

Under contract to the **Grenada County Partnership** (Partnership), prime consultant Kendig Keast Collaborative (KKC) will provide professional community planning services to prepare a **Build Better Together Plan** (Plan) for guiding the long-range development, redevelopment and enhancement of Grenada County post COVID-19 – and will do so through a graphics-rich, publicly accessible plan document that is state of the art through an online interactive format.

The Plan effort will focus on the entirety of Grenada County. This Scope of Services also recognizes essential direction provided by the Partnership’s internal planning and priority-setting including its **Big Idea** statement ...

To develop and implement creative community-based strategies to enhance economic opportunity post COVID-19, build stronger neighborhoods, and ensure a dynamic framework for equitable quality growth and development.

... along with **the following items** through which Success will be achieved:

1. Policy and Government Collaboration
2. Community Mapping and Planning that addresses the following:
 - Affordable Housing Development
 - Equitable Educational Development
 - Equitable Health Care Development
 - Community Development Projects
 - Infrastructure Development Projects

The Partnership’s framework for the Plan highlights the crucial areas where energy and investment are most needed. Throughout the Plan process, emphasis will be on an actionable plan and preparedness for prompt and effective implementation, in part, by building a constituency of support for the emerging plan.

KKC’s project involvement and facilitation will be carried out according to this Scope of Services and contingent upon the Client Support items below to make the best use of the available consultant budget. The Partnership’s Project Directors 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. KKC will also coordinate with other agencies and entities, as appropriate, in conjunction with the Partnership.

As indicated below under Project/Client Coordination, KKC will coordinate with the Partnership to establish a detailed 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 Build Better Together Plan within **nine months** from the date KKC receives Notice to Proceed from the Partnership, with a preliminary draft of the entire plan to be available for review within **seven months**.
- Make significant progress on other short-fuse work priorities itemized in this Scope of Services within the first **three months** of the project.

KKC will coordinate with Partnership leaders and staff 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 any 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 Partnership 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 Partnership 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 originally agreed upon.

EXPERIENCE AND QUALIFICATIONS

Kendig Keast Collaborative (KKC) is a niche consulting practice that has specialized in community planning assistance primarily to local government clients since its founding in 1982, with experience in Mississippi and 38 other states to date. We maintain our successful national consulting practice from our main office in Sugar Land, Texas, along with four other office locations in Colorado, Kentucky, Pennsylvania and South Carolina. We focus on long-range planning and new and updated development regulations for jurisdictions of all types and sizes, as well as shorter-term strategic, special area and targeted plans (parks/trails, downtowns, corridors, etc.) intended to translate goals and concepts into specific action agendas. Our firm principals and senior associates bring their own public sector experience to their consulting engagements, and our personnel include certified community planners and other specialists in urban design, Geographic Information System (GIS) mapping and analysis, and visual communication involving web design and interactive online plans and codes.

Assigned Personnel

The Plan effort will be led by KKC President Gary Mitchell, FAICP, with oversight from KKC Owner|CEO Bret Keast. Gary will be supported by Meredith Dang, AICP, KKC's Practice Leader for Community Planning; Senior Associate Janis Bural, AICP (for GIS mapping and analysis support); Associates Marcia Boyle and Luis Mercado (urban designers); and Sharon Cadena, Communication Design Associate.

CLIENT SUPPORT

The **Partnership** will provide administrative and technical support services to assist KKC in performing the Scope of Services including:

- Identifying key individuals as the Partnership's Project Directors, who will serve as the primary client points of contact for each diverse demographic located in Grenada and be the source of day-to-day work program direction for this collaborative planning effort involving both Partnership and consultant personnel, resources and capabilities.
- Providing to KKC all data, maps, aerial imagery, previous reports/plans/studies and other information that is available to the Partnership in digital or printed format and is pertinent

