive Plan** (“Envision Littleton”) for guiding the long-range development, redevelopment and enhancement of the city. The Comprehensive Plan effort will focus on the current city limits and any nearby unincorporated areas that are eligible for annexation by the City. KKC will be assisted in this effort by one subconsultant:

1. **TischlerBise**, who will provide support for the evaluation of future land use, development and redevelopment possibilities through its specialization in fiscal impact analysis and projecting the implications of growth and land use trends for municipal finances.

The City’s Project Director has identified three “hallmarks” for the methodology and approach for the entire Envision Littleton effort, involving both the Comprehensive Plan and the City’s concurrent Transportation Master Plan effort:

1. A fully integrated process for and product from the two plans.
2. Collaboration with City staff.
3. An integrated and innovative approach to community and leadership engagement.

KKC’s project involvement and facilitation will be carried out according to this Scope of Services and contingent upon the Support Services of the Client outlined in Exhibit “E” to the Professional Services Agreement to make the best use of the available consultant budget. The City’s Project Director will manage the overall process and direct KKC in performing the project services. KKC will build upon and coordinate with other recent and concurrent planning efforts and studies to complete these tasks, namely:

- The Envision Littleton vision and guiding principles phase conducted during 2018.
- The concurrent process for preparing a first-time Transportation Master Plan (TMP) for Littleton (led by a separate consultant supervised by the City’s Public Works Director and with Comprehensive Plan coordination occurring through the City’s Special Projects Manager and an Envision Littleton staff/consultant team).
- Concurrent special area planning, strategy and implementation efforts by the City.
- Initial steps by the City toward creating an Economic Development Strategic Plan.

- Other relevant City initiatives and/or department efforts that should be linked to the City's overall long-range planning direction through the Comprehensive Plan (e.g., implementation of priority-based budgeting, human resources strategic planning, etc.).

KKC will also coordinate with other area agencies and entities, as appropriate, in conjunction with the City and the TMP consultant.

As indicated below under Project Administration, KKC will coordinate with the City's Project Director and the TMP consultant, through the "process management" approach for the entire Envision Littleton initiative to be led by the TMP consultant, to establish a detailed, coordinated and feasible project schedule for the execution and completion of this Scope of Services. The intent is to work toward official consideration of a final proposed Comprehensive Plan within **11 months**, from the date KKC receives Notice to Proceed from the City. KKC will coordinate with the entire Envision Littleton team to meet this timeline. This will require steady progress on the tasks in this Scope of Services; timely receipt of necessary data and information and other input; and prompt review and feedback on KKC's interim and final work products. It is also noted that the extent, scheduling and completion of public hearings and final plan adoption are a client prerogative and not under KKC's control.

### **Additional or Continuing Services**

During the course of or at the conclusion of the project, the City may deem it necessary to schedule more meetings, request further background or issues research, or otherwise engage consultant personnel in additional work efforts not anticipated at project initiation and through the Scope of Services currently outlined. Any such additional services shall be specifically authorized by the City and documented through a written amendment to the Scope of Services and approval of a corresponding increase in the compensation amount—and, if necessary, the time of performance—of the original professional services agreement.

---

## **PROJECT ADMINISTRATION**

---

KKC will complete project management activities in coordination with the City's Project Director to ensure schedule adherence, cost control and quality assurance. These activities will include direct coordination with the City's TMP consultant who, with City staff and KKC support, will implement a "process management" plan for the integrated Comprehensive Plan and TMP efforts involving associated project planning and progress tracking tools (e.g., master timeline in gantt chart format, task/deliverable/responsibility matrix, etc.). The processing of all deliverables will include a minimum 10 calendar days for City staff/department review. Additionally, this method and routine coordination will eliminate the need for detailed monthly written progress reports by KKC.

Process management details and logistics will be finalized among the Envision Littleton team during the Project Start-Up phase. KKC will maintain frequent communication and coordination with the City's Project Director by email, phone, online conferencing, and written correspondence, as appropriate.

