

PROJECT APPROACH

This section summarizes the major work tasks and deliverables we propose for this project. The preliminary timeline at the end of this section tracks these proposed tasks.

Our proposed project approach consists of the following phases:

Task 1: Project Initiation and Management

Task 2: Code Diagnostic Assessment

Task 3: Draft New Unified Development Code

Task 4: Presentation and Code Adoption All elements of this work plan are flexible and open to discussion and negotiation. The final work plan agreed to with the Town is intended to encompass all aspects of the scope of work in the RFP, while still allowing for creative and innovative ideas proposed based on Clarion's experience and knowledge of national best practices as relevant to development code updates.

The budget is structured with the expectation that funds not expended in the completion of one task may be devoted to completion of another. While funds may be re-allocated across tasks, the full budget amount is fixed, not to exceed \$315,000, with the potential optional add-on of a User Guide at an estimated cost of \$10,000 (see Task 4.5).

TASK 1. PROJECT INITIATION AND MANAGEMENT

We look forward to working with Little Elm staff in determining the specific public input tools that will work best for this project. The importance of effective public input and education cannot be overstated, nor can planning an effective engagement strategy begin too soon. For that reason, we highlight it as one of the first tasks to undertake upon initiation of the project. Public engagement and education is continually interwoven throughout our proposed approach, and we anticipate on-going discussion of this important issue and refinement of our public involvement strategy during the project orientation meetings described below. To allow flexibility in the approach to public engagement, aside from the Public Participation Plan described in Task 1.2 below, Task 4.4 proposes a general allowance to determine and implement additional public engagement events throughout the course of the project, beyond those covered in the specific tasks below, to be determined at a later date by Clarion and Town staff.

1.1: INITIAL PROJECT MEETINGS

Clarion will meet with the Town project managers, staff, other Town boards, committees and officials, and the public, either virtually or on-site, to discuss overall project goals, and collect initial input from participants on their views of and issues with the current development code. If possible, get-acquainted meetings will be held with the elected and appointed officials as recommended by Town staff. Team members will also tour the Town with the planning staff to see first-hand how key substantive issues are playing out in practice.

For this series of meetings, and all ensuing public meeting opportunities described in this work plan, Clarion will create informative and graphically rich materials and presentations that are tailored to the specific issues and topics to be discussed and presented, and to the intended audiences. We will submit materials with sufficient time for staff review and incorporation of any requested changes prior to meeting dates. Additionally, we can work with staff to determine whether meetings will occur virtually or in-person, and depending on that decision and the intended meeting audience, what is the best format for presenting meeting information – pre-distributed handouts, PowerPoint presentations, interactive virtual participation opportunities such as Konveio.

It is also helpful in this initial phase to publish a public survey, where any individual interested in the project can offer their thoughts and feedback on the current development code. Survey results help us to begin discerning broad contours regarding a development code's strengths and limitations – information which is frequently confirmed and expanded in greater detail as public meetings and interviews (described in the next task) progress.

1.2: PUBLIC PARTICIPATION PLAN

In contrast to comprehensive planning projects, code updates often involve detailed, sometimes technical discussions. Developing and implementing an effective public participation strategy for a code update requires creativity, persistence, and patience. It takes skill and timing to present complex materials in an engaging and understandable way. We have extensive experience preparing for and moderating these discussions using a wide range of interactive formats and media. The careful attention that Clarion gives to focused public participation will enable us to build momentum and create support throughout the project timeline.

At the beginning of the project, we will discuss and finalize a detailed public participation plan with Town staff. The plan will take full advantage of the various forums available that we have found helpful in other code projects. In particular, the plan will emphasize public involvement, regular workshop meetings with Citizen and Technical Advisory Committees, regular reports to elected and appointed officials, and public meetings at important milestones during the process. We recommend that staff and officials begin thinking early about the formation and membership of the Citizen Advisory Committee. While this initial planning is intended to create a roadmap of potential engagement events throughout the project timeline, Task 4.4 encompasses implementation of this plan, with allowances for adjustments on timing, frequency, and type of engagement events.

1.3: PRELIMINARY SUMMARY OF PROPOSED PUBLIC MEETINGS

The table below summarizes the total number of meetings and public engagement opportunities for the Little Elm code project that are included for the consultant team in this scope. Any necessary changes will be included in the Public Participation Plan, based on feedback and direction from Town staff, as collaborative project planning gets underway.