- and necessary for development of the plan document. The Partnership will reproduce all hard-copy materials, to the extent feasible, such that they will not require return upon project completion. PDFs or other electronic files are preferred whenever available.
- Immediately upon project initiation, providing KKC a detailed list of spatial data and mapping that the Partnership can make available for the project including data sets and layers/GIS coverages already developed/maintained by the Partnership for the entire planning area or readily available from other sources. (KKC can also accept AutoCAD layers, as useful and appropriate, although GIS is preferred.)
 - Ensuring that key Partnership personnel, board members and elected officials will participate as needed in the planning process and be available upon request, through arrangements made by the Partnership’s Project Directors, to provide information and referrals and offer opinions, insights and suggestions that are necessary for the project. This will include potential formal or informal meetings and briefings with local officials as specified in this Scope of Services.
 - Making initial contacts with agencies and organizations to facilitate data collection and coordination, to arrange meetings as needed, and make these entities aware of the planning process.
 - Distributing draft plan content to key Partnership staff and board members and other project participants as appropriate.
 - Providing ongoing administrative support for an advisory committee, if the Partnership establishes one for the project (i.e., arranging meeting locations, preparing and distributing meeting notices, preparing and reproducing agendas and other handouts including those prepared by KKC, providing three-ring binders with section dividers for members to maintain their project materials, etc.).
 - Committing the necessary resources to adequately prepare for and promote attendance at and media coverage of any significant community outreach events. The Partnership might consider inviting other key community organizations to co-sponsor or “co-host” the event and provide further logistical support. The Partnership’s responsibilities will include:
 - (a) Securing a meeting location with adequate setup for large gatherings and presentations (sound system, screen or white wall, reduced lighting, extension cord and power strip for multiple three-prong plugs for laptop, projector, etc.).
 - (b) Providing public and news media notification;
 - (c) Preparing and reproducing meeting and handout materials including those prepared by KKC;
 - (d) Providing sign-in sheets and otherwise documenting meeting attendance;
 - (e) Providing refreshments as appropriate; and
 - (f) Inviting representatives of other key agencies and community organizations to attend public meetings related to the planning process.
 - Providing KKC updates or written summaries, as available, from any project-related meetings not attended by KKC, and copies of any handouts/materials.

PROJECT / CLIENT COORDINATION

KKC will complete project management activities in coordination with the Partnership's Project Directors to ensure schedule adherence, cost control and quality assurance. These activities will include:

- Monthly submittal of written **progress reports** in conjunction with each monthly invoice. These reports will describe the project status, document significant work accomplished and activities scheduled for the next progress report period, and note any difficulties encountered and steps taken to address them.
- Preparation and maintenance throughout the project of a **detailed project schedule** including due dates for all deliverables, anticipated meeting dates, plus specified review/comment timeframes to ensure adequate time for client review/approval of deliverables. The schedule will be set during the Project Start-Up phase below.
- Frequent **communication and coordination with the Partnership's Project Directors** by email, phone, online conferencing and written correspondence.

PROJECT START-UP

Project Kick-Off Meeting

Following receipt of written Notice to Proceed from the Partnership, KKC will complete a project kick-off meeting with Partnership staff via online conferencing to recap the Scope of Services, flesh out a detailed schedule, coordinate on data/information needs, and cover other project logistics. Then, on each scheduled visit to Grenada County, KKC will meet with Partnership staff as needed for project planning discussions and/or in-depth work sessions on particular plan topics.

Compilation of Information Resources

KKC will coordinate with Partnership staff to identify and acquire available data, mapping and other information resources for the planning effort, from local and other sources. KKC will provide Partnership staff a checklist of typical resource items for a community planning effort including 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 Partnership staff to identify key project contacts and relevant agencies and entities.

Coordination of Community and Leadership Engagement Strategy

KKC will coordinate with Partnership staff to plan and facilitate a sequence of outreach activities to engage the county's public and private leadership, along with residents, business owners, property owners, local organizations and others interested in setting strategic priorities for the Grenada County's future. These efforts will build on other recent and ongoing engagement activities in the county. Specific outreach activities are itemized within each phase of this Scope of Services, under the heading Engagement Activities. Necessary coordination with other external agencies and organizations will also be initiated early on and throughout the process, as appropriate.