---

**PROJECT START-UP (Contract Start through December 2018)**

---

**Project Kick-Off Meeting**

Following receipt of written Notice to Proceed from the City, KKC will complete a project kick-off conference call with City staff and the City's TMP consultant to recap the Scope of Services, flesh out a detailed schedule, coordinate on data/information needs, and cover other project logistics. (The kick-off meeting will be conducted in person if the TMP consultant is under contract in time for KKC's next scheduled trip for the vision phase that preceded the Comprehensive Plan and TMP phase.) Then, on each scheduled visit to the community, KKC will meet with the City's Project Director and/or the Envision Littleton team as needed for project planning discussions and/or in-depth work sessions on particular plan topics.

**Compilation of Information Resources**

KKC will coordinate with City staff to identify and acquire available data, mapping and other information resources for the planning effort, from local and other sources. KKC will provide City staff a checklist combining typical resource items for a community planning effort plus items specific to Littleton, the Denver metropolitan region, and the State of Colorado as already itemized by City staff and based on KKC's work in the community to date during the vision phase. This will include other recent and/or concurrent plans and studies, and any other policy processes or documents that aid community decision-making. KKC will then coordinate with staff to determine which items will be available for the project. KKC will also coordinate with City staff to identify key project contacts and relevant agencies and entities.

**Coordination of Community and Leadership Engagement Strategy**

KKC will coordinate with the City's Project Director and the TMP consultant to provide support on the planning and ongoing execution of a comprehensive and integrated Envision Littleton engagement strategy for both the Comprehensive Plan and TMP efforts. The coordinated engagement planning will be led by the TMP consultant with support from City staff and KKC. This will include incorporation of the City's planned speaker series, establishment of a coordinating committee, project management team and Envision Littleton Team (for involvement of other City departments and other partner local and regional agencies and entities when relevant topics are considered), and determination of best methods for presenting interim status reports and project results to City Council and Planning Commission (i.e., through joint study sessions at key milestone points or other means). KKC will advise City staff on considerations for the size, structure and formation of a coordinating committee, including liaison representatives of the City Council and Planning Commission.

The engagement strategy details, master timeline and logistics will be finalized among the Envision Littleton team during the Project Start-Up phase and adjusted, as needed, during implementation. A core intent is to springboard from the initial vision phase of Envision Littleton while avoiding duplicative efforts and "meeting/input fatigue." Additionally, engagement activities will be planned using the "Appreciative Inquiry Model" as coordinated by the City's Project Director with the Envision Littleton team.

---

**PHASE 1 – THE EXISTING CITY (Contract Start - January 2019)**

---

**NOTE:**

As part of this Scope of Services for initial project activities during **November-December 2018**, KKC will begin Phase 1 work but not submit any deliverables until at least January 2019.

KKC will compile and assess a base of information on the existing conditions and outlook for Littleton, focusing especially on key influences that will shape the community's future. This will provide background and assumptions to support needs assessment and long-range and strategic planning decisions throughout the planning process, with the caveat that transportation-related data and context will be provided through the TMP effort rather than through the Comprehensive Plan work program. Through its own background study plus input received from City staff and through ongoing Envision Littleton engagement activities, KKC will:

1. Review and evaluate the City's current planning documents and other relevant materials, including the current land development regulations.
2. Itemize key opportunities, challenges, issues and needs facing the community, using indicator data from local sources, the U.S. Census Bureau and other readily available sources to provide further context.
3. Consider Littleton's historical development and relevant local and regional trends, plans and projects that will influence the community over the 20-year planning horizon.
4. Identify action items from previous local plans/studies or initiatives (based on a list compiled and provided by the City's Project Director) and, in coordination with City staff, determine which items were successfully accomplished, remain to be completed, or are not likely to be pursued due to changed priorities, resource limitations or other factors.
5. Complete topic-specific background study and mapping to gain a better understanding of Littleton's physical context and development history. Drawing from readily available data and other resources from the City, plus discussions with staff and other key contacts, considerations will include:
  - The area's physical character, including locations of valued natural, historical and cultural assets and protected resources, open spaces and views.
  - Existing land use pattern and development character and associated economic and real estate market factors, taking into account data, background and other insights provided by the City's Economic Development Director.
  - Existing housing market conditions and housing stock status in terms of availability, variety and affordability relative to the housing needs of current and prospective residents, building on data and other context in the recent Littleton Housing Study and with further input from South Metro Housing Options staff.
  - Existing water, wastewater and storm drainage systems (general condition and capacity, any significant service issues or deficiencies, anticipated needs, etc.) and specific improvements already planned and/or programmed. *(For general community planning purposes, this information will be derived from available resource documents and interactions with*

