

Scope of Services

Norman I-35 Frontage Roads Study

Version 3 - March 5, 2008

Study Purpose

The purpose of the Norman I-35 Frontage Roads Study is to develop a report that supports the evaluation of the trade-offs between one-way and improved two-way frontage roads as they relate to the project study area and the key study analysis components.

The project study area is generally bounded by Tecumseh Road Interchange to the north, Main Street Interchange to the south, 36th Avenue to the west and 24th Avenue to the east, as shown in the exhibit.

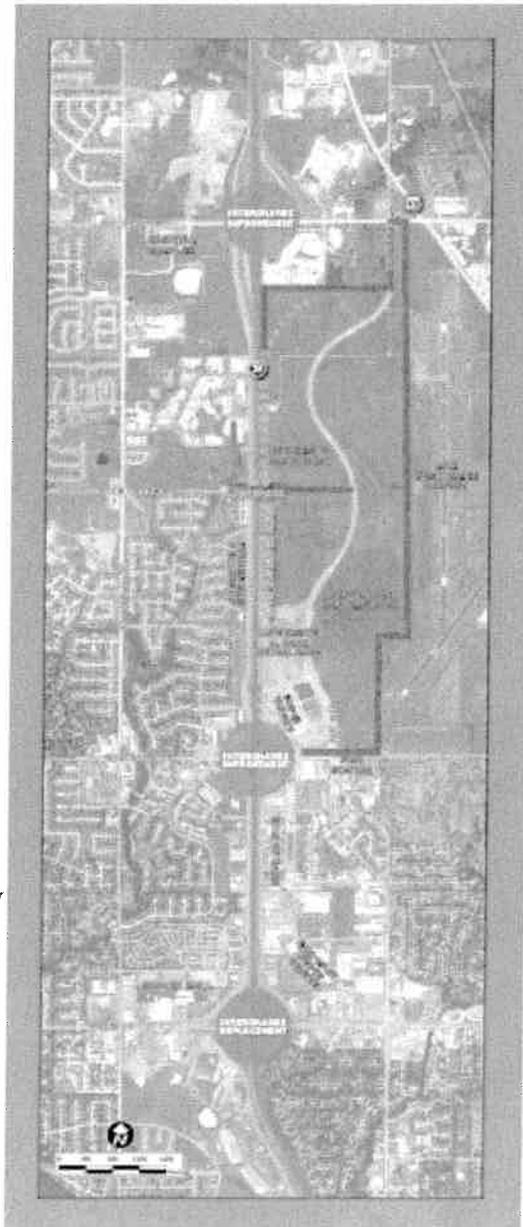
General Approach

The general approach to the study is to evaluate the one-way and improved two-way frontage roads in the study area. The first two study components will be performed by the HNTB Team. The five study components are:

- Stakeholders – HNTB
- Economic - HNTB/DS
- Land Use – Not Part of Study
- Transportation – ODOT under separate study
- Roadway – ODOT under separate study

Development Strategies (DS) will be responsible for the economic analysis and HNTB will be responsible for the Stakeholder task. HNTB will have overall responsibility for the study.

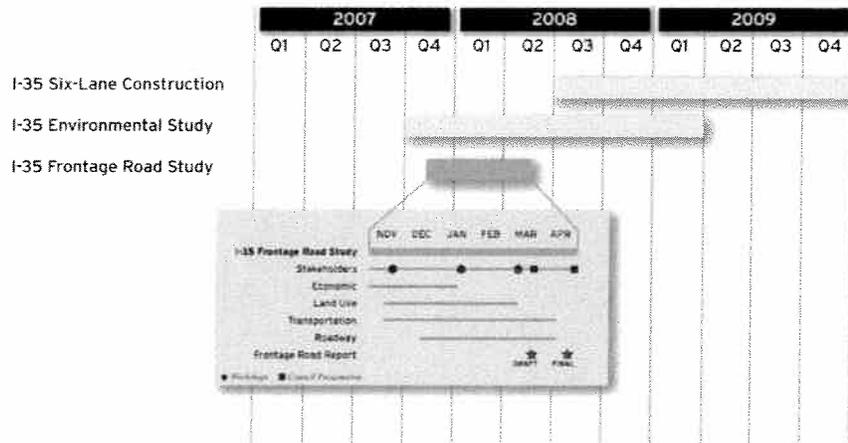
Study Area



Schedule

The schedule for the study is based on a 4-month schedule. The schedule shown below provides a general framework for the work tasks.

Generalized Schedule



Deliverables

The deliverable for the project is an I-35 Frontage Road Report that includes the economic impact of converting frontage roads, regional/national research on conversion of frontage roads and a summary of the public involvement activities.

Scope of Services

Task 1 – Project Initiation

1.1 Regional / National Frontage Road Research

Research on regional and national frontage road projects that have been converted from two-way to one-way and vice versa will be performed. The research will be performed on the internet and by contacting regional department of transportations. Results of the research will be included in the report.

1.2 Data Collection and Review

The City will provide the following data to be used in the economic analysis and charrettes. The consultant will not collect any data on their own.