This scope proposes that milestone meetings occur in person, with Clarion traveling to present and facilitate the meetings outlined below in Little Elm (14 total trips for meetings and presentations over the course of the project). If necessary, virtual meetings can be scheduled in place of in-person visits. All trips are two-night, three-day trips for two persons each unless otherwise noted. Staff and Clarion will work to schedule as many of the listed meetings as possible as part of each in-person

Exhibit A

trip; other meetings will be conducted virtually. Four contingency trips are included for additional public outreach, with timing and topics to be determined as the project progresses.

SUMMARY OF CONSULTANT MEETINGS FOR PUBLIC ENGAGEMENT		
Project Milestone Meetings	Participant Groups	Consultant Travel
Project Kickoff	Town staff, including Technical Advisory Committee Planning and Zoning Commission Town Council Citizen Advisory Committee General public	1 trip, 2 Clarion staff
Code Diagnostic Assessment	Town staff, including Technical Advisory Committee Planning and Zoning Commission Town Council Citizen Advisory Committee General public	1 trip, 2 Clarion staff
PRESENTATION OF CODE INSTALLMENT PUBLIC DRAFTS		
Districts and Uses	Town staff, including Technical Advisory Committee Planning and Zoning Commission Town Council Citizen Advisory Committee General public	1 trip, 2 Clarion staff
Development Standards	Town staff, including Technical Advisory Committee Planning and Zoning Commission Town Council Citizen Advisory Committee General public	1 trip, 2 Clarion staff
Administration and Procedures	Town staff, including Technical Advisory Committee Planning and Zoning Commission Town Council Citizen Advisory Committee General public	1 trip, 2 Clarion staff
Signs	Town staff, including Technical Advisory Committee Planning and Zoning Commission Town Council Citizen Advisory Committee General public	1 trip, 2 Clarion staff
Code Testing	Town staff, including Technical Advisory Committee	1 trip, 2 Clarion staff
Additional public outreach	General public	4 trips, 2 Clarion staff

SUMMARY OF CONSULTANT MEETINGS FOR PUBLIC ENGAGEMENT		
Project Milestone Meetings	Participant Groups	Consultant Travel
Consolidated UDC draft	Town staff, including Technical Advisory Committee Planning and Zoning Commission Town Council Citizen Advisory Committee General public	1 trip, 2 Clarion staff 1 trip, 1 Clarion staff
Code adoption	Town Council	1 trip, 1 Clarion staff

Issues and Methods for Engagement

Specific issues addressed by the draft public participation plan will include, but not be limited to:

- The role of a Citizen Advisory Committee in helping to educate and inform the public. Often, committee members can serve as trusted liaisons to keep various groups informed of project progress and to seek detailed input on targeted issues.
- Potential educational opportunities, such as “zoning 101” presentations to help inform the public about the need for an updated development code.
- How technology will be used to keep Little Elm stakeholders informed about project progress.
- The overall schedule/timeline for public participation activities throughout the duration of the project.

The plan will be developed prior to the project orientation meeting; following discussion at that meeting, we will prepare a final version for implementation that spans the duration of the project.

Other methods for public engagement that we often use and may be considered include:

- A distinctively branded web page with key background resources and project materials.
- Press coverage of the project goals, scope, and timetable at project inception.
- Informal open houses (showcasing pictures and graphics illustrating the impacts of proposed zoning regulations).
- Online surveys that collect on-going public feedback on the project, deliverables, and milestones.
- Individual and group meetings with stakeholders.
- An open email list so that stakeholders can receive regular project updates, particularly when new interim work products become available for public review.
- Well-publicized public meetings to present work products and receive community feedback.
- Social media posts either through the Town’s established accounts, or through accounts devoted specifically to the code project.
- Interactive web portals that allow for review and comment by staff or citizens on document drafts “on their own time,” outside of scheduled public meetings or open house events.

1.4: PROJECT MANAGEMENT

Branding

An important part of the initial project discussions is the creation of a distinctive brand for the project. In longer-term projects such as a code rewrite, developing an identifying brand is especially

important to help participants identify materials related to the project, as differentiated from other initiatives the Town is working on, and to provide identifiable markers demonstrating continuity throughout the project's various phases. Clarion will work with project staff in the initial phase to design a logo and color palette for project materials, as well as determining styles and colors for graphics, fonts, and document numbering. These elements, once determined, remain consistent throughout the life of the project and may be used at the Town's discretion during and after completion of the project.