IMMEDIATE ACTION WORK ACTIVITIES

As KKC personnel work to execute this overall Scope of Services toward preparation of the Build Better Together Plan, KKC's project leaders will also coordinate closely with the Partnership's Project Directors and staff to make immediate progress on priority plan elements that are crucial to the Partnership's holistic strategy and most in need of early consensus building. These elements include:

- Potential location of and planning considerations for the envisioned **Education/Workforce Complex** (Grenada High School and Holmes Community College).
- Prime locations for, potential types and intensity of, and other planning considerations for locating **new affordable housing** within Grenada County, preferably in close proximity to schools, recreational assets and other lifestyle amenities.
- Planning considerations for and implications of the entire proposed Community Development **Sports and Outdoors Complex** including the associated mixed-use development component it is envisioned to include.

Common considerations across these topics include utility infrastructure availability and capacity, transportation access and new traffic generation, compatibility among land uses (including potential proximity to industry locations, Camp McCain, etc.), and quality design and area aesthetics. The results of this immediate work effort will eventually flow into the Grenada County Build Better Together 2040 phase but, early on, will yield preliminary guidance for an appropriate planning, design and regulatory framework for these key plan elements, along with visualizations of potential desired outcomes.

PHASE 1 – GRENADA COUNTY TODAY

KKC will compile and assess a base of information on the existing conditions and outlook for Grenada County, focusing especially on key influences that will shape the area's future. This will provide background and assumptions to support needs assessment and long-range and strategic planning decisions throughout the planning process. Through its own background study plus discussions with local officials, staff, residents and other stakeholders, KKC will:

1. Review and evaluate current and recent planning documents and other relevant materials including the County's current land development regulations.
2. Itemize key opportunities, challenges, issues and needs facing the county, using indicator data from local sources, the U.S. Census Bureau and other readily available sources to provide further context. Especially quantify the extent of employment growth projected for the area based on economic development successes.
3. Consider Grenada County's historical development and relevant local and regional trends, plans and projects that will influence the area over the 20-year planning horizon.
4. Identify action items from previous local plans/studies or initiatives that 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 illustrate Grenada County's physical context and development history. Drawing from readily available data and information resources from the Partnership, plus discussions with staff and other key contacts, considerations will include:
 - **Growth capacity** in terms of 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. Also, the County's existing development policies and regulations, municipal annexation history and status, public service capacities, and other physical and fiscal factors that influence community form and character and provide potential opportunities for or constraints to future development.
 - Existing **land use and development** patterns (including scale, location and density) and associated economic and real estate market factors.
 - 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.
 - Existing **transportation** systems involving all forms of movement (vehicles, bicycles, pedestrians, freight and air), associated traffic and safety conditions, and specific improvements already planned and/or programmed (e.g., improved Oxford to Greenwood connectivity and roadway capacity through Grenada).
 - Existing **economic opportunities** based on current market conditions, tax base, jobs and employers, and commuter and daytime population.
 - Existing **livability and quality of life**, which depends partly on the area's physical characteristics and context (including locations of valued natural, historical and cultural features) and on existing parks and recreation assets and other public facilities, but also on "softer" factors such as local events and destinations that enable public gatherings and foster a sense of community.

6. Complete field reconnaissance, with Partnership staff and independently, to:
 - Observe existing conditions and on-the-ground outcomes from previous plan implementation activities and application of the County's development regulations including land use compatibility, development quality considerations, and community aesthetics and image.
 - Develop a photographic inventory for use during the project.
 - Identify areas that may need or be conducive for a special area planning focus within the overall comprehensive planning effort (e.g., key corridors, unique neighborhoods or districts, etc.).

Engagement Activities

1. Facilitate an initial **Leadership Summit on Grenada County's Future after COVID** involving the county's public and private leadership and others, as appropriate. The event purpose is partly orientation to the comprehensive planning process, but especially to obtain early leadership input and set "big picture" direction and priorities for the effort.

2. Coordinate with Partnership staff to arrange and conduct a series of up to eight **informal, one-hour “listening sessions”** targeted to particular groups and interests (e.g., economic development leaders and professionals, major employers, real estate and development community, business and property owners, industry employees and trainees, higher education administrators, medical and community college students, representatives of community organizations, county residents, etc.). In all cases, the intent is to discuss participants’ hopes, concerns and priorities for their area’s future and key issues to address through the Plan. Each session should involve no more than 12-15 persons to ensure effective dialogue. KKC will coordinate with Partnership staff to determine the best timing for these sessions within the Grenada County Today phase in conjunction with scheduled trips for other project meetings and activities (with some sessions possibly scheduled in the breakfast or lunch timeframe or during late afternoon, along with evening time slots, to accommodate the availability of different target attendees).