The City and ODOT will provide HNTB with all known and relevant data including, but not limited, to the following within 15 days of Notice to Proceed:

- **Mapping:** Digital aerial photography (latest available) will be provided by the City to HNTB to be used in developing the land use plan, development of concepts and report exhibits.
- **Development Plans** – Development plan (applications for rezoning, subdivision, other development activities) and traffic impact studies will be collected by the City and provided to HNTB.
- **Land Use Plans** – City of Norman and Cleveland County will provide all existing land use/master plans.
- **Building Permit Information** – City of Norman and Cleveland County will provide corridor building permit data for the past 10 years.

Task 2 – Stakeholders

2.1 Communication Plan

Working with the City of Norman and ODOT, HNTB will develop a communication plan and protocols for the project, including communication plan goals, approval processes for materials, media contacts and key responsibilities.

2.2 Charrettes

Plan and execute two 1-day charrettes to accomplish the following tasks: (Charrette 1) community input, data collection and development of alternatives, and (Charrette 2) input on recommendation of the preferred alternative. Includes identification of participants, meeting arrangements, exhibit and presentation development, invitations, facilitation and meeting and outcome documentation. Each charrette will include the following components:

- *Frontage Road Task Force:* All charrettes will begin with work sessions with the Frontage Road Task Force to achieve specific Charrette goals via hands-on exercises and facilitated discussions.
- *Public Open House:* Following Frontage Road Task Force meetings, there will be a public open house to allow neighbors, elected officials and other stakeholders an opportunity to review the information and ideas generated by the Frontage Road Task Force and to provide additional input.
- *Client Web Site Postings:* The consultant will make printed materials in pdf format including meeting summaries and press releases available to clients for posting on their proprietary web sites.
- *Media Releases:* Prepare media publicizing the public open house meetings for each charrette.
- *Invitation Postcards:* Prepare and mail public open house invitation post cards to the project database and include information on how to access on-line surveys.

2.3 Project Database

- *Client/Consultant Identified Parties:* Establish a project database. The database will include contact information for elected officials, and stakeholders, as identified in the public involvement plan, residents and businesses in and adjacent to neighbors in the study corridor (provided by the City of Norman) as well as those members of the public participating in the project plan via meetings, letters, phone calls and/or the internet. The database will be structured will appropriate sorts and queries, and will be the property of the client.

- *The City will provide the consultant a mailing list in electronic format of property owners within 350 feet of the frontage roads.*

2.4 Documentation

Assist with editing and development of final report to include Stakeholder Involvement activities and feedback.

2.5 Coordination

Participate in team meetings and client meetings. Perform quality control and assurance activities related to the Stakeholder Involvement.

2.6 Charrette Participation

The Project Manager and land use specialist will attend and participate in each of the two planned charrettes.

Task 3 – Economic

3.1 Case Studies

There has been almost no published research on the economic effects of one-way vs. two-way frontage roads. City of Norman is asking a question that must be answered, therefore, with a degree of original research. The case study approach will compare land uses and land values in a half dozen locations that share similar characteristics to the City of Norman situation. Half of the case studies, however, will feature one-way frontage roads while half will feature two-way frontage roads (if this many can be identified—one-way systems are far more common).

The goal will be to isolate circumstances that favor certain kinds of commercial development over others under the two scenarios. This will lead to preliminary conclusions about the expectations for the I-35 network in City of Norman—whether land use changes might be expected if the system is changed and the potential economic significance of such changes on property owners and businesses.

Deliverable: Interim report for discussion comparing and contrasting the economic development advantages and disadvantages of one-way and two-way frontage road systems.

3.2 Market Analysis

Also affecting the economics of development in the City of Norman corridor will be the rate of economic development that can be expected. The economic and demographic forces and trends in the entire Oklahoma City metro area will be evaluated to identify key sectors where growth is expected and under what circumstances these sectors might be attracted to City of Norman over time. Such growth may independently affect the land use changes along the I-35 frontage roads, but specific land use opportunities may be more appropriate under different directional scenarios.

The research will reveal the growth pressures that are likely to affect the subject corridor. Indeed, some pressures are already apparent, such as growth in the medical services sector, in retail trade, and lodging/conferencing. Such pressures are likely to affect land values which, in turn, will affect the kinds of land uses that would be most appropriate for the corridor. These potential uses will be compared to the results of the case studies to identify commonalities and important differences.

Deliverable: "First Directions" observations on the position and role of the frontage road system in support of the local and regional economy.

3.3 SWOT Analysis

Drawing from the comparison of the corridor to the case study findings and from the economic development projections, the corridor will be evaluated as to its economic strengths, weaknesses, opportunities, and threats (SWOT).

