

EXHIBIT A

THE STATE OF TEXAS § **First Amendment to the
Professional Services Contract
COUNTY OF COLLIN § with Kimley-Horn and Associates, Inc.**

THIS FIRST AMENDMENT to the Professional Services Contract with Kimley-Horn and Associates, Inc. for the performance of an update of the CITY’s Comprehensive Plan (“Amendment”) is entered into on this _____ day of _____, 20____, by and between the **CITY OF MCKINNEY, TEXAS**, a municipal corporation located in Collin County, Texas, (hereinafter referred to as “CITY”), acting by and through its City Manager or his designee, and **KIMLEY-HORN AND ASSOCIATES, INC.** (“hereinafter referred to as “CONSULTANT”) whose address is 12750 Merit Drive, Suite 1000, Dallas, Texas 75251.

W I T N E S S E T H:

WHEREAS, CITY and CONSULTANT previously entered into that certain Professional Services Contract (“Original Contract”) regarding the performance of an update of the CITY’s Comprehensive Plan (“UPDATE”) on or about the 2nd day of July, 2015; and

WHEREAS, CITY and CONSULTANT now desire to amend the Original Contract to increase, in part, and modify, in part, the scope of services to be provided and incorporate the fee to be paid for the additional services, after taking certain deductions in the fee related to the modifications of the original scope, as set forth in this Amendment;

NOW, THEREFORE, in consideration of the covenants and agreements hereinafter contained and subject to the terms and conditions hereinafter stated, the parties hereto do mutually agree to amend the Original Contract as follows:

1. Paragraph II of the Original Contract, entitled “Scope of Services,” is hereby amended and revised to increase, in part, and modify, in part, the services to be provided under the Original Contract by the replacement of Paragraph II in its entirety with the following Paragraph II to read as follows:

**“II.
Scope of Services”**

CONSULTANT shall perform such services as are necessary to carry out and complete the UPDATE specifically including, but not necessarily limited to, the tasks enumerated more fully in Attachment “A-1” hereto entitled “Revised Scope of Services” (hereinafter referred to as the “Project”). Attachment “A-1” is hereby incorporated herein by reference and made a part hereof as if written word for word. However, in case of conflict in the language of Attachment “A-1” and this Contract, the terms and conditions of this Contract shall be final and binding upon both parties hereto.”

2. Paragraph III of the Original Contract, entitled “Payment for Services,” is hereby amended and revised to increase the total amount of compensation to be paid under the Original Contract by the replacement of said Paragraph III in its entirety with the following Paragraph III to read as follows:

**“III.
Payment for Services”**

Total payment for services described herein shall be a sum not to exceed Six Hundred Seventy Thousand Three Hundred Seventy-Seven and No/100 Dollars (\$670,377.00).

This total payment for services includes CONSULTANT's ordinary expenses. Additional expenses, which are extraordinary in nature, shall be approved in advance by CITY in writing signed by the parties. Such extraordinary expenses may be paid as incurred and billed to the CITY pursuant to this Contract over and above the total payment amount identified in this provision. Any extraordinary expenses not approved in writing in advance by the CITY shall remain the sole responsibility of the CONSULTANT.

CONSULTANT will bill CITY on a percent complete basis in accordance with Attachment "A-1"; provided however that this Contract shall control in the event of any conflict between the language in Attachment "A-1" and the language in this Contract. If additional services, trips or expenses are requested, CONSULTANT will not provide such additional services until authorized by CITY in writing to proceed. The scope of services shall be strictly limited. CITY shall not be required to pay any amount in excess of the amount identified in the preceding paragraph unless CITY shall have approved in writing in advance (prior to the performance of additional work) the payment of additional amounts.

Each month CONSULTANT will submit to CITY an invoice supporting the percentage complete for which payment is sought. Each invoice shall also state the percentage of work completed on the project through the end of the then submitted billing period, the total of the current invoice amount and a running total balance for the project to date.

Within thirty (30) days of receipt of each such monthly invoice CITY shall make monthly payments in the amount shown by CONSULTANT's approved monthly statements and other documentation submitted.

Nothing contained in this Contract shall require CITY to pay for any work that is unsatisfactory as determined by CITY or which is not submitted in compliance with the terms of this Contract, nor shall failure to withhold payment pursuant to the provisions of this section constitute a waiver of any right, at law or in equity, which CITY may have if CONSULTANT is in default, including the right to bring legal action for damages or for specific performance of this Contract. Waiver of any default under this Contract shall not be deemed a waiver of any subsequent default."

3. Attachment "A," entitled "Scope of Work," to the Original Contract is hereby amended and replaced in its entirety with a new scope of services that is labeled Attachment "A-1" and entitled "Revised Scope of Services" and which is attached to this Amendment and incorporated herein by reference and made a part hereof and of the Original Contract by reference as if written word for word and originally attached to the Original Contract. In case of any conflict between the language of Attachment "A" and Attachment "A-1," the terms and provisions of Attachment "A-1" shall control.

4. All other provisions, terms and sections of the Original Contract shall remain in full force and effect, and this Amendment to the Original Contract shall in no way release, affect or impair any other provision or responsibility contained in the Original Contract.

IN WITNESS WHEREOF, the parties hereto have set their hands by their representatives duly authorized on the day and year first written above.

CITY OF MCKINNEY

By: _____
PAUL GRIMES
City Manager

Date Signed: _____

ATTEST:

SANDY HART, TRMC, MMC
City Secretary
DENISE VICE, TRMC
Assistant City Secretary

APPROVED AS TO FORM:

MARK S. HOUSER
City Attorney

KIMLEY-HORN AND ASSOCIATES, INC.

By: _____
Name: _____
Title: _____

Date Signed: _____

THE STATE OF TEXAS §
COUNTY OF COLLIN §

BEFORE ME, the undersigned authority, in and for said County, Texas, on this day personally appeared PAUL GRIMES, City Manager of the **CITY OF MCKINNEY**, a Texas Municipal Corporation, known to me to be the person who's name is subscribed to the foregoing instrument, and acknowledged to me that he has executed the same on the City's behalf.

GIVEN UNDER MY HAND AND SEAL OF OFFICE, THIS THE _____
DAY OF _____, 20_____.

Notary Public Collin County, Texas
My commission expires _____

THE STATE OF _____ §
COUNTY OF _____ §

This instrument was acknowledged before me on the _____ day of _____, 20____, by _____ in his capacity as _____ of **KIMLEY-HORN AND ASSOCIATES, INC.**, a North Carolina Corporation, known to me to be the person whose name is subscribed to the foregoing instrument, and acknowledged that he executed the same on behalf of and as the act of **KIMLEY-HORN AND ASSOCIATES, INC.**

GIVEN UNDER MY HAND AND SEAL OF OFFICE, THIS THE _____ DAY OF _____, 20_____.