OPTIONAL TASK ACTIVITY: KKC would facilitate additional **small group sessions** as budget resources allow, and to the extent they can be accommodated by extending the duration of planned project trips to Grenada County.

3. Coordinate with Partnership staff to arrange and conduct a **series of meetings with key public agency representatives** (e.g., Grenada County, City of Grenada, other small communities, Grenada School District, other utility providers, transportation agencies, public safety agencies, Elizabeth Jones Library, etc.).
4. Coordinate with Partnership staff to arrange and facilitate a **Town Hall Meeting on Grenada County’s Future**. This evening event is intended for broad public participation to obtain early input to the planning process from residents and other stakeholders, using a variety of interactive and hands-on engagement activities.
5. Coordinate with Partnership staff to design and post an **online survey** designed to broaden input to the Master Plan effort and compare against the themes, issues and priorities heard through in-person engagement activities.
6. Conduct one **work session with a Partnership-established Master Plan Advisory Committee (MPAC)** during the Grenada County Today phase. KKC will use each extended workshop meeting with the committee (typically two hours minimum on a weekday evening) to present and discuss interim draft materials for the planning effort. The committee will be charged with reviewing the draft materials and entering into discussion and debate on all plan assumptions, themes and concepts, and an eventual action agenda during the Grenada County Build Better Together 2040 phase.

KKC will advise Partnership staff on considerations for the structure and formation of an advisory committee, but the committee generally should be comprised of no more than 15-20 individuals. Along with geographic and demographic representation from across the county, the committee composition should reflect area interests relevant to the plan effort and topics. Rather than serving on the committee, representatives of various other agencies and organizations can be invited to attend as relevant topics are considered at particular meetings.

7. Develop a **project website for the Build Better Together Plan process utilizing the WebPlan online platform** (see the Approach to Deliverables section of this Scope of Services for more background discussion on WebPlan and its use in the project). After creating the project website during the Grenada County Today phase, KKC will then coordinate with Partnership

staff throughout the project to develop project-related content and items to be posted on the website for public information purposes (e.g., upcoming public events, interim draft plan content/maps, other photos and visuals, etc.). The timing and frequency of such posts will be linked to specific engagement activities and deliverable milestones. The project website can be linked to the Partnership website, and the Partnership can direct users and highlight new posts via its website and social media outlets. A logo for the project will be developed in coordination with Partnership staff for incorporation into the website design and use on other project documents, materials and presentations.

Deliverables

- **The Grenada County Today Report**, which will highlight key planning considerations emerging from KKC’s initial background studies and leadership and community involvement activities. The report will include up to 30 pages of final content (plus supplemental appendix detail, as appropriate), and will incorporate maps, graphics or other visual elements that help to illustrate findings while streamlining the extent of body text for a broadly accessible public document. The intent is to avoid duplication of comprehensive data profiles already available for Grenada County and focus on highlighting specific indicators that tell a story about key planning issues facing the area, put such issues in context, and/or apply actual data and facts to correct any misperceptions.

PHASE 2 – PLAN DIRECTION AND ASSUMPTIONS

Through this transition phase, KKC will highlight its findings about the Grenada County Today to set the stage for the Grenada County Tomorrow phase. This will involve:

- Itemizing a core set of **assumptions** on which the Build Better Together Plan will be based, especially with regard to a consensus population projection derived from a set of alternative scenarios;
- Highlighting the **key opportunities and challenges** the area will face in the years ahead, which the plan must address; and
- Creating (or validating) a consensus **vision statement** and establishing a series of **guiding principles** for the plan that will be refined through the Grenada County Build Better Together 2040 phase.

Unlike many such planning efforts, the population projection component must move beyond extrapolation of past trends to consider intentional targets for population growth tied to the Partnership’s recruitment initiatives to meet the workforce needs of industries relocating to and expanding within Grenada County. The projections also must reflect a “people multiplier” that accounts for the family members that will accompany individuals who move into the county for employment.