- Strengths are location characteristics which enable the corridor to grow and on which growth will be primarily based. Examples can include high visibility to highway traffic, a high quality road network supporting the frontage system, or above average population and labor force expansion.
- Weaknesses are location characteristics which inhibit growth and positive change and which are inappropriate for certain types of land uses. Examples can include very difficult maneuverability around highway interchanges that inhibit traffic flow, slow or negative population growth, or the presence of sensitive environmental conditions. Weaknesses can sometimes be converted to strengths or can be at least corrected with concerted action.
- Opportunities are those location characteristics which best match growth sectors of the economy and, therefore, should either be marketed the most or will be most attractive to natural market forces. Examples can include the need for additional retail stores to accommodate population growth or expanding local employers needing additional real estate and highway accessibility.

- Threats are characteristics or outside factors over which the community has little or no control that can possibly jeopardize growth and positive change but for which contingency planning should be made. Examples can include state policy changes to tax laws or highway accessibility, or even climatic conditions that can destroy property.

Deliverable: Economic SWOTs will be first drafted by the consulting team and shared with the client for modifications, additions, and subtractions. The SWOTs will be presented in a matrix format to make linkages between each SWOT (e.g., strengths compared to certain weaknesses). Preliminary suggestions for action strategies will conclude the SWOT analysis.

3.4 Land Capacity Analysis

Regional and local economic growth projections based on the case studies and market analysis will be combined with the SWOT analysis to project possible economic development scenarios for the corridor within both one-way and two-way frontage road networks over time. These scenarios will be converted to land requirements to satisfy the economic potentials. Land requirements will, in turn, be based on City of Norman's land development regulations and on typical development densities (e.g., floor area per land acre) for specific uses in circumstances similar to the I-35 corridor.

There is, of course, a major planned development in the subject corridor within part of the tax increment financing district. The land capacity analysis will evaluate the development already planned for this area as part of the overall economic development scenarios. Moreover, there is much development already existing in the corridor. The economic projections and land capacity analysis will consider whether some of the existing land uses may become effectively obsolete as change continues to occur in the corridor, thus suggesting some sites for redevelopment to more profitable ventures.

Deliverable: Table of probable land needs to accommodate growth scenarios that will be incorporated into the separate land use model.

3.5 Fiscal Impact

Economic growth is accompanied by expansion of the local tax base. The growth scenarios projected for the land capacity analysis will be translated to likely tax revenues for City of Norman and other relevant taxing jurisdictions (e.g., school system) based on present methods for determining taxes. A preliminary projection of incremental improvements in tax revenues will allow for policy discussions regarding use of some of those increments to support public capital improvements to achieve the most desired outcome in corridor development.

The existing tax increment financing district in the corridor will be taken into consideration in this analysis. It will be very important to estimate how much of the projected development for the entire corridor can and should be directed to the current TIF district

and how much might be better accommodated on other land or redevelopment sites as a result of an improved frontage road system.

3.6 Charrette Participation

The Economic discipline leader will prepare, attend and document each of the three planned charrettes.

Task 4 – Land Use

This task has been eliminated from the scope of services.

Task 5 – Transportation

This task has been eliminated from the scope of services.

Task 6 – Roadways

This task has been eliminated from the scope of services.

Task 7 – Documentation

7.1 Evaluation Matrix

Not included in this scope.

7.2 Frontage Road Report

Prepare a report that summarizes the economic and stakeholder tasks.

One draft electronic .pdf version will also be provided. No hardcopies will be provided.

The client will provide a single comment document based on the collective review of the draft report. The consultant team will review comments and provide a written response to each comment on how it will be addressed in the final report. The response to comments will then be reviewed by the City and ODOT for final comments. The consultant team will then make final revisions to the report.

One final electronic .pdf version will also be provided. No hardcopies will be provided.

Task 8 – Project Management

The HNTB project manager will assure that the diverse efforts of the consultant team will be coordinated and comprehensive. HNTB will ensure that the study progresses expeditiously and its conclusions are sound. HNTB's project manager will coordinate all project related activities with the City of Norman's project manager.

8.1. Project Progress Meetings

The Consultant will prepare for and attend two project progress meetings that coincide with the Charrettes. The project meetings will be with the City and ODOT to update them on project progress prior to each charrette. The Consultant will prepare and distribute meeting minutes within one week of the meeting. In addition, the HNTB Team will meet internally to discuss project related issues.

8.2 Administration and Cost Control

HNTB will prepare and administer project and cost controls as follows:

- HNTB will administer project contracts and subcontracts and will coordinate with the City of Norman and the project team.
- HNTB will establish and maintain a project cost control system to process and track project costs, including implementation and coordination of financial reporting requirements and formats, reporting policies and guidelines, and invoicing and payment of project costs.
- HNTB will prepare monthly progress reports that include narrative descriptions, financial reports, expenditures, and progress bar charts indicating the overall percent of project completion as well as the percent completion of individual tasks.
- HNTB will prepare invoicing and payment requests and number submittals sequentially. HNTB will attach a copy of the progress report and bar chart to each invoice to support the calculation of overall percentage of the contract completed to date.

8.3 Quality Assurance/Quality Control Plan

HNTB will develop a quality control plan for the project and assign a quality control manager. The duties of the quality control manager will be to meet the requirements of the project quality control plan and assure accurate and timely submittal of information to the City.