Notary Public _____ County, Texas
My commission expires _____

Attachment "A-1"

Revised Scope of Work

McKINNEY COMPREHENSIVE PLAN
Scope of Work

PHASE I – PROJECT INITIATION

Task 1 - Project Initiation and Management

1.1 – Project Initiation Meeting (One Meeting) - The Kimley-Horn Team will conduct a kick-off meeting to discuss our understanding of the project, the project schedule, scope, City and consultant team communication methods, and to receive data from the City of McKinney as detailed under Task 3. Recommended attendees include City Staff that will ultimately guide the progress, findings, and recommendations in the Plan. The City will provide a meeting location and notify attending staff of the location and time for the meeting.

1.2 – Tour – Immediately following the kick-off meeting, the Kimley-Horn Team will tour key areas and locations in the City of McKinney with City Staff to gain a deeper understanding of the character, culture, opportunities, and challenges facing the City.

1.3 – Biweekly (every other week) Progress Meetings (up to 30 meetings) – The Kimley-Horn Team will meet via WebEx (an internet application that allows virtual meetings) with key City Staff to discuss project progress, key action items and responsibilities, and project schedule. It is anticipated that one meeting per month will be in person (either at the City or at Kimley-Horn’s offices, with an attempt to coordinate with Ricker-Cunningham’s travel schedule where possible to allow them to attend these meetings in person). Kimley-Horn will prepare an agenda and a checklist with action items, responsibilities, and due dates for appropriate team members and will schedule and notify attendees of the meetings via Microsoft Outlook.

Task 2 – Communications / Public Engagement Planning and Project Branding

Residents, property owners, business leaders, and other stakeholders in McKinney must be contributors to the update of the Comprehensive Plan if they are to support its vision and the many projects, programs, and investments that will carry it out. The Kimley-Horn Team believes it is essential to establish a message architecture and communications strategy for the project, and to structure a package of public engagement techniques that achieves four objectives: gives stakeholders multiple choices for participation; engages potential participants through timely and engaging communications; assures stakeholders that their input has been heard and considered; and produces results that are useful to the City as the plan is created. The initial step in achieving these objectives is the formulation of a communications / public involvement plan:

2.1 – Communications / Public Involvement Plan - The Kimley-Horn Team will develop a detailed plan for overall communications and for the public involvement process for staff review and approval. The Plan will establish a media strategy that identifies specific action items and materials that will be created to engage the media in communicating key messages about the planning process and opportunities for participation. The Plan will also identify methods for stakeholder identification, pre- and post-meeting communication techniques and tools, a schedule of stakeholder and public involvement meetings, necessary activities in preparation for meetings, and tools and techniques to be utilized during stakeholder and public meetings to facilitate engagement and feedback. The Public Involvement Plan will specify the level of resources to be provided for these activities by the Kimley-Horn Team and by the City staff.

2.2 – External Project Partners - The Kimley-Horn Team will work with the City to identify potential external project partners (such as the Leadership McKinney, the McKinney Chamber of Commerce, the McKinney EDC, and/or the McKinney CDC) that may be able to assist in external communication regarding the Comprehensive Plan, public meetings, or other ways to engage citizens and stakeholders in the process. This group could become a portion of the Advisory Committee (AC) described in Task 8.

2.3 – Project Branding and Visual Imagery Development - The Kimley-Horn Team will partner with the City to develop a project specific branding strategy to allow for the project to have a consistent and commonly known name for project stakeholders. Kimley-Horn will brainstorm with the City on concepts and ideas during Task 2 and develop some preliminary project branding ideas (including a project name, logo, and color scheme) for consideration by the City. After review and comment by the City, Kimley-Horn will finalize the brand concept. It will be important to finalize this concept early in the project to allow for consistent naming throughout the project. It is anticipated that the project branding will be utilized in project giveaways that are created by the City.

PHASE II – STATE OF THE CITY

Task 3 - Project Background

3.1 – Data Review - The Kimley-Horn Team will review existing background data and previous studies for the land within the City Limits and the ETJ of McKinney. This review is intended to provide the Kimley-Horn Team a high-level understanding of existing conditions, opportunities, and constraints in McKinney. A more in-depth understanding of all of these elements will be developed during the State of the City meeting when the Kimley-Horn Team will work closely with City Staff to determine the importance of several data sets and background materials to the overall scope and focus of the Comprehensive Plan. Included in those discussions will be an assessment of the relevance of previous planning studies and reports, policy documents, development proposals, and data sets to this planning effort. The following are materials that will be requested by the Kimley-Horn Team:

- Aerial photographs
- Recent population, employment and demographic information
- GIS data – may include building footprints, curb lines, street centerlines, parcel data (including tax assessor information), land cover, land use and zoning, transportation, environmental, water bodies, boundaries (city, county, school districts, special districts, etc.), and historic assets (sites, structures, districts, etc.)
- Relevant land use and development data
- Information regarding planned future development
- Existing and planned utility / infrastructure improvements
- Existing and planned transportation improvements, including the most recent traffic counts available, the most recent Transportation / Capital Improvement Program, any relevant transportation plans and studies, and any previous parking studies or current plan elements addressing parking
- Existing city plans, studies and ordinances – 2004 Comprehensive Plan, Thoroughfare Plan, Downtown Master Plan, Current Versions and status of the NW Sector Study, and other relevant documents.
- Existing McKinney Airport Master Plan
- Existing Special District Information (such as TIRZ, HNIZ, and NEZ)

3.2 – Parks, Recreation, and Open Space Master Plan Coordination Meeting - The Kimley-Horn Team will meet with City Staff from the Planning Department, the Parks, Recreation, and Open Space Department and the City’s consultant responsible for preparing the update to Parks and Open Spaces Master Plan (Halff Associates) to coordinate mapping, strategies and timing. The City would like to pursue opportunities to have these projects be coordinated to help develop a “Complete Network”.

Task 4 - Review / Analysis

The Kimley-Horn Team will gather additional data from existing sources to inform development of the Comprehensive Plan and offer an understanding of opportunities for and constraints to

investment. Specific information to be gathered and / or reviewed by the Kimley-Horn Team includes:

4.1 – Socioeconomic Information - The Kimley-Horn Team will identify market opportunities for the McKinney market (this market includes not just McKinney, but also portions of Frisco, Allen, Fairview, and Plano that allow for consideration of the 'place' McKinney has in the local sub-regional market) while providing the client Team with a technical and analytical base of information from which to direct plan decisions and advance strategic initiatives. Specifically, we will build upon the City's existing demographic data and any other studies (such as evaluations that The Retail Coach completed) prepared for the City and/or McKinney Economic Development Corporation and will collect psychographic and market data related to: population, household, age, ethnicity and income characteristics; consumer spending; taxable revenue; visitor and convention information; and, select economic values. Trends, both historical and future, will be identified and inputs used to inform stakeholder decisions, as well as model the impacts of various growth scenarios.