Maintaining Project Schedule and Budget

As part of the project initiation, Clarion will work with Town staff to prepare a detailed drafting schedule that identifies product delivery dates as well as internal review and comment periods. We have found these schedules to be critical to maintaining project momentum. Clarion has an enviable record of completing projects on time and within budget, and our success is due in part to regular communication with our clients throughout the project and our ability to make adjustments as necessary.

Conference Calls and Meetings

Throughout the duration of the project, Clarion will participate in regular conference calls to provide relevant project reviews and updates. During a land development code update, there can be both periods of daily communication and also periods where Clarion is in the background drafting materials. Beyond the regularly scheduled team communications referenced above, we like to check in as necessary with our clients to receive any interim clarifications needed to move forward with code drafting, and to make sure our clients remain aware of exactly where the project stands in relation to the schedule. We are well-versed in using Zoom, Teams, WebEx, and other platforms for meetings that enable participatory document review and presenting materials using a shared screen through video teleconferencing platforms.

SUMMARY OF TASK 1:

Project Initiation and Management

Consultant Team Responsibilities / Deliverables

- Draft Public Participation Plan
- Draft survey to circulate to Town departments
- Develop project website (to run throughout course of project)
- Develop and present options for project branding materials

Town Staff Responsibilities

- Review and edits to draft Public Participation Plan
- Send copies (hardcopy and electronic) of current code, along with plans and other relevant background materials
- Circulate surveys to Town departments
- Prepare database of names and addresses for public participation
- Determination on project branding materials

TASK 2. CODE ASSESSMENT

2.1: STAKEHOLDER INTERVIEWS

Initial stakeholder interviews are designed to help the Town and consultant team collect information to inform the code rewrite. Depending on the number of interviewees, some of the interviews can

be conducted concurrently during an in-person trip for the kickoff meetings, or they can be arranged to immediately follow the kickoff meetings. In either circumstance, we rely on staff to provide guidance on who are the key stakeholders from whom the project team should gather information. We then conduct a series of individual or group stakeholder interviews, to begin gathering details on participants' experience with using the current Little Elm code. Typically, these stakeholders include staff themselves, elected and appointed Town officials, members of the development community, and any other active neighborhood or community groups with an interest in the rewrite. Interview help us frame a clear understanding of how the existing code works (and doesn't work) in practice, and key issues and practical problems that need to be addressed by the new Unified Development Code.

2.2: DOCUMENT REVIEW

We will review all recommended background documents (with a particular focus on adopted plans and the current Development Code; the zoning map; administrative rules; examples of approved development permits, conditional approvals, and variances; and any other relevant plans, ordinances, and policies as identified by the Town) immediately upon initiation of the project, so that we have as much background context and understanding as possible when we begin meetings and interviews.

Our document review, combined with the information collected in meetings, interviews, and surveys, provides the basis upon which our initial Code Assessment rests. The review will help team members to identify key issues and opportunities in the code update project and allows us to propose options and alternatives in approaches to the code update for staff consideration prior to initiating drafting. We will conduct this review through the lens of our team's local and national experience, as well as staff input, focusing on cutting-edge practices and solutions that will better achieve Little Elm's plan objectives and land use goals. Our document review, combined with the information collected in meetings, interviews, and surveys, provides the basis on which the staff draft of the Code Assessment rests.

2.3: CODE ASSESSMENT – STAFF DRAFT

In our experience, the first step towards fixing a flawed ordinance is identifying its problems through a detailed, section-by-section analysis of the code. Based on our professional experience, and building on information contained in the RFP regarding issues with the current code, supplemented by information gathered during the project initiation tasks, Clarion will prepare a detailed assessment of the current zoning, platting, and sign ordinances. Generally, this analysis will address:

- The ordinances' effectiveness in implementing, and consistency with, the adopted Comprehensive Plan;
- Overall organization and user-friendliness;
- Alignment with local, state, and federal laws;
- Strengths and weaknesses of the existing ordinances related to specific topics;
- Options and alternatives for approaching issues identified in the code rewrite; and
- National best practices relevant to Little Elm.

