

## Exhibit “D” Scope of Services

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 TischlerBise tasks are included on pages 7-11 of this Scope of Services under the heading Fiscal Impact Analysis.*

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)**

---

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.

#### Meetings

- **Community Coordination Committee** meeting.

#### Deliverables

- **Existing City Data Book**, which will avoid a traditional report format and be designed instead as a highly visual compilation of information and display/handout/ presentation materials produced during the Existing City phase and for associated engagement and committee activities to inform and educate about current conditions in the community. The intent is to avoid duplication of comprehensive data profiles already available for Littleton and focus on highlighting specific indicators that tell a story about key planning issues facing the community, puts such issues in context (“what problem do we need to solve or what opportunities might we pursue?”), and/or applies actual data and facts to correct misperceptions about Littleton. The Data Book will incorporate maps, infographics and other visual elements that help to illustrate findings while streamlining the extent of body text for a broadly accessible public document. The deliverable will be coordinated with a similar data book for the TMP effort and produced using the established Envision Littleton branding and document template.

---

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

---

Through this transition phase and in coordination with the TMP process, KKC will highlight its findings about the Existing City to set the stage for the Future City phase. This will involve:

- Itemizing a core set of **assumptions** on which the Comprehensive Plan will be based, especially with regard to a consensus population projection derived from a set of alternative scenarios developed in conjunction with the TMP effort;
- Highlighting the **key opportunities and challenges** the community will face in the years ahead, which the plan must address; and
- Validating the Envision Littleton **community vision and guiding principles** for initial application and evaluation during the Future City phase.

#### Meetings

- **Community Coordination Committee** meeting.

#### Deliverables

- **Plan Direction and Outline** memorandum, which summarizes essential assumptions and key opportunities and challenges identified through the Existing City phase and provides a working outline of the Comprehensive Plan document to focus its content and guide work efforts during the Future City phase.

---

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

---

KKC will prepare the Future City portion of the plan through this phase based on the outline finalized at the end of the Plan Direction and Assumptions phase plus further input received from City staff and through ongoing Envision Littleton engagement activities during this phase. The Future City portion will focus on key planning issues and considerations and associated

community goals, objectives and policies by topic area of the plan, and a series of specific action items in five categories:

- (1) capital improvements;
- (2) programs and initiatives;
- (3) development regulations and standards;
- (4) partnerships (public/public, public/ private, etc.); and
- (5) more targeted plans/studies that may be necessary to ensure effective action, recruit partners, establish eligibility for grants or other external funding, and to focus on particular sub-areas of the community in follow-up to the community-wide plan.

During the Future City phase, and in close coordination with the concurrent TMP effort (which will generate all transportation-related goals, objectives, policies, action items and related plan content), KKC will:

1. Assess the long-range economic and development outlook and context for Littleton, linking it to the Envision Littleton vision and guiding principles and the City's strategic imperatives, and leading to recommended measures for effectively shaping and managing its community character and livability. Drawing from results of the Existing City phase and discussions with staff and other key contacts, considerations will include:
  - Identification of **areas preferred and most suitable for preservation, new development, infill development and targeted reinvestment**, based on the Existing City analysis and findings, further community and resource mapping, interaction with concurrent TMP analyses and special area planning efforts, and taking into account potential constraints such as floodplains and other physical and environmental factors, existing land use and property ownership patterns, the transportation network, and infrastructure and public service capacities and availability, to enable vetting of a conceptual Littleton 2040 scenario.
  - **Tools available to Colorado municipalities in general and specifically to Littleton** for managing infill development along with any remaining growth, and for spurring needed redevelopment and revitalization.
  - Strategies for overcoming any identified barriers to local **housing development and affordability**, as well as associated neighborhood conditions that can support or hinder residential redevelopment and reinvestment potential, especially as itemized in the recent Littleton Housing Study recommendations and through further input from and coordination with South Metro Housing Options.
  - The general capacity outlook for the City's **water, wastewater and storm drainage** systems, and planning-level improvement needs and their approximate timing based on projected growth and potential development/redevelopment activity. *(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.)*
  - Ways to strengthen the community's **economic and tax bases**, including tourism-related considerations, incorporating action recommendations and other background from the City's Economic Development Director, and providing direction and a general framework

for a Littleton Economic Development Strategic Plan the City will work toward creating, including to define the City's role in the years ahead.