4.2 – Market Profile – The Kimley-Horn Team will prepare a market profile of the Study Area explaining historic trends in the indicators identified above. Using conclusions drawn from completion of Task 4.1, the Team will review the data in light of what is meaningful to various investor audiences including lenders, developers, business and land owners and community promoters.

4.3 – Supply and Demand Analysis – Building upon studies prepared for the City and the McKinney Economic Development Corporation, the Kimley-Horn Team will analyze:

- Development activity by land use (supply and demand)
- Delivery system characteristics (e.g., property owner, developer, investor expectations)
- Anticipated trends in product types; and,
- Financing and investment markets which support development of specific residential product types, inform opportunities for building on existing retail / service strengths and commercial clusters, influence traffic-generating anchor districts, and make the best use of land, buildings, and public services.

In addition, the Team will conduct a limited target industry screening analysis in order to identify those industries and business groups which exhibit the highest potential for relocation and / or expansion in the McKinney market, translating these opportunities into demand for non-retail commercial space. The Team will also evaluate potential tourism-related market opportunities and quantify demand for related land uses, e.g., hotel / lodging, and retail / entertainment. Demand will be quantified for specific land uses and product types within an identified trade area, along with a percent of market share for different sub-markets within the Study Area. The target industry analysis is most accurate at the regional level (Metroplex), with local relevance determined by area-specific attributes.

Task 5 – Mapping

5.1 – Base Mapping – Based upon the project brand determined in Task 2, the Kimley-Horn Team will prepare a project base map and PowerPoint templates that will be used to create future presentations, existing conditions maps and scenarios for future growth in McKinney.

5.2 – Existing Conditions Mapping – Based upon existing, readily available GIS data (to be provided and maintained by the City), the Kimley-Horn Team will prepare existing conditions exhibits for use in public meetings and presentations of the following elements:

- Existing Vacant Land
- Existing Land Use
- Existing Transportation Systems
- Existing Bike Plan
- Existing Utility Infrastructure (Water and Wastewater)
- Existing Tree Coverage
- Existing Topography / Slopes

- Existing Floodplain Areas
- Existing and Planned Parks and Open Space
- Existing and Planned Public Facilities
- Existing Parcel Sizes
- Existing Parcel Ownership

Task 6 – Strategic Direction for the City

6.1 – Strategic Direction Assessment – The Kimley-Horn Team will review the current Comprehensive Plan and any subsequent planning documents to: understand the intended strategy; evaluate the extent to which changes since the 2004 Comprehensive Plan have furthered that strategic direction; and highlight changes in the McKinney context that may warrant revisions or refinements to the strategy.

6.2 – Trends Assessment – The Kimley-Horn Team will identify the general implications of regional, statewide and larger trends on future development opportunities and strategic issues for McKinney.

6.3 – Strategic Direction Update – The Kimley-Horn Team will identify topics that may need refinement to reflect the strategic direction the new master plan is designed to achieve. These topics will be structured for use in the “State of the City” session with City Staff.

Task 7 - State of the City Input Sessions

7.1 – City Staff Work Session (One Full Day) – Using the synthesis of knowledge gained during completion of previous tasks, the Kimley-Horn Team will conduct a facilitated work session with City Staff to develop a set of criteria by which key community assets will be classified as those that will remain, those that will be enhanced, and those that will be subject to detailed review as strategic opportunity areas. Criteria will include fiscal considerations, potential social impacts, capital investments required, and other factors that may be identified during the discussion. The Team will also work with City Staff to identify a preliminary set of strategic issues and preliminary development directions for strategic opportunity areas within the City based upon the analyses conducted in the previous tasks. The information developed in this meeting will form the basis for initial engagement of the community and key stakeholders.

The City Staff Work Session will be held in a facility arranged by the City, and City Staff will be responsible for notifying City participants. The Kimley-Horn Team will develop the agenda for the meeting, prepare necessary materials and facilitate the discussions with meeting participants.

7.2 - Key Individual Interviews (18 interviews) – The Kimley-Horn Team will prepare for and conduct up to eighteen (18) interviews (up to three (3) days of interviews) and small group discussions with key individuals (to be identified by the City) from the McKinney City Council (anticipated to include three (3) groups of City Council members), Planning & Zoning Commission (one (1) meeting with the Chair and Vice Chair), and regional organizations including representatives of development and financial interests and developers that are currently not developing in McKinney (but are in Frisco and/or Allen) to gain their perspectives related to McKinney’s potential position in the future North Texas economy, key opportunities that the City should be positioning itself to pursue, and key limitations or perceptions that the City should be working to overcome (up to 14 additional meetings, the size and attendees to be identified by the City). The interview team will use a set of questions as a starting point and then use follow-up questions to probe for more detailed responses. The team will develop the interview questions and distribute them to City Staff for review and comment. The City will contact interviewees to confirm meeting times and provide private meeting rooms for the interviews, if needed.

7.3 – Citywide Project Kick-Off / Community Summit / Open House (two (2) meetings) – The Kimley-Horn team will facilitate a citywide project kick-off / “celebratory” / signature initial event

(at a location to be identified and secured by the City) to facilitate getting initial feedback from the community on the primary drivers for the project. The goal for the event is to get feedback and input from a wide spectrum of the community. The meetings will be advertised on the City / project website, through email messaging and social media, and using additional City channels, such as flyers at public buildings, inserts in utility bills, and messaging through Council member blogs. The Kimley-Horn Team will draft text and manage outreach related to electronic communication, and the City will be responsible for the other City communication channels. The City would also be responsible for securing a venue for the events.

The Kimley-Horn Team will be responsible for all meeting content and will facilitate the events. The meetings will provide participants an opportunity to discuss community issues and to help identify key issues, opportunities, and geographic areas to be explored in the planning process. Information may be gathered through interactive small group discussions, written comment forms, map “stations”, and general workshop discussion. To further facilitate the discussion, the Kimley-Horn Team will develop, execute, and analyze the results of electronic keypad polling sessions that may be conducted to gauge community support for several issues of interest.