One goal of the Code Assessment will be to identify links between plan goals and objectives and code sections that support them (both through the proposal of new sections where necessary, or amendments to existing sections).

The report will also address in detail how the current regulations respond to the project objectives listed in the RFP, such as creating simplified and flexible procedures, offering menus of options and incentives, and replacing subjective standards. The report will include an annotated outline of a new Unified Development Code for Little Elm that integrates the zoning, platting, and sign ordinances, and potentially other related ordinances.

The report will allow staff, elected and appointed officials, and the public an opportunity to review the overall structure of the proposed revisions before the actual drafting begins. The report will set out the proposed structure of the ordinance in detail, providing commentary explaining the purpose and scope of each new or amended provision and how it relates to the existing ordinance.

We believe this step is critical because it allows consideration of options and best practices; helps establish a proposed new structure for the new unified development code that meets the Town's objectives; and clarifies how old and new sections will work as a whole, and provides an early opportunity to make corrections or suggest other approaches before significant time and resources are spent on actual drafting.

The first draft of the Code Assessment report would be for internal staff review only. That review allows staff time to provide Clarion with substantive feedback and identify any factual errors or major issues that should be adjusted in the document prior to public review.

2.4: CODE ASSESSMENT – PUBLIC DRAFT

After Clarion revises the staff draft, based on one round of consolidated written comments from staff, a public draft will be released. We will convene meetings with Committees, Boards, Commissions, staff, and citizens as appropriate, to discuss the report and receive comments. We can determine with Town staff the best means for soliciting feedback on the Code Assessment, likely some combination of in-person and virtual meetings, and a posted document that allows reviewers to read and comment on their time. The general objective of these meetings will be to gain consensus on the general scope and parameters of the issues to be addressed in the drafting of the new ordinance and make any adjustments necessary based on comments and feedback received. In our experience, obtaining early consensus on issues contained in the Assessment report is a crucial step toward ensuring that the remainder of the process proceeds smoothly and effectively.

SUMMARY OF TASK 2:

Code Assessment

Consultant Team Responsibilities / Deliverables

- Conduct stakeholder interviews
- Review background documents (current code and plans) identified as relevant by staff
- Prepare staff draft of Code Assessment, submit for staff review and feedback

Town Staff Responsibilities

- Organize stakeholder interviews, participate in interviews as appropriate
- Provide most current copies of existing code, plans and other relevant background materials
- Provide feedback on staff draft version of Code Assessment report
- Collaborate to determine best methods for gathering feedback from interested groups and committees

SUMMARY OF TASK 2:**Code Assessment**

- Update Code Analysis to incorporate staff edits; prepare and distribute public draft of Assessment

Schedule

Complete within approximately four months of project kickoff

TASK 3. DRAFT NEW UNIFIED DEVELOPMENT CODE

3.1: STAFF DRAFTS

Based on the Assessment, Clarion will develop a new draft code that is user-friendly and includes the agreed-upon substantive new materials. The document will emphasize the use of graphics, tables, and charts to explain zoning and land use concepts. Areas that will benefit from illustrations will be noted (though actual illustrations may not be finalized until language is refined in later drafts). The draft will include commentary where necessary to explain changes from current practice and the rationale behind new provisions. The preliminary draft will be intended for discussion primarily among staff and the Clarion team.

Because a new code will likely include a substantial amount of new information, it would be difficult for any review body, or the public, to digest in a single meeting. Therefore, we recommend dividing the drafting process into four manageable installments as follows:

- **Installment 1: Zone Districts and Uses;**
- **Installment 2: Development Standards; and**
- **Installment 3: Administration and Procedures**
- **Installment 4: Signs**

We propose this as a logical order that often works in communities where Clarion has worked; however, the exact composition of the modules and schedule for the drafting can be determined in consultation with staff following the completion of the Code Assessment report.

Clarion will prepare a “staff draft” of each module, which will be sent first to the internal project team for review and comment. Each draft module will be accompanied by a cover memorandum that summarizes major new features in the drafts, significant changes from current provisions, and explanations of the new material. While staff is reviewing the first module, Clarion will begin drafting of the second installment, and so on. In this way, drafting and staff review proceeds in a relatively efficient process. Staff will consolidate and reconcile their comments on each installment and present them in written form to the Clarion team for discussion (this can be either an electronically or hand-written redlined copy, or in memo form, or both).

