

# **EXHIBIT A (to be attached to Consulting Agreement)**

## **SCOPE OF SERVICES**

**February 25, 2016**

### **Task 1 Background Research and Identification of Priority Issues**

- 1.1** Review and assess the current Park County Growth Policy. This will include an overall review of goals, objectives and implementation measures, evaluation of the status of implementation, and identification of new information required under current state statute. To carry out this sub-task, it will be necessary to have discussions with Park County officials regarding what actions have and have not been taken and why.
- 1.2** Review the Park County Atlas Project, Park County Capital Improvements Plan, Livingston Neighborhood Plan, Park County Consolidated Parks and Trails Plan (if available), Park County Active Transportation Plan, MDT Paradise Valley Corridor Planning Study, and other relevant documents. The purpose of this sub-task is to ensure important components of previous planning efforts are included within the Growth Policy Update. It will be important for Park County officials to provide guidance on what background documents and issues are important to include in the Growth Policy Update.
- 1.3** Prepare for and meet with Park County staff, Growth Policy Committee and the Planning and Development Board to identify priority issues to be addressed in the Growth Policy Update.
- 1.4** Identify and meet with key stakeholders and community groups. In order to do this, Park County staff and the Planning and Development board should prepare a list of key stakeholders to interview and community groups to meet with. The purposes of this sub-task are to identify key issues, introduce the project to key stakeholders and groups, and invite them to engage in the planning process. For this sub-task, one Land Solutions planner would meet with as many individuals and groups as possible over a two-and-a-half day period. Park County staff will also meet with individuals and groups to identify key issues. During this time the planner would also meet with the Planning and Development Board (sub-task 1.3).
- 1.5** Land Solutions will assist Park County with the development of a website for the project. The website will initially include a description of the project, a schedule, project contacts,

the current Growth Policy, and a way for members of the public to submit their contact information so they can receive project updates (email or hard copy). As the project moves forward, survey forms, draft documents and other content will be added, and email blasts and hard copies will be sent out to those who requested to be kept informed. It would also be helpful if at this point Park County officials begin to generate a list of known interested parties and email addresses to alert to the presence of the website.

**Deliverables:**

- Memorandum analyzing the implementation status of the current growth policy with insight into why some projects have been successful and others have not.
- Memorandum summarizing priority issues.
- Project website.

**Task 2 Develop the Existing Conditions, Trends and Projections Chapter**

**2.1** As per 76-1-601, MCA, Land Solutions, working in concert with the Park County GIS Department, will provide maps and text describing and inventory of the existing characteristics, trends and projections for land use, population, housing needs, economic conditions, local services, public facilities, natural resources, wildland urban interface, sand and gravel resources, and other characteristics and features. Land Solutions will research and provide analysis of various demographic, housing, natural resource and other issues while the Park County GIS Department will produce maps for the growth policy update under the guidance of Land Solutions and the Park County Planning Director.

The maps are planned to include, but not be limited to general county location, land ownership, zoning districts, soils of agricultural importance, sand and gravel resources, wildland urban interface, water bodies, fire districts, certain types of fish and wildlife habitat, land use by tax classification, and potentially others. At this time it is not expected that Park County GIS will be requested to perform analysis.

Land Solutions will conduct internet research, phone calls and correspondence with service providers such as fire districts, housing and social service providers, and others to gain an understanding of current conditions, recent trends and to project needs for the various subjects that growth policies must cover. This sub-task will result in a chapter of the growth policy update that will hone in on key issues using a combination of text, maps and graphics. Instead of being encyclopedic, it will provide a snapshot that includes several maps (e.g., fire districts, key natural resources) and graphics intended to minimize text and provide an intuitive and easy to understand picture of key issues and trends.

## **Deliverables**

- Draft Conditions, trends and projections chapter with text, maps and graphics. It is expected that after the chapter is produced, corrections and changes will be necessary. Changes to text, charts and tables will be made by Land Solutions. Changes to maps will be made by Park County GIS.

### **Task 3 Draft and Vet Goals and Objectives**

**3.1** Based on the results of previous tasks, Land Solutions will draft goals and objectives for review by Park County staff, the Planning and Development Board and the Growth Policy Committee at a meeting in Livingston. After review, Land Solutions will refine the goals and objectives and prepare for public review.

**3.2** One Land Solutions planner and one Park County planner will prepare for and hold 5 community meetings in Park County communities to vet the goals and objectives. During the day, Land Solutions will visit Park County citizens in local cafés, senior centers and other meeting places and attempt to set up meetings with interest groups (chamber of commerce, etc.) to obtain feedback on the goals and objectives. At this time the goals and objectives will also be posted on the project website and email or hard copies sent out to various parties.

To generate interest, Land Solutions will draft press releases and make meeting posters. Park County staff will review and approve press releases and posters and work with the media to publicize the meetings. Park County officials will print and display posters in high traffic areas, and send out an email blast to those who have expressed interest in the project. Park County staff will be responsible for setting up meeting locations, producing sign-in and comment sheets, acquiring meeting supplies (sticky notes, pens, etc.) and actively participating in meeting facilitation.