7.4 – Community Summit / Open House Results – Results from the Community Summit / Open Houses will be documented in presentation materials and incorporated into web-based applications in a manner that will allow interested individuals to weigh-in on the future vision for McKinney. The results materials will include:

- Feedback from specific questions asked at each station related to the specific Comprehensive Plan components
- Results of keypad polling conducted during the summit
- Overall conclusions drawn from the open house discussions related to next steps

7.5 – State of the City Joint Advisory Committee, P&Z, and City Council Workshop #1 – At the conclusion of the Phase II - State of the City evaluation, the Kimley-Horn Team will brief a joint session of the Advisory Committee, McKinney Planning & Zoning Commission and City Council on initial stakeholder and public feedback, existing conditions, recommended next steps in the planning process, and the proposed methodology for engaging stakeholders in the planning process.

7.6 – State of the DFW Metroplex Tour – The Kimley-Horn team will facilitate a half-day interactive workshop (to occur at a point in the overall project schedule as identified by the City) where the City Council, AC, and other stakeholders (as identified by the City) are invited to explore other development areas to better understand how those areas were created, what challenges were faced in their development (both for the City and the development community), and related elements. It is anticipated this tour will include evaluation of three (3) unique areas outside of McKinney (those areas to be identified by the City). The City will provide transportation for City Council, AC, and other project stakeholders outside of the Kimley-Horn project team.

PHASE III – COMMUNITY-WIDE VISION

Task 8 – Stakeholder Involvement

8.1 – Advisory Committee Meetings (up to six (6) meetings) – The Advisory Committee (AC) (to be identified by the City with assistance from Kimley-Horn) will serve as a review, input, and directional body for the Comprehensive Plan throughout the planning process, with the initial meeting to occur during Task 2. The Kimley-Horn Team will meet with the AC at key points during the planning process to present topical materials for committee background, discuss critical issues related to the development of the Comprehensive Plan, and obtain feedback and direction from the Committee. The City will be responsible for providing a venue for the committee

meetings and notifying committee members of meeting dates and times. The Kimley-Horn Team will provide agendas and materials for facilitated discussion at each meeting.

8.2 – Engagement through Community Events – The Comprehensive Plan should be informed by the perspectives and ideas of people who aren't typically involved in planning projects. The Kimley-Horn Team and City staff will identify opportunities to reach these people through outreach at the events and festivals, and the regular meetings of partner organizations. These opportunities will include up to three (3) total events that will be attended by the Kimley-Horn team, which is potentially one of those ideas listed below depending on the schedule: a community barbecue, interaction with local schools, interaction with Leadership McKinney, community social's with ice cream, engagement at McKinney Football Games, engagement at the aquatic center, and engagement at community events such as Oktoberfest. The Kimley-Horn Team will assist the City staff in creating content and activities appropriate to these venues. The City will be responsible for any production of printed materials and staffing of booths, displays and similar activities. The specific events and type of engagement activities to be initiated at each one will be detailed in the Communications / Public Involvement Plan.

8.3 – Web-Based Engagement – The web and other online tools are increasingly important forms of communication. For this project, web-based engagement will be designed and hosted by the Kimley-Horn Team to make information available more broadly (to anyone who chooses to go online), more conveniently (whenever someone is online or connected), and with more flexibility (by using a variety of online and social networking tools). The Kimley-Horn Team will design the tools in a manner that assists City Staff in making the tools a part of the day-to-day management of the project. The final components of the web strategy will be determined in consultation with the City and included in the public / stakeholder involvement plan. These tools and techniques could include:

- **Website.** A project website could convey general project information such as meeting dates, background information, and contact information. It will also provide a means for obtaining public input and serve as the main portal for videos, presentations, workshop information, and downloadable reports.
- **Facebook** (www.facebook.com) and **LinkedIn** (www.linkedin.com). People who follow updates on social networking sites are more involved in the project's process and can also share information with their social networks. A project Facebook page and LinkedIn presence could consist of updates about the progress of the plan, exhibits, polling questions, videos, and comments. The community will have an open venue to discuss the project and share insights on its progress. The project team will be able to gauge the public's responses to various issues and address concerns promptly.
- **YouTube** (www.youtube.com). YouTube is a video sharing social networking site. If the City can produce the video content, the Kimley-Horn Team will be available to deliver technical content so that the materials can be made available on youtube and the project website. These videos are anticipated to be one minute or less. Kimley-Horn will not perform video editing as part of this project.
- **SurveyMonkey** (www.surveymonkey.com). SurveyMonkey provides the capability to invite participants to share their views through an online survey (or series of surveys) they can access whenever they choose. These surveys supplement meeting discussions because they allow input from people who either can't participate in the larger meeting sessions or choose not to. Surveys can also be used to secure follow-up input and feedback about the results of community meetings. They could be accessed through a link on a website (for input by the general public) or through a link in an email (when the survey is designed for a particular group, like the Advisory Committee). The Kimley-Horn Team may also use SurveyMonkey for online input on the issues for which keypad polling is used in the community charrette. The SurveyMonkey results could be presented as part of the memos on the open house and charrette.
- **mySidewalk** (www.mysidewalk.com). mySidewalk (formerly MindMixer) provides an online platform for participant dialogue that supplements SurveyMonkey. With mySidewalk,

participants can engage with a dialogue among themselves, as well as respond to information posted by the Kimley-Horn Team. Announcements of events and activities will also be shared through mySidewalk.

- **Twitter** (www.twitter.com) provides an avenue for brief, immediate communication. Each tweet is limited to 140 characters, so the message it contains must be succinct and engaging. Twitter is most useful for up-to-the-minute communication, such as messages to invite friends to join in an event that is underway or for quick feedback on a particular idea or concept.

Task 9 – Community Engagement Event #2 – Community Charrette (all-day session)

9.1 – Community Charrette Preparation – The Kimley-Horn Team will plan the specific agenda, format and activities related to the community charrette, prepare background presentations and meeting exhibits, and prepare the tools to be used during the charrette, including the Community VIZ software for analyzing scenarios, keypad polling, visual image preferences and interactive small group exercises. All materials and activities will be closely coordinated with City Staff prior to public presentation.

9.2 – Community Charrette – Alternative Future Scenarios - A community charrette will be scheduled at a key point during the planning process. The meeting will be advertised on the City / project website, through email messaging and social media, and other available City channels, such as flyers at public buildings, inserts in utility bills, and messaging through Councilmember blogs. The City would also be responsible for securing a venue for the event and the Kimley-Horn Team would be responsible for all meeting content. Outreach, invitations and announcements about the charrette will be distributed according to the roles defined in the public involvement plan. Participation by ISD students may be incorporated in this session.

The summit will secure stakeholder ideas that will ultimately shape the Plan’s vision for McKinney. The participants will be engaged in the planning process through a number of techniques, including utilizing chips or stickers to allocate development types to areas of the City, colored markers to discuss future development densities, image boards to examine future building types and urban design characteristics, and keypad polling to determine preferences on a range of concepts.