- Priorities for enhancing the community's **parks, trails, recreation sites, preserved open spaces and other public and cultural facilities** – for both residents and visitors (to satisfy the statutory provision that Colorado municipalities address recreation and tourism in their Comprehensive Plans) – taking into account areas and facilities maintained by the South Suburban Parks and Recreation District consistent with its own master and strategic plans.
- Application of **community character principles and practices** for achieving quality outcomes and a positive image through private development and redevelopment, preserving valued natural amenities, floodplains and open space, and enhancing and beautifying the public realm through “context sensitive” roadway design, landscaping and screening, sign regulation and well-designed wayfinding signage and markers, public art and other urban design treatments along high-profile corridors, at community “gateways,” and in key place-making locations and districts.

As part of the Future City phase, KKC will also emphasize ways to: (1) integrate **sustainability and resiliency principles and practices** into municipal plans, operations and other community activities; and (2) promote **healthy living opportunities** for residents.

2. In close coordination with the TMP process and any concurrent special area planning efforts, prepare a **new Future Land Use and Character map** that visually depicts the community's preferred development pattern for the years ahead, thereby providing essential public policy support for the City's land use and development regulations. The map will also correlate land use and development patterns to the community's future multi-modal transportation network as refined for the TMP and reflect other community objectives that are validated through the planning process (e.g., resource and open space preservation, targeted redevelopment, fiscal prudence, floodplain and watershed protection, etc.).

---

### **Fiscal Impact Analysis**

As a specialty subconsultant to KKC, TischlerBise will assist with incorporating a fiscal sustainability component into the comprehensive planning process by: (1) evaluating the fiscal impact to the City of multiple development/redevelopment scenarios; and (2) recommending strategies/recommendations for the implementation phase based on the analysis results. This process will be completed over a five-month period in coordination with the Future City and Implementation phases.

### **Initiation and Data Acquisition**

This step will involve initial work plan, timeline and data/information coordination with City staff, as well as identification of any major relevant policy issues. TischlerBise personnel will make one on-site visit for coordination with the Envision Littleton team and other City staff (actually expected to occur toward the end of the Plan Directions and Assumptions phase so work can proceed in conjunction with the Future City phase).

### Confirm Future Development/Redevelopment Scenarios

This step will involve developing three development/redevelopment scenarios in coordination with KKC for review and discussion by the Envision Littleton team. TischlerBise will assist with defining the parameters of each scenario including geographic considerations, annexation assumptions (if applicable), and redevelopment potential as well as determine what intervention strategies (e.g., changes in zoning, implementation of infrastructure policy, financing tools, etc.) might be in place, planned, or required by the City and/or other parties. Each scenario will be defined in terms of:

- Dwelling units by type
- Population
- Nonresidential development by type
- Employment by type

Land use profiles will then be developed for each scenario. To ensure the optimum inputs to the fiscal impact model developed for this assignment, TischlerBise, with some assistance from the City staff and in coordination with the Envision Littleton team, will develop specific assumptions for each land use type. For residential land uses (e.g., single family versus multifamily), these factors include persons per household, lot size, assessed value, street frontage, vehicle trip and trip adjustment factors, and average trip length. From a nonresidential perspective this will include employment densities, vehicle trip generation rates and adjustment factors, trip lengths, street frontage, etc. These factors will serve to refine the cost and revenue factors by scenario and geographic location. The amount of residential street frontage added to the City's system roadway network is likely to be less per unit as density decreases further away from downtown.

TischlerBise personnel will make one on-site visit for coordination with the Envision Littleton team and other City staff.

### Develop Level-Of-Service Factors and Methodologies

TischlerBise personnel will conduct a second round of on-site interviews with City staff. The purpose of these interviews is to further investigate departmental structure and scope of operations, discuss facility-related variable costs and other operating expenses, as well as discuss and finalize methodologies for forecasting future demand for services and facilities as they relate specifically to the land use scenarios. Based on these interviews and the information in City budgetary documents, TischlerBise will determine the fixed, variable, and semi-variable operating and capital costs for all relevant services and facilities. The demand sources for the various services and facilities will vary by activity and department. TischlerBise will supplement this task with its extensive national experience conducting fiscal impact analyses. This experience allows its personnel to facilitate meaningful conversations with service providers and identify cost drivers for specific services that can vary due to the unique characteristics of various subareas within the city.

In determining capital facility costs resulting from development in the city, TischlerBise will likely utilize one of two approaches, depending on data availability and discussions with staff. One approach will be direct entry of capital facility information, if it is known through budget and financial information that the facility will be constructed and will partially or fully serve growth from the proposed project. A second approach is for the fiscal impact model designed for this



assignment to calculate the need for new capital facilities as a function of existing available capacities and projected growth within the city.