Prior to the meetings, Land Solutions will draft a meeting outline/agenda to be approved by the Park County Planning Director. Land Solutions will develop an introductory presentation or displays to orient participants to the project and purpose of the meetings. At the meetings, Land Solutions and a Park County Planner will facilitate public vetting of the draft goals and objectives. Printed materials displayed at the meetings will come from the project budget.

**3.3** Land Solutions and Park County staff will compile results from the public outreach efforts and revise the goals and objectives, with Park County staff leading the results compilation and Land Solutions leading the revisions.

## **Deliverables**

- Vetted and revised goals and objectives

#### **Task 4 Develop and Vet Alternative Approaches to Addressing Key Issues**

**4.1** Land Solutions will develop alternative policies and actions that can be used to address the key issues. The alternatives will provide the public with options typically ranging from a hands-off, free market approach to one that is more active and, in some cases, regulatory. The Park County Planning Director will work with Land Solutions to refine the alternatives.

**4.2** Land Solutions will create a written and internet survey on the different approaches, to be reviewed and approved by the Park County Planning Director. Park County will post the survey on the project website and send out an email blast alerting interested parties of the survey. Land Solutions will draft a press release or advertisement, which Park County staff will review and approve, before working with local media outlets to publish.

In addition to posting the survey online, Park County volunteers will distribute and collect it by hand at community events (County Fair, softball games, etc.). Park County staff will input the written results of the survey into a spreadsheet. This survey is not intended to be statistically significant but to provide a picture of the participants' views.

**4.3** Land Solutions will finalize the survey results and provide a written summary with text and charts.

**4.4** Based on the input received, Land Solutions, with review by the Park County Planning Director, will then revise approaches for addressing key issues.

#### **Deliverable**

- A written summary of the survey effort and results
- Vetted and revised policies and actions to addressing key issues

#### **Task 5 Draft the Growth Policy Document**

**5.1** Land Solutions will produce a complete draft for review by Park County staff, the Planning and Development Board, Growth Policy Committee and the Montana Department of Commerce CDBG program. It is anticipated that Park County staff will facilitate collecting and transmitting comments from the Planning and Development Board and Board of County Commissioners. Under this task Land Solutions will draft:

- a vision statement
- an introductory narrative describing where the County is today, where it wants to be, and how it plans to get there
- a discussion of the primary review criteria for subdivisions and how public hearings will be conducted [76-1-601(3)(h)(i) and (ii) and 76-1-601(3)(h)(i)]

- a discussion of how the County does and will coordinate with other governments and government agencies [76-1-601(3)(g)(ii)]
- an implementation plan that includes text related to how and under what circumstances the Growth Policy may be reviewed and revised, and also any policies, regulations and other measures to be implemented in order to achieve the goals and objectives [76-3-601(3)(f) and 76-3-601(3)(d)]
- a strategy for development, maintenance, and replacement of public infrastructure [76-1-601(3)(e)]
- a table of contents, resolutions page, sources cited, and other sections as necessary

**5.2** Land Solutions will make changes to the draft after receiving comments from the Park County Planning Director.

### **Deliverables**

- First and second drafts of the Park County Growth Policy Update in PDF format.

### **Task 6 Public Review and Adoption**

**6.1** Under Montana law, the Planning Board is required to hold a public hearing and make a recommendation on the Growth Policy. Two public hearings before the Park County Planning and Development Board are anticipated. Park County staff will publish notice of the hearings, send out an email blast to interested parties, develop a staff report with findings of fact and a recommendation, print and distribute hard copies of the document as deemed appropriate and post the document on the project website. Land Solutions will help Park County staff to facilitate the Planning and Development Board’s review and recommendation by developing a presentation introducing and providing key information on the project, and by facilitating general deliberation by the board. Following the public hearings, Land Solutions will amend the draft text in consultation with the Park County Planning Director. If changes to maps are needed, Park County GIS will provide amended maps.

**6.2** The County Commissioners are anticipated to hold two to three public hearings. Park County staff will publish notice of the hearings, send out an email blast to interested parties, provide hard copies as appropriate, and update the report with the Planning and Development Board’s findings and recommendation. Land Solutions will produce a resolution of intent and a resolution of adoption and help Park County staff to facilitate the County Commissioners’ review and adoption process by providing a presentation of the Growth Policy in general and changes that have been made through the public hearing process. Land Solutions will also amend the draft as necessary and provide a final, adopted document in PDF and Microsoft Word to Park County staff.

## **Deliverable**

- An adopted Growth Policy Update

## **Task 7 Project Management**

**7.1** Land Solutions will submit a monthly status report along with each invoice that details progress in relations to the expected timeline and budget. The invoice will also discuss hurdles that have been encountered, recommendations for overcoming the hurdles, and next steps in the project.

**7.2** Land Solutions and the Park County Director of Planning, and other project participants as necessary, will hold regular conference calls or meetings to discuss progress. A general schedule of bi-monthly meetings or calls is anticipated but the frequency of calls or meetings will depend on the stage in the project and need for immediate coordination.