A total of three scenarios will be developed as a means of gauging the benefits and / or impacts of each scenario. The study area includes the entire City, but the Community VIZ software used for analyzing scenarios will be focused on areas identified in the “State of the City” as strategic opportunity areas. The three scenarios will include the following:

- Current Trend - This scenario will be developed early in the process to measure the current trend of development and growth
- Scenario A - Alternative growth scenario developed during the community charrette
- Scenario B - Alternative growth scenario developed during the community charrette

As a way of measuring the consequences of each scenario, the Team will develop a series of indicators so that each alternative can be qualified. The results will then be compared and the best elements from each alternative will be incorporated into the final city-wide scenario.

9.3 – Charrette Results – Results from the community charrette will be documented in presentation materials and incorporated into web-based applications that will allow the public to weigh-in on the future vision for McKinney. The results materials will include:

- Presentations summarizing key summit conclusions
- Results of the keypad polling conducted during the summit
- Alternative Future Scenarios as described above with broad brush implications and reactions from summit participants

- Draft statements of Vision and overall Guiding Principles that will inform the overall Comprehensive Plan and its detailed elements

9.4 – Joint AC, P&Z, and City Council Workshop #2 – At the conclusion of the Phase III – Community-Wide Vision, the Kimley-Horn team will brief a joint session of the AC, the Planning & Zoning Commission, and City Council on key findings of the Phase III Visioning, recommended next steps in the planning process, and receive input for incorporation into the Draft Vision Framework to be developed in Phase IV.

PHASE IV – VISION FRAMEWORK

Task 10 – Draft Comprehensive Plan Components

The Kimley-Horn team intends to work with the City to develop a comprehensive document that includes each of the following elements; but will present them in such a manner where the results of each component is presented in an integrated fashion. The City may wish to consider each of these components in the context of ‘assets’ of the City of McKinney and ‘services’ that they provide the community. The Kimley-Horn Team will prepare a draft plan outline and draft individual sections for Advisory Committee input and staff review and comments.

10.1 – Land Use Strategy – The Kimley-Horn Team will develop the Land Use Strategy to align with the preferred vision scenario as identified in the community charrette. The team will develop a Future Land Use Plan, document any changes or additions to land use categories to accommodate the vision, update the anticipated population growth and capacity, and develop land use policies. The Kimley-Horn Team will also coordinate closely with priorities of the Parks Master Plan and their relationships to the updated Comprehensive Plan.

10.2 – Development Strategy Update – McKinney’s recent experience with rapid growth indicates a need to carefully consider:

- The best use of the remaining undeveloped land
- Appropriate locations for various types, densities, and patterns of development
- Adequate public facilities (water and wastewater service, public safety facilities, schools, libraries, parks) to ensure that they are made available in advance of, or in conjunction with, new construction.

The Kimley-Horn Team will build upon McKinney’s development strategies and identify new policies and implementation steps aimed at further protecting the health, safety, welfare, and quality of life for existing and future residents and businesses.

10.3 – Economic and Fiscal Strategy – The Economic Strategy will focus on the range of policies and actions that serve to strengthen the community’s business and visitor climate. It will assess all aspects of the community that serve to advance or deter the City’s economic development objectives, and speak to both greenfield conditions and redevelopment. Strategies will address opportunities related to non-residential land uses, such as retail, office, industrial, hotel/lodging, and entertainment. Housing will also be addressed within this component since the future housing mix needs to be consistent with the jobs base.

The Kimley-Horn Team will also identify up to 4 potential catalyst areas within the community. For each one, we will prepare a set of development program recommendations including mix of land uses, market niche, physical context, and other critical factors. The description of each will lay a foundation for detailed review and analysis of subsequent sub-area plans, which will ultimately serve as future amendments to the Comprehensive Plan. The team will quantify the economic feasibility of potential development programs (based on market conclusions determined earlier in the planning process) through the preparation of development proformas

designed to identify potential economic gaps and the impact of various municipal incentives. Each strategic investment area will be assigned a priority ranking ranging from highest to lowest.

10.4 – Aviation Element

The Aviation element will address how the City will address land use compatibility challenges associated with the airport along with identifying opportunities to leverage the airport into an economic development engine for the City. In addition, Kimley-Horn will consider access opportunities, goods movement, and evaluate impact of noise levels in the vicinity of the airport as they relate to economic development opportunities for the City.

10.5 – Town Center Coordination– The Kimley-Horn team will conduct a specific evaluation of the Town Center to reaffirm and fully integrate the Vision for this area (as described in the Town Center Study Phase I Report) into the Comprehensive Plan. The purpose of this task is to ensure that the vision for the Town Center is aligned with the Comprehensive Plan vision so that it can be incorporated into the plan components and implementation strategies.

10.6 – Infrastructure and Public Services Strategy – The Kimley-Horn team will evaluate how infrastructure master plans (Water, Wastewater, Drainage) and Public Services elements (police, fire, library, etc.) for the City impact the future development patterns, density, and other elements of the City. The intent of this section is not to re-state those plans; but instead consider how these plans interact and influence with the goals and objectives of the City.

10.7 – Mobility Strategy - The Transportation component will build upon the previous Comprehensive Plan and will add detail related to the specific transportation elements such as thoroughfare planning, multi-modal street design, transit and bicycle integration. The Kimley-Horn team will refine existing policies and determine new guiding principles through public involvement to help guide the transportation plan through the Comprehensive Planning Update. The Team will determine transportation conditions that have occurred since the previous 2004 Comprehensive Plan.

Travel Demand Modeling

The Kimley-Horn team will utilize TransCAD to develop a travel demand model (TDM) to reflect the network configurations and demographic datasets required to model the existing transportation system. The Kimley-Horn team will be refining the NCTCOG model. Kimley-Horn will not be building a new TransCAD model.

Traffic Survey Zones Development

Kimley-Horn will review and modify the existing traffic survey zones from the current NCTCOG travel demand model. The traffic survey zones will be agreed upon prior to modeling work. Any change to the traffic survey zones after modeling would result in additional services.

Develop Existing and Build Out Demographics

The existing demographics will be developed from Collin Central Appraisal District Data and/or NCTCOG existing demographic data. Build out demographic datasets will be used from the Task 9.2 project broken into the agreed upon traffic survey zones.

Develop Existing and Build out Network

Kimley-Horn will update the roadway network to reflect the existing roadway network. Kimley-Horn will update the build out network to reflect the proposed MTP.