Information obtained during the interviews, discussions with the Envision Littleton team, and from the budget and financial documents, will be used to establish the different cost components for the various service providers—including both facility and non-facility related operating expenses, as well as methodologies for forecasting future capital facility needs and associated operating expenses. While TischlerBise will work with City staff to understand operations, levels of service, infrastructure availability, and future plans, it will derive the relevant cost factors to be used in the modeling effort.

TischlerBise personnel will make one on-site visit for coordination with the Envision Littleton team and to visit with various City departments.

#### Prepare Level-of-Service Factor Memorandum

Information obtained during the previous step will be prepared in a Level-of-Service Factor Memorandum. This memorandum will show the different cost components for the various service providers, including both facility- and non-facility-related operating expenses, methodologies for forecasting future capital facility needs, and associated operating expenses. TischlerBise personnel will conduct conference calls during this step as needed.

#### Design Fiscal Impact Model

Based on the methodologies and factors developed as part of the previous steps, TischlerBise will develop the fiscal impact model for this assignment and analyze the fiscal impacts of the various development scenarios. The model will project all revenues (one-time and recurring) attributed to new development, all operating and capital impacts, and net fiscal results for each scenario.

#### Prepare Fiscal Impact Report and Presentation

TischlerBise will prepare a draft Fiscal Impact Report that describes in a succinct fashion the findings from the analysis. The report will have the following sections:

- Executive Summary
- Absorption Assumptions and Demographic/Socioeconomic Factors
- Annual Fiscal Impact Results
- Average Annual Fiscal Impact Results
- Major Revenue Findings
- Major Capital Cost Findings
- Major Operating Expense Findings

The report will be a stand-alone document, which will be clearly understood by all interested parties. The report will present all of the major findings and the reasons for the results, and TischlerBise personnel will make one on-site visit to present and discuss the findings, concurrent with the overall Draft Comprehensive Plan presentation during Phase 5. After City staff review, the report will be finalized.

---

### Meetings

- **Community Coordination Committee** meetings (2).

### Deliverables

- **Draft Future City portion** of the Comprehensive Plan, as developed incrementally through the committee interactions and ongoing Envision Littleton engagement efforts during Phase 3, and integrated with the TMP content into one unified document as led and overseen by the TMP consultant.
- **Fiscal Impact Analysis** deliverables:
  - Data request memorandum.
  - Technical memorandum on development/redevelopment scenarios and associated assumptions.
  - Memorandum outlining level-of-service factors.
  - Draft and final Fiscal Impact Analysis Report and associated presentation materials.

---

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

---

KKC will compile from the draft Future City content those potential action items that are near-term and strategic in nature so they may be addressed in more detail in the Implementation portion of Future City and prioritized based on input obtained through Envision Littleton engagement activities in this phase. The Implementation portion also will:

1. Clarify the respective implementation roles of City officials, boards/commissions, and staff.
2. Provide guidance on how the Comprehensive Plan and the associated Envision Littleton vision and guiding principles, should be linked to, referenced and applied during municipal decision-making processes.
3. Highlight opportunities for the City to coordinate its implementation efforts with other key agencies and entities, with other jurisdictions as appropriate, and with other private and non-profit partners.
4. Spell out essential procedures for monitoring and evaluating implementation efforts and reporting progress on plan priorities annually, using specific action metrics and benchmarks where appropriate, and for completing future plan reviews and updates at advisable milestone points.

As part of this phase, KKC will also evaluate the potential effectiveness of the City's current development regulations and standards relative to goals and actions items in the draft Comprehensive Plan that would require regulation to implement. Summary findings will be compiled in memorandum form along with recommended substantive and procedural changes to current regulations and practices to ensure consistency between plan and ordinances, and to increase the likelihood of achieving desired outcomes.

Finally, in coordination with the City's Project Director and the entire Envision Littleton team, KKC will advise on defining immediate next steps and actions by the City to achieve continuity after plan adoption into 2020, especially with transition in the City's elected leadership toward the end of 2019.

---

## **Fiscal Impact Analysis**

### Financing and Strategic Recommendations Policy Document

The fiscal findings—together with TischlerBise’s experience working with numerous other communities—will enable relevant fiscal sustainability and implementation recommendations to be developed for consideration. This will include zoning and land use strategies that may reduce costs, ideas for revenue enhancement/diversification, issues related to levels of service, staging of capital improvements, and other relevant topics/strategies. The objective will be to develop recommendations and prioritize actions and investments for implementing the City’s Comprehensive Plan in coordination with the Envision Littleton team.