3.2: PUBLIC REVIEW DRAFTS

Based on staff comments, Clarion will produce a revised draft for wider, public distribution (again, in four manageable installments). The public review drafts will be refinements of the staff drafts. We will hold meetings with Committees, Boards, Commissions, and other bodies as appropriate, on each of the four sections of the discussion draft.

3.3: TESTING

Clarion recommends “testing” or modeling the standards to demonstrate how different proposed development standards would actually be implemented in various neighborhoods, corridors, commercial areas, and other parts of the Town. This would be done through the testing of proposed development standards on model site plans – ideally, plans of actual projects being proposed by local developers, or through projects recently approved by the Town. The testing of model site plans would enable Town staff and the community to better understand the practical implementation issues associated with proposed standards. Our team member Olsson will assist with the testing.

SUMMARY OF TASK 3: Draft of New Unified Development Code	
Consultant Team Responsibilities / Deliverables	Town Staff Responsibilities
<ul style="list-style-type: none">• Prepare staff drafts of the new Unified Development Code (in four installments)• Prepare public review drafts of the new Unified Development Code (in four installments)• Organize and facilitate testing of new standards	<ul style="list-style-type: none">• Review staff draft of code modules and provide consolidated written comments• Organize meetings for presentation/discussion of proposed UDC modules (including notices)
Schedule	
Complete within approximately 16 months	

TASK 4. UNIFIED DEVELOPMENT CODE ADOPTION

4.1: CONSOLIDATED ADOPTION DRAFT

Based on comments received from stakeholders, we will revise the public review drafts to create a final, consolidated draft of the new ordinance (in Microsoft Word format) to be carried forward into the adoption process. The adoption draft will include final versions of all illustrations, accompanied by a folder with digital originals of all graphics/illustration files in their original format (typically .png files) to enable staff to edit and maintain the files as code changes are implemented over time. We would also prepare a final cover memorandum in a format that allows for comparisons between the current and proposed ordinance, summarizing all major changes. The RFP notes that the UDC development should include “associated technical manuals.” Our proposal includes the development of a short “user’s guide” to help explain the operation of the code and also the submittal requirements for each application type, along with any fee schedules or timetables for review. Our proposal does not include the development of technical engineering requirements or specifications. If necessary, we could bring in the relevant expertise from our partners at Olson to help develop such materials.

4.2: PUBLIC HEARINGS AND WORKSHOPS

Clarion will provide support, in the form of materials or presentation assistance, during the code adoption process. Key Clarion team members would be available for attendance at public workshops and/or hearings on the new ordinance before the various review boards and Town Council. The budget would include a set figure for such attendance, and Clarion would be available to attend additional meetings on a time-and-expenses basis.

4.3: FINAL UNIFIED DEVELOPMENT CODE

Based on direction from staff, we will revise the adoption draft to create the final adopted draft of the new code. The Town will receive a Microsoft Word version of the final code, suitable for publication on Municode, along with a bookmarked and searchable .pdf version that can be posted to the Town’s website.

4.4: SUPPLEMENTAL PUBLIC ENGAGEMENT

As the project progresses, Clarion will work with Town staff to determine more specific approaches to implement the engagement events described in the Public Participation Plan. Our shared understanding is that adjustments and changes may be needed to the initially suggested frequency and type of public engagement events that will be conducted throughout the lifetime of the project.

4.5: (OPTIONAL) USER IMPLEMENTATION GUIDE

Towards the completion of the project, staff may choose to include a User Implementation Guide that explains the organization and key provisions of the zoning ordinance. Since the Implementation Guide is not part of the adopted zoning ordinance, it is intended to be updated in the future without public hearings and re-codification. The Guide can function as either a replacement to, or companion document to, the existing, Development Application Handbook and will include, at a minimum, details about the following:

Exhibit A

- An introduction including “how to use” the new zoning ordinance
- Key contact information for various City departments
- Explanation of key zoning ordinance tables, such as allowed uses, parking, and procedures
- Description of the various development review procedures, including:
 - Application review responsibilities
 - Timelines and schedules
 - External referral procedures
 - Public notice procedures and specifications
 - Examples of required materials (e.g., site plans, building elevations, public notices)
- Application fee schedules (to be provided by City)
- Fines for zoning ordinance violations (to be provided by City)