Existing Volume Comparisons Model / Calibration

Since the NCTCOG travel demand model will be used, calibration is anticipated to be minor. The travel demand model will be refined using the existing traffic counts provided by the

City. Kimley-Horn will compare the network by functional class and up to 6 screen lines throughout the City according to the FHWA modeling methodology. The focus will be roadways that are built to their ultimate classification to ensure consistent coding in the build out model. The existing conditions model will be presented to the City. Kimley-Horn will respond to up to three (3) rounds of City comments pertaining to the existing model volume refinement.

Travel Forecast Modeling

Kimley-Horn will complete model runs for the Build Out model with the MTP future road network. Kimley-Horn will meet with the City to review these model runs. Based upon this review, the City will make adjustments to future roadway network and consider up to two other model options.

This probable future network will be used to test future roadway network options. Up to three (3) different demographics are anticipated to be used to test the base roadway networks at indicated in Task 9.2. Up to ten model runs will be used to test various roadway scenarios. The actual model runs will be agreed to prior to model analysis.

Analysis of Model Results

Analyze the final land use scenario for vehicle capacity failures and locations where excess capacity may exist. The primary objective of this modeling effort is to determine the impacts of the projected build-out demographics on the existing and proposed street system.

Thoroughfare Plan Update

Based on the modeling results, the Kimley-Horn Team will delineate the Thoroughfare Plan with desired changes including:

- Coordinating with public works on the TranCAD modeling
- Evaluate Collin County's mobility plan projects within, adjacent to, and connecting to McKinney
- Conduct a planning level feasibility evaluation of the City's MTP
Assist the City in developing a policy associated with the implementation of a Collector Plan (which is anticipated to be a policy statement associated with new development as opposed to a determination of future alignments)
- Incorporate potential changes to street typologies
- Coordinate with appropriate City staff to incorporate any modifications to the thoroughfare plan
- Comments and changes made to new alignments, modifications to existing alignments and other planned roadway alternatives as describes by the City's Engineering Staff.

The Team will identify potential multi-modal street corridors that follow context-sensitive design to integrate multiple modes. Existing transit policies in McKinney will be reviewed and possible internal and regional transit connections based on the future land use plan will be recommended.

10.8 - Park Master Plan Coordination Meeting

The Kimley-Horn Team will also prepare for and attend one (1) meeting with City Staff from the Development Services Division and the Parks, Recreation, and Open Space Department to coordinate its recommendations with the City's Park Master Plan and ensure thoroughfare plan integration and connectivity. Recommendations may extend beyond the on-street bicycle facilities, and hike and bike trails identified in that Plan.

10.9 – Public Health and Safety Strategy – The Public Health and Safety Strategy will address issues including proper land use, active living (integrating physical activity into daily life), active transportation (using human-powered methods of transport, typically bicycling and walking),

and, if desired, assuring the availability of adequate health services. This strategy will also address public safety issues related to appropriate lighting to support safe urban environments, design methodologies that support “eyes on the street” to encourage community-wide policing of safe environments, and land planning and development techniques that promote fire prevention and ensure adequate fire protection. Working with staff, the Kimley-Horn Team will identify existing programs that contribute to a healthy community and recommend policies, plans and action items that could be implemented to improve the health and well-being of McKinney’s citizens.

10.10 – Education Strategy– The Kimley-Horn Team will address issues including education that will relate to the land use plan, in particular how the plan impacts the six (6) school districts that encompass the City of McKinney. Analysis of the population and demographic impacts on the individual school districts based upon the preferred land use plan will be evaluated.

Task 11 – Community Engagement Event #3 – Community Open Houses

11.1 – Community Open Houses (two (2) meetings) – Comprehensive Plan Elements –

The Kimley-Horn Team will facilitate community open houses within the various parts of McKinney to present and receive feedback related to the Comprehensive Plan components. Taking the process to the community in this way will broaden community participation and confirm the consistency of each component with the vision developed by the stakeholders in the community-wide charrette. Outreach, invitations and announcements about the charrette will be distributed according to the roles defined in the public involvement plan. The City would be responsible for identifying and securing a venue for the open house events.

The Kimley-Horn Team will be responsible for all meeting content and will facilitate and manage the sessions. The meetings will be conducted in an open house format to obtain the maximum amount of input from participants. They will key recommendations of each Comprehensive Plan element. Information will be gathered through interactive small group discussions, written comment forms, map “stations”, and general workshop discussion. To further facilitate the discussion, the Kimley-Horn Team will develop, execute, and analyze the results of electronic keypad polling sessions that will be conducted to gauge community support for the recommendations of each Comprehensive Plan component.

11.2 – Open House Results – Results from the Community Open Houses will be documented in presentation materials and incorporated into web-based applications in a manner that will allow interested individuals to weigh-in on the future vision for McKinney. The results materials will include:

- Feedback from specific questions asked at each station related to the specific Comprehensive Plan components
- Results of keypad polling conducted during the open house
- Overall conclusions drawn from the open house discussions related to next steps

11.3 – Joint AC, P&Z, and City Council Workshop #3 – At the conclusion of the Phase IV –Vision Framework, the Kimley-Horn team will brief a joint session of the AC, the Planning & Zoning Commission, and City Council on draft comprehensive plan recommendations and feedback received from the community. This workshop will also include discussion and direction about implementation priorities.

Task 12 – Preferred Comprehensive Plan Components

12.1 – Preferred Plan Components – Based on feedback from the Community Open House and final direction received from the Joint P&Z / City Council Workshop #3, the Kimley-Horn Team will prepare final Comprehensive Plan components that reflect the consensus of the community input for AC review and comment. These components, together with comments received from the AC, will guide the development of implementation strategies.

PHASE V – IMPLEMENTATION

Task 13 – Implementation

13.1 – Implementation Strategies –Based on feedback from the draft comprehensive plan elements and final direction received from the Joint Workshop #3, the Kimley-Horn Team will prepare a matrix that identifies specific short-, medium-, and long-term implementation actions and strategies, responsible parties, supporting parties, timeframes, and potential funding sources for the goals associated with each Vision Plan element, along with recommendations related to additional studies that should be undertaken by the City. Comprehensive Plan goals will be prioritized relative to local resources (time, money, manpower) and desired outcomes. Certain actions will need to be put in motion early since they take longer to come to fruition (i.e., legislative reform). In addition, certain goals may need to be advanced during a specific timeframe in order to avoid missing a market opportunity. Finally, the goals will need to be flexible enough to respond to certain strategic initiatives that might present themselves (i.e., private investment in a catalyst area).

13.2 – Comprehensive Plan Amendment Process – The Kimley-Horn team will develop a suggested methodology and approach for the City to utilize for future minor amendments to the Comprehensive Plan document.