Engagement Activities

1. Provide an overview of the Grenada County Today Report and seek feedback on the draft Plan Direction and Outline memorandum through a **second Leadership Summit**. Based on the summit results, KKC will then finalize the memorandum with Partnership staff before work proceeds on the Grenada County Build Better Together 2040 phase.

Deliverables

- **Plan Direction and Outline memorandum**, which compiles the assumptions, key opportunities and challenges, and vision and guiding principles resulting from the Direction and Assumptions phase and provides a working outline of the Build Better Together Plan document to guide work efforts during the Grenada County Build Better Together 2040 phase.

PHASE 3 – BUILD BETTER TOGETHER

KKC will prepare the Grenada County Build Better Together 2040 portion of the plan through this phase. This will be based on the outline finalized at the end of the Plan Direction and Assumptions phase and further interaction with Partnership officials, staff, residents and other stakeholders during this phase. The Grenada County Build Better Together 2040 portion will focus on key planning issues and considerations, further refined guiding principles and associated goals 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 in follow-up to the county-wide plan.

During the Grenada County Build Better Together 2040 phase, KKC will:

1. Assess the long-range development outlook and context for Grenada County, along with recommended measures for shaping and managing the area’s growth and livability effectively. Drawing from results of the Grenada County Today phase and discussions with staff and other key contacts, considerations will include:
 - Identification of **areas available, most suitable and preferred for new growth, infill development and targeted reinvestment** – 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 including public school capacity.
 - The general **growth capacity** outlook for the area’s water, wastewater and storm drainage systems and planning-level improvement needs and their approximate timing based on projected growth and potential redevelopment activity.
 - **Tools available in Mississippi** for directing and managing growth and for spurring needed redevelopment, infill and revitalization – including the possibility of entire new communities to provide the scale of housing, services and amenities that relocating workers and their families will need and expect.
 - Policies and projects for the orderly improvement of the area **transportation system** in coordination with other area goals and priorities (e.g., economic development, recreational trails, etc.), considering not only the long-term street network but also area transit services and pedestrian and bicycle facilities such as sidewalks, trails and bikeways.

- Policies and strategies to strengthen the area’s **economic and tax bases**, create and sustain employment and investment, attract and retain population and workforce, and manage the retail expansion that a growing population will attract.
 - Strategies for overcoming any identified barriers to local **housing development** whether in terms of quantity, price, variety or quality, as well as associated neighborhood conditions that can support or hinder redevelopment potential.
 - Priorities for enhancing **park and recreation** sites and other facility assets and for promoting healthy living opportunities for residents including both publicly-owned and commercial recreational and entertainment uses associated with Grenada Lake.
 - Area **image and appearance** in terms of development quality and conditions along high-profile roadways and at “gateway” locations, urban design factors and beautification efforts within public areas, and preservation of valued natural/cultural/historical amenities.
2. Prepare a new **Future Land Use map** that visually depicts the area’s general growth and development pattern for the years ahead, thereby providing essential public policy support for the associated development regulations and other growth guidance tools and activities of area local governments. The map will also correlate with associated land use policies, the future thoroughfare network, and other objectives that are validated through the planning process (e.g., economic development, infill development and community revitalization, fiscally prudent growth, floodplain management, etc.).
 3. Prepare a new **Thoroughfare Plan map**, coordinated with the new Future Land Use map.

Engagement Activities

1. Conduct **three work sessions with the MPAC** during Phase 3 to present and discuss interim draft Grenada County Build Better Together 2040 materials and refine the future land use and thoroughfare plan maps.

OPTIONAL TASK ACTIVITY: KKC would facilitate **additional CPAC work sessions** to enable more in-depth discussion of draft plan content and considerations.

Deliverables

- **Draft Grenada County Build Better Together 2040 portion** of the Build Better Together Plan as developed incrementally through the MPAC process during Phase 3.

PHASE 4 – IMPLEMENTATION

KKC will compile from the draft Grenada County Build Better Together 2040 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 Grenada County Build Better Together 2040 and prioritized through the final Leadership Summit in this phase. The Implementation element will also:

1. Clarify the respective implementation roles of area local governments, the Partnership and other key entities.

2. Highlight opportunities to coordinate implementation efforts among key agencies and entities including private and non-profit partners.
3. Spell out essential procedures for monitoring implementation efforts and reporting progress on key action priorities annually, using specific action metrics and benchmarks where appropriate, and for completing future plan reviews and updates at appropriate milestones.