1. **Revenue Enhancement.** TischlerBise will make recommendations regarding revenue enhancement opportunities that are consistent with sound economic and financial policy, and in keeping with best practices and approaches implemented by other communities to address similar circumstances. This will include assessing potential public/private partnerships.
2. **Strategic Recommendations.** The financial analysis will allow TischlerBise to prepare targeted recommendations to encourage appropriate development, accomplish funding of required infrastructure, and attain affordable housing goals (for example). This will include a priority list of short- and long-term public investments most likely to have a catalytic effect on redevelopment. TischlerBise will also make strategic recommendations related to economic development incentives that should be considered to encourage development/redevelopment. Finally, a financial implementation outline will be developed that identifies specific action items, responsible parties, timeframe, and potential funding source(s).

---

### Meetings

- **Community Coordination Committee** meeting.

### Deliverables

- **Implementation** portion to add to the overall draft Comprehensive Plan package in preparation for Phase 5.
- **Summary memorandum**, separate from the Comprehensive Plan document, outlining the findings and recommendations of the development regulations evaluation (typically 10-20 pages depending on the extent of issues to be addressed).
- **Financing and Strategic Recommendations Policy Document** (draft and final), prepared by subconsultant TischlerBise based on the fiscal impact analysis results.

---

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

---

Following the round of Envision Littleton engagement activities during the Implementation phase, KKC will coordinate with the City’s Project Director and the rest of the Envision Littleton team to compile a revised Hearing Draft version of the proposed Comprehensive Plan for public hearing and official consideration. Then, following plan adoption by City Council, KKC will produce the final as-adopted version of the plan document, reflecting all further adjustments made through final review and deliberation.

### Meetings

- **Community Coordination Committee** meeting.

### Deliverables

- **Hearing Draft version of the final proposed Comprehensive Plan**, produced using the established Envision Littleton branding and document template; delivered in PDF format, for printing, distribution and website posting by City staff prior to the public hearing phase; and integrated with the TMP content into one unified document as led and overseen by the TMP consultant.
- **Compilation of further potential revisions to the Hearing Draft version**, prior to the City Council public hearing, to highlight any further plan adjustments recommended to Council by the Planning Commission as part of its recommendation of adoption.
- **One printed full-color master original of the final adopted plan**, including all maps and illustrations, integrated with the TMP content into one unified document as led and overseen by the TMP consultant (and provided in a binder for ease of reference and updating).
- An attractive **plan summary pamphlet** for the new Comprehensive Plan (up to 16 pages in length), produced using the established Envision Littleton branding and document template for visual appeal and quality printing as these publications also often serve as valuable marketing collateral and a profile-raising piece for the community. The intent is for a printed piece that can stand on its own, be posted online, and be inserted in the front of the overall plan. The booklet will include a highly readable summary of the plan highlights along with tables, charts, illustrations and maps. In particular, the pamphlet will highlight key action steps to be pursued in the years ahead in accordance with the plan. KKC will coordinate with City staff to integrate any specific ideas into the layout and design, leading to a digital proof for review by staff prior to KKC submitting all final revised files for production by the City through its selected print shop.
- **Electronic files** for all elements of the final Comprehensive Plan document, the Existing City Report and the plan summary pamphlet (in their native formats in Microsoft Office Suite and/or Adobe InDesign, and as Adobe PDFs, and with all GIS/map-related files in ESRI-compatible formats as specified by the City).

---

## 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**


---

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	\$21,000
› 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-Jan 2019)	\$64,000
› 2 3-day trips for on-site engagement and process coordination activities (Dec 2018, Jan 2019)	
PHASE 2 – Plan Direction and Assumptions (Feb-Apr 2019)	\$34,250
› 2 3-day trips for on-site engagement and process coordination activities (Feb-Mar)	
› Fiscal impact analysis initial activities (1 TischlerBise trip)	
PHASE 3 – The Future City (Apr-Aug 2019)	\$141,900
› 4 3-day trips for on-site engagement and process coordination activities (Apr-Jul)	
› Fiscal impact analysis linked to future land use phase (3 TischlerBise trips)	
PHASE 4 – Implementation (Aug-Sep 2019)	\$38,250
› 1 3-day trip for on-site engagement and process coordination activities (Aug)	
› Fiscal impact analysis action recommendations	
PHASE 5 – Plan Finalization and Adoption (Oct-Nov 2019)	\$27,800
› 3 2-day trips for joint study session (Sep) and Planning Commission and Council attendance (Sep-Oct)	
<b>TOTAL</b>	<b>\$336,200</b>
+ H-GAC PlanSource 2% administrative fee	\$6,724
<b>GRAND TOTAL</b>	<b>\$342,924</b>
<u>Consultant Fee Allocation</u>	
Kendig Keast Collaborative (planning)	\$267,600
TischlerBise (fiscal impact)	\$68,600

---