13.3 – Joint CPAC, P&Z, and City Council Workshop #4 – At the conclusion of the Phase IV – Draft Vision Framework, the Kimley-Horn Team will brief a joint session of the AC, the McKinney Planning & Zoning Commission, and City Council on the key findings of Phase IV, recommend next steps in the planning process, and receive input for incorporation into the Final Vision and Report to be developed in Phase V.

13.4 – Comprehensive Plan Documentation - The Kimley-Horn Team will create a Final Plan document incorporating staff and Advisory Committee input. The plan will be prepared utilizing Adobe InDesign and an interactive web version, GIS shape files, InDesign, and pdf files will be provided to the City as final deliverables, per city specs and subject to staff review and approval. Kimley-Horn will provide the resulting files to the City upon completion of the project.

PHASE VI – ADOPTION

Task 14 - Comprehensive Plan Adoption

14.1 – AC Review & Recommendation (one meeting) – The Kimley-Horn Team will present the updated Comprehensive Plan to the AC for their comment and formal Recommendation. The Kimley-Horn Team will incorporate any additional Committee comments into the final Comprehensive Plan prior to presentation to the Planning & Zoning Commission.

14.2– Planning & Zoning Commission Recommendation (up to two (2) meetings) – The Kimley-Horn Team will present the Comprehensive Plan elements to the McKinney Planning & Zoning Commission in a public hearing for community and Commission comment. If necessary, the team will incorporate Commission recommendations into the Comprehensive Plan document and present the revised Plan in a second public hearing for subsequent recommendation for adoption. The Kimley-Horn Team will incorporate any additional Commission comments into the final Comprehensive Plan prior to presentation to the City Council.

14.3– City Council Adoption (up to two (2) meetings) – The Kimley-Horn Team will present the Final Comprehensive Vision Plan to the McKinney City Council at a public hearing and in a second meeting for adoption. Any subsequent changes by the McKinney City Council will be incorporated into the Final Comprehensive Plan document.

PHASE VII – ADDITIONAL SERVICES – ADDITIONAL COMMUNITY CHARRETTE

Task 15 – Additional Community Charrette – 3 Scenarios (February 2016)

15.1 – Additional Community Charrette Preparation – The Kimley-Horn Team will plan the specific agenda, format and activities related to an additional evening community charrette, prepare background presentations and meeting exhibits, and prepare the tools to be used during the charrette, including keypad polling, visual image preferences and interactive small group exercises. All materials and activities will be closely coordinated with City Staff prior to public presentation.

15.2 – Additional Community Charrette – 3 Scenarios – An additional evening community charrette will be scheduled at a key point during the planning process. The meeting will be advertised on the City / project website, through email messaging and social media, and other available City channels, such as flyers at public buildings, inserts in utility bills, and messaging through Councilmember blogs. The City would also be responsible for securing a venue for the event and the Kimley-Horn Team would be responsible for all meeting content. Outreach, invitations and announcements about the charrette will be distributed per the roles defined in the public involvement plan.

The charrette will further refine stakeholder ideas from the all-day charrette to provide additional direction towards a preferred scenario for McKinney. The participants will be engaged in the planning process through several techniques, including workbooks to gather team responses related to the evaluation of the multiple scenarios developed in the all-day community charrette, and keypad polling to determine preferences on a range of concepts.

15.3 – Additional Charrette Results – Results from the additional community charrette will be documented in presentation materials and may be incorporated into web-based applications that will allow the public to weigh-in on the future vision for McKinney. The results materials may include:

- Presentations summarizing key charrette conclusions
- Results of the keypad polling conducted during the charrette
- Alternative Future Scenarios as described above with broad brush implications and reactions from summit participants
- Draft statements of Vision and overall Guiding Principles that will inform the overall Comprehensive Plan and its detailed elements

PHASE VIII – ADDITIONAL SERVICES RELATED TO LAND USE AND MOBILITY COMPONENTS

Task 16 – Additional Project Management / Coordination

16.1 – Progress Meetings (up to 3 meetings) – The Kimley-Horn Team will meet via WebEx (an internet application that allows virtual meetings) with key City Staff to discuss project progress, key action items and responsibilities, and project schedule. Kimley-Horn will prepare an agenda and a checklist with action items, responsibilities, and due dates for appropriate team members and will schedule and notify attendees of the meetings via Microsoft Outlook.

Task 17 – Update to Comprehensive Plan Components

Based upon the preferred US 380 bypass concept provided to Kimley-Horn by the City, the Kimley-Horn Team will perform additional transportation modeling and will prepare necessary modifications to the Land Use Strategy as detailed below:

17.1 – Land Use Strategy Modifications – Based upon the preferred US 380 bypass concept, the Kimley-Horn Team will coordinate with and provide input to the revisions being made by City Staff to the Preferred City-Wide Scenario Map to respond to the preferred alignment. Additionally, the team will coordinate with and provide input to the revisions being made by City Staff to effected district plan maps and associated report text for each district.

17.2 – Mobility Strategy Modifications – The Kimley-Horn Team will perform the following additional services to support development of a revised mobility strategy and thoroughfare plan:

Travel Demand Modeling

The Kimley-Horn team will utilize the North Central Texas Council of Governments (NCTCOG) DFWRTM model for testing of several alternatives as part of the McKinney Comprehensive Plan process. The preferred network will be modified to include the subject project for each of the scenario model runs. These scenarios will reflect the network configurations and demographic datasets as outlined in the Table below:

	Subject Project	Demographics
1	US 380 Bypass	Preferred Scenario Demographics for McKinney at 2040 + NCTCOG 2035/2040 forecasts for areas outside McKinney
2	Existing Network (2004 MTP)	Preferred Scenario for McKinney at BO + County 3.4M BO demographics for areas outside McKinney
3	US 380 Bypass	Preferred Scenario Demographics for McKinney at BO + County 3.4M BO demographics for areas outside McKinney
4	Preliminary Thoroughfare Plan (from August 2016)	Preferred Scenario Demographics for McKinney at BO + County 3.4M BO demographics for areas outside McKinney

Analysis of Model Results

Analyze each of the scenario results for vehicle capacity failures and locations where excess capacity may exist. The primary objective of modeling the selected scenarios is to determine the impacts of the projected build-out demographics and subject project configurations on the overall network.

Thoroughfare Plan Update

Based on the modeling results, the Kimley-Horn Team will revise the Thoroughfare Plan with desired changes including:

- Coordinating with public works on the TranCAD modeling
- Evaluate Collin County’s mobility plan projects within, adjacent to, and connecting to McKinney
- Conduct a planning level feasibility evaluation of the City’s MTP
Assist the City in developing a policy associated with the implementation of a Collector Plan (which is anticipated to be a policy statement associated with new development as opposed to a determination of future alignments)
- Incorporate potential changes to street typologies
- Coordinate with appropriate City staff to incorporate any modifications to the thoroughfare plan
- Comments and changes made to new alignments, modifications to existing alignments and other planned roadway alternatives as describes by the City’s Engineering Staff.