SUMMARY OF TASK 4:

Unified Development Code Adoption and Implementation

Consultant Team Responsibilities / Deliverables

- Prepare final Unified Development Code versions for Municode and Town website
- Public engagement events as determined in collaboration with staff
- Prepare adoption draft of the new Unified Development Code (one consolidated document)
- Participation in public hearings and public workshops
- Prepare User’s Implementation Guide for use by staff and the public

Town Staff Responsibilities

- Organize presentation and adoption meetings and hearings (including notices)
- Advise on type (virtual, or in-person) and extent of public engagement events necessary to support information-sharing about and adoption of final code
- Provide feedback on User’s Implementation Guide content and drafts

Schedule

To be determined by Town and Consultant

PROPOSED TIMELINE

Based on our experience, we believe a two-year engagement period resulting in adoption is realistic for the proposed scope of work (though the actual adoption date depends on political factors and thus can be somewhat unpredictable). We outlined a process in this proposal that we believe works and that results in a draft code that has been through numerous public meetings within approximately 20 months, which then would move into the final adoption process (which often we find can be a formality if prior meetings have been well-attended, informative, and productive). We are happy to further discuss alternatives with you at the discretion of staff and/or the evaluation committee. We summarized our proposed schedule in the table below (though the actual dates will need to be adjusted to reflect actual project start date).