*local staff and other pertinent contacts and will not involve any new modeling or in-depth technical analysis.)*

- Existing parks, recreation and trail assets that benefit residents and attract visitors, and specific improvements already planned and/or programmed, including data and background from the South Suburban Parks and Recreation District, South Platte Working Group (Arapahoe County), and the High Line Canal Conservancy.
  - Existing development policies and regulations, annexation history and status, public service capacities, and other factors—both physical and fiscal—that influence community form and character and provide opportunities for or constraints to future development and redevelopment.
6. Complete field reconnaissance during project trips, as needed, in support of the Existing City tasks.

---

#### **PHASE 2 – PLAN DIRECTION AND ASSUMPTIONS (February-April 2019)**

---

[Phase 2 work program activities to be added later.]

---

#### **PHASE 3 – THE FUTURE CITY (April-August 2019)**

---

[Phase 3 work program activities to be added later.]

---

#### **PHASE 4 – IMPLEMENTATION (August-September 2019)**

---

[Phase 4 work program activities to be added later.]

---

#### **PHASE 5 – PLAN FINALIZATION AND ADOPTION (October-November 2019)**

---

[Phase 5 work program activities to be added later.]

---

#### **APPROACH TO DELIVERABLES**

---

**Draft Deliverables.** KKC will provide draft deliverables through each phase of the project. These deliverables will facilitate workshop meetings, periodic releases of information to the media and public, and the orderly completion of the project. All such interim deliverables will be provided to the City in Adobe PDF format for ease of file transfer and reproduction and distribution. The PDF versions are also suitable for website posting. Graphics will be produced in color (unless they are black-and-white line sketches) in a format suitable for display during meetings and at public events/hearings.

**Consolidated Review and Revision.** Whenever KKC submits draft deliverables, it will be the responsibility of the City's Project Director to coordinate, compile and forward to KKC in a consolidated manner all review comments on and requested/suggested revisions to such deliverables. As part of each review phase, guidance from the Project Director should be included, as needed, on whether and how KKC should address certain comments which may be for information only (e.g., comments from outside reviewers) versus those involving specific, client-recommended revisions.

The project budget assumes original drafting of each deliverable and one consolidated revision round upon receipt of compiled comments from the City's Project Director. Only minor revisions will be made following plan adoption to produce the final as-adopted plan version. Extensive substantive revisions that arise at the final adoption phase may require additional services depending on their nature and the budget status at that final stage of the project.

---

**PROJECT COST (November-December 2018 only)**

---

Below are the costs for each phase outlined in the above Scope of Services, inclusive of all associated labor and direct expense costs plus professional fee.

Project Administration (Nov-Dec 2018 only)	\$2,445
› Ongoing Envision Littleton team and process/engagement coordination	
› Subconsultant oversight/coordination	
Project Start-Up (Contract Start-Dec 2018)	\$9,000
› Team Kick-off Meeting (Nov extended Vision trip)	
PHASE 1 – The Existing City (Contract Start-Dec 2018 only)	\$22,150
› 1 3-day trip for on-site engagement and process coordination activities (Dec 2018)	
PHASE 2 – Plan Direction and Assumptions (Feb-Apr 2019)	
PHASE 3 – The Future City (Apr-Aug 2019)	
PHASE 4 – Implementation (Aug-Sep 2019)	
PHASE 5 – Plan Finalization and Adoption (Oct-Nov 2019)	
<b>TOTAL</b>	<b>\$33,595</b>
+ H-GAC PlanSource 2% administrative fee	\$672
<b>GRAND TOTAL</b>	<b>\$34,267</b>
<u>Consultant Fee Allocation</u>	
Kendig Keast Collaborative (planning)	\$33,595
TischlerBise (fiscal impact)	\$0

---