Task 18 – Additional Stakeholder Involvement

18.1 – Additional Web-Based Engagement – Kimley-Horn will provide additional website update over an additional three-month period. Updates are anticipated to be focused on the additional open house notification, agenda and results being prepared by the City.

PHASE IX – DEVELOPMENT OF A FISCAL MODEL

Fiscal Model Objectives

- Review the City’s existing fiscal impact model (underlying assumptions and methodology), along with any other resource materials used by Staff and / or Appointed and Elected Officials, to make land use and zoning decisions.
- Make any modifications necessary to ensure the model is effective in the furtherance of goals and objectives set forth in the (as yet to be adopted) updated City of McKinney Comprehensive Plan (ONE McKinney 2040, or the Plan).
- Demonstrate to City leaders, residents, business owners and the development community, how to use the model to evaluate the fiscal implications of select land use decisions.

General Approach

Ricker-Cunningham will work with City Staff to understand how the City’s existing fiscal impact model has been, and continues to be used to evaluate potential impacts associated with new development and redevelopment projects. With this understanding, and using information about current and anticipated market conditions that informed framework and district elements of the updated Plan, Ricker-Cunningham will modify, and potentially supplement, the model’s underlying assumptions and methodology. We will prepare materials designed to illustrate the impact of various land uses and product types and how the model can be used to inform capital plans, project budgets, incentive requests, municipal policies, and regulations. Specific issues that will be addressed include: relative importance or weight that might be put upon the fiscal analysis in the context of evaluating development and redevelopment proposals; impact of balance among residential and non-residential land uses, public services, and amenities; efficiencies offered by existing infrastructure in established locations within the community; and, the difference between operating and capital cost impacts.

Task 19 – Fiscal Model

19.1 – Existing Fiscal Impact Model Review – The Kimley-Horn Team will review and analyze the City’s existing fiscal impact model to understand key financial, fiscal and market assumptions.

19.2 – Coordination Meeting #1 with City Staff – The Kimley-Horn Team will meet with the City’s project manager to understand how, and by whom, the existing model has and continues to be used, and its value in providing sufficient and accurate information regarding potential impacts from new development and redevelopment projects. During this discussion, confirm the names of representatives within select City departments that will receive a questionnaire / survey regarding factors affecting service demand and "levels of service", and current cost and revenue assumptions for each department.

19.3 – Baseline Assumptions – Based on a review of the current model and input received from public and private sources, the Kimley-Horn Team will prepare a set of baseline cost and revenue assumptions that reflect current and anticipated conditions, considering "average costing" vs. "marginal costing" techniques for estimating future expenditures. The team will also identify the range of potential sources of revenue and possible funding mechanisms, along with any corresponding impacts on the City’s financial position (bonding capacity). Finally, the team will build a new fiscal impact model for the City, incorporating those elements of the current model that continue to be relevant considering the proposed approach for planning and approving land use and zoning applications described in the draft update to the Plan, and providing assumptions for the “model components” listed below. The model will be constructed to address both project-specific and area-wide impacts. Project revenue and

service impacts will be added to cumulative impacts at the District/City level. Area-wide measures to be benchmarked periodically could include: market capture by land use type; jobs to housing ratio; total value per acre; and others to be identified.

19.4 – Coordination Meeting #2 with City Staff - The Kimley-Horn Team will meet with the City's project manager and other internal city staff to present the development of the draft model to respond to questions and make any necessary modifications to the model prior to finalizing its development.

19.5 – Prototypical Development Programs – The Kimley-Horn Team will prepare various prototypical development programs with investment potential in the McKinney market, and use the model to understand and demonstrate their potential impact on the community. Consider their application within select districts identified in the updated comprehensive planning document, and how the results of the impact analysis could be used by City Staff and Officials to make land use, incentive, capital expenditure and other decisions.

19.6 – Coordination Meeting #3 with City Staff - The Kimley-Horn Team will meet with the City Staff members charged with using the model and provide a demonstration, respond to questions, and make any changes based on input received.

19.7 – Model Documentation – The Kimley-Horn Team will prepare a list of sources used to inform assumptions used in the model so that it can be continually updated by City Staff, with limited assistance from outside consultants.

19.8 – Model Monitoring – Following completion of the assignment, the Kimley-Horn Team will be available to monitor its use and application for a period of 6 months or through a maximum of 4 project applications, whichever comes first, and make any necessary adjustments or changes.

Model Components

- **Development Programming Inputs:** by time period (near- and long-term), for several residential and non-residential land uses and product types; including pricing and market values, and absorption schedules for a range of potential product offerings; and based on assumptions related to resident and non-resident (employee, visitor) characteristics
- **Fiscal Revenue Assumptions:** tax revenues (property, sales, lodging, use) and, other revenues (franchise fees, licenses and permits, fees and charges, fines and forfeitures)
- **Service Cost Assumptions** (accounting for current service level deficits): operating expenditures by service department based on 2016 budget estimates;
- **Capital Cost Assumptions:** roadway and other infrastructure, utilities, recreational facilities, community amenities
- **Net Fiscal Impact:** fiscal impact of development alternatives (City "proforma") in terms of revenues relative to expenses resulting in a net operating surplus or deficit, at both the individual project level and "area-wide" level.

Work Products

- Oral communications in conference and during the project to convey issues and recommendations which develop from the research
- Written summaries of meetings with City Staff
- Baseline cost and revenue assumptions

- New fiscal impact model (tailored to the new comprehensive plan)
- Demonstration (training) for City Staff charged with using model
- Electronic version of fiscal impact model
- Source list for assumptions
- On-going monitoring and refinement of the model

SERVICES TO BE MODIFIED FROM ORIGINAL SCOPE OF SERVICES

The following tasks will be modified from the original scope of services as tasks to be performed by City Staff only. The associated fees originally allocated to Kimley-Horn and Associates for these tasks will be reallocated towards the additional services described in this addendum.

10.4 – Aviation Strategy

13.3 - Joint AC, P&Z, City Council Workshop #4 – Implementation

14.1 - AC Review and Recommendation (1 Meeting)

14.2 - Planning and Zoning Commission Recommendation (Up to 2 Meetings)

14.3 - City Council Adoption (2 Meetings)

ADDITIONAL COMPENSATION

The net difference resulting from the additional services identified in this addendum, and the existing contracted services to be modified from the original Scope of Services result in an additional consultant fee of twenty-two thousand dollars (\$22,000.00).