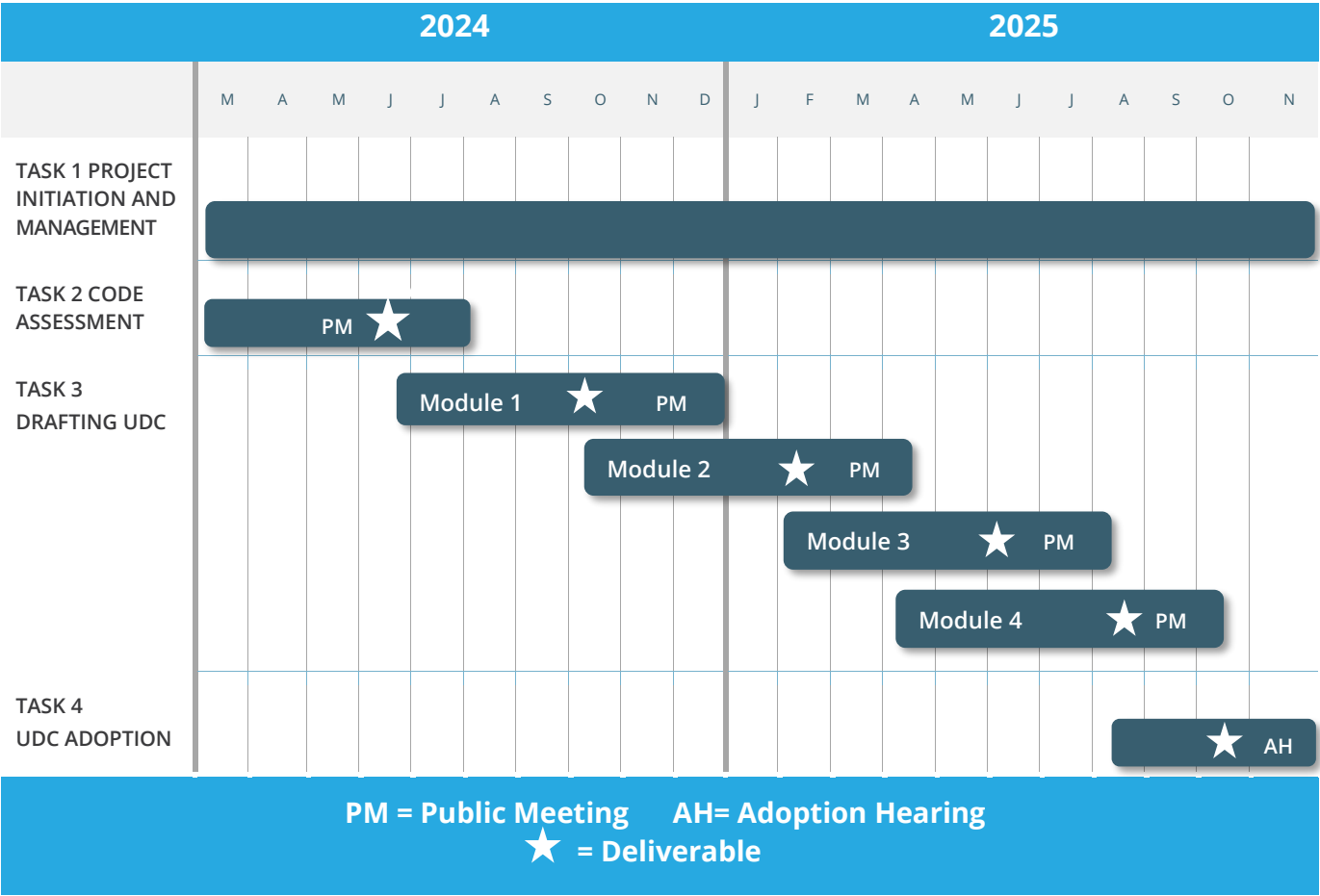


Exhibit B

Little Elm, Texas - Unified Development Code - 4/8/2024

		Clarion Associates			Olsson		
		Goebel	Sr Assoc	Associate	Graphics/ Support	TOTAL	
	Hourly Rate	\$225	\$115	\$90	\$100		
Task 1: Project Initiation and Management							
1.1	Initial Project Meetings <i>(including trip)</i>	12	12	0	0	\$4,080	
1.2	Public Participation Plan	8	8	0	10	\$3,720	
1.3	Ongoing project management	60	20	0	0	\$15,800	
	Hours	80	40	0	10	130	
	Labor Costs	\$18,000	\$4,600	\$0	\$1,000	\$5,000	\$28,600
	Number of Trips	1	1				
	Trip Costs	\$1,000	\$850				\$1,850
	Task Total						\$30,450
Task 2: Code Assessment							
2.1	Stakeholder Interviews <i>(combined on trip with 1.1 meetings)</i>	24	24	0	0		\$8,160
2.2	Document Review	12	20	8	0		\$5,720
2.3	Code Assessment - Staff Draft	40	60	20	8		\$18,500
2.4	Code Assessment - Public Draft <i>(including trip)</i>	32	32	4	8		\$12,040
	Hours	108	136	32	16		292
	Labor Costs	\$24,300	\$15,640	\$2,880	\$1,600	\$5,000	\$49,420
	Number of Trips	1	1				
	Trip Costs	\$1,000	\$850				\$1,850
	Task Total						\$51,270
Task 3. Draft New Unified Development Code							
3.1	Staff Drafts						
	1 - Zone districts and uses	40	40	80	80		\$28,800
	2 - Development and design standards	40	60	80	60		\$29,100
	3 - Administration and procedures	40	40	60	10		\$20,000
	4 - Signs and special topics	30	40	20	10		\$14,150
3.2	Public Review Drafts						
	1 - Zone districts and uses <i>(including trip)</i>	40	60	20	16		\$19,300
	2 - Development and design standards <i>(including trip)</i>	50	60	40	16		\$23,350
	3 - Administration and procedures <i>(including trip)</i>	40	40	4	4		\$14,360
	4 - Signs and special topics <i>(including trip)</i>	30	30	4	4		\$10,960
3.3	Testing	20	40	60	40		\$18,500
	Hours	330	410	368	240		1,348
	Labor Costs	\$74,250	\$47,150	\$33,120	\$24,000	\$5,000	\$183,520
	Number of Trips	4	4	1			
	Trip Costs	\$4,000	\$3,400	\$850			\$8,250
	Task Total						\$191,770
Task 4. UDC Adoption							
4.1	Consolidated Adoption Draft	8	32	4	20		\$7,840
4.2	Public Hearings and Workshops	32	20	0			\$9,500
4.3	Final Unified Development Code	4	16	4			\$3,100
4.4	Supplemental Public Engagement	4	20			\$15,000	\$18,200
	Hours	48	88	8	20		164
	Labor Costs	\$10,800	\$10,120	\$720	\$2,000	\$15,000	\$38,640
	Number of Trips	2	1				
	Trip Costs	\$2,020	\$850				\$2,870
	Task Total						\$41,510
TOTAL							\$315,000
Option: 4.5: User Implementation Guide <i>(not included in base scope)</i>							\$10,000