OPTIONAL TASK ACTIVITY: As part of this phase, KKC would also complete a more in-depth **evaluation of the potential effectiveness of the County’s current development regulations and standards** relative to goals and action items in the draft Build Better Together Plan that would likely require regulation to implement. Summary findings would 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.

Engagement Activities

1. Facilitate a **third Leadership Summit** to provide an overview of the overall draft plan, build consensus on near-term action priorities and discuss related implementation tools and logistics.
2. Coordinate with Partnership staff to arrange and host a **public open house** period immediately prior to and in the same location as the third Leadership Summit above (e.g., open house period starting at 5:30 p.m. and Summit starting at 7:00 p.m.). The intent is to provide an informal setting in which attendees may view displays, hear an overview presentation and visit with consultant personnel and Partnership leaders and staff regarding the emerging proposed plan prior to formal public hearings. Community input and feedback will also be obtained on the potential near-term action priorities to be covered in the Leadership Summit.

Deliverables

- **Implementation** portion to add to the overall draft Build Better Together Plan package (with the entire package to be distributed by Partnership staff to Leadership Summit participants in advance).

PHASE 5 – PLAN FINALIZATION AND ADOPTION

Following the final Leadership Summit in the Implementation phase, KKC will coordinate with Partnership staff to compile a revised Hearing Draft version of the proposed Build Better Together Plan for public hearing and official consideration. Then, following plan adoption by the Grenada County Board of Supervisors, KKC will produce the final as-adopted version of the plan document, reflecting all further adjustments made through final review and deliberation.

Engagement Activities

1. In coordination with Partnership staff, present highlights of the final recommended Build Better Together Plan at a **public hearing before the Grenada County Board of Supervisors** and assist in responding to public comments and questions, as appropriate, before the Supervisors consider plan adoption.
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Deliverables

- **Hearing Draft version of the final proposed Build Better Together Plan**, available online via WebPlan (and for printing by Partnership staff from WebPlan, as appropriate) for official and public review prior to and during the public hearing phase.
- **Online Interactive Plan Summary** prepared and published within WebPlan to provide a stylized overview of the new Build Better Together Plan. The summary will be designed as a “gateway” to the full online plan and set up for export to PDF along with online viewing. The level of content and design will emphasize accessibility for the lay reader and a distinctive visual appeal as these publications also often serve as valuable marketing collateral and a profile-raising piece for the area. The summary will highlight key action steps to be pursued in the years ahead in accordance with the plan.
- **Electronic files** for any elements of the final Build Better Together Plan document and the Grenada County Today Report that are not already built into the online plan version in WebPlan, all GIS/map-related files in ESRI-compatible formats, and a master Adobe PDF file containing the entire final adopted plan.

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 Partnership within WebPlan, from which they may be exported to Adobe PDF format for ease of file transfer 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 Partnership’s Project Directors 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 Directors 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 Partnership’s Project Directors. 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.

WebPlan Project Website and Online Interactive Plan. Through its sister firm, **enCodePlus, LLC**, KKC will design and publish the Build Better Together Plan on an interactive, citizen-friendly website, starting as a project website for the plan development process. The web-based plan will conform to the Web Content Accessibility Guidelines, meaning the site is usable by visual- and hearing-impaired users. The WebPlan site will be branded and designed to meet the identified needs of the Partnership, providing graphics-rich online documents. The website content will be

well organized and fully searchable, allowing decision-makers and other users to quickly locate relevant information. The online format will allow cross-referenced links to related policies, programs, maps or background information, as well as a document library for quick access to other plans, studies and documents.

During plan development, the site will be designed for public outreach including education and information and to solicit input through online surveys or other methods. Interim deliverables will be posted on the site during each phase. The site content may be easily updated and published immediately to the web. At the public hearing stage, the site will transform to an interactive website for viewing the proposed plan online. The final adopted plan will then be published online via the WebPlan site.
