



EXHIBIT A

Norman (OK) Comprehensive Plan Scope of Work

This scope assumes that the City of Norman staff members are close collaborators with the MIG Team, contributing to strategy, providing logistics support, public relations and outreach, and partaking in other tasks in a strong, substantive manner throughout the planning process.

PHASE 1: Existing Conditions, Visioning, Goals, and Objectives

Task 1.1: Finalize Scope, Budget, and Schedule

Lead: MIG

The MIG Team will work with the client team to refine the preliminary scope of work, schedule and budget. A final scope of work and budget will be included as exhibits to the Prime Services Agreement. Telephone and email communications related to this task will likely include:

- Identification of information needs and method for data transfer
- Discussion of initial public engagement strategy
- Discussion about future meeting agendas and future meeting dates
- Steering Committee coordination and next steps
- Identification of roles and responsibilities (staff, steering committee, technical sources, planning commission, etc.)
- Preliminary identification of stakeholders

Task 1.2: Data Collection and Review

Lead: FN/MIG

MIG will provide the City with a formal data request for background documents, fiscal information, GIS data, etc. the MIG Team will review data provided and work with City staff to fill gaps. The team will use provided data and Information as the basis for the development of the Comprehensive Plan Update.

Freese & Nichols (FN) will work with City staff to review relevant directions and capacity constraints identified in existing plans with the objective of identifying potential limitations to redevelopment based upon condition and/or capacity of existing transportation and utility infrastructure:

Task 1.3: Steering Committee #1

Lead: MIG

Shortly after the Steering Committee is formed, MIG and City Staff will meet with the group to discuss the Comprehensive Plan process, expectations, roles, and responsibilities. This also includes a review and discussion regarding the approach to the public participation process. MIG will lead the group in a brainstorm of initial community priorities including issues and concerns, identify the top concerns the Plan should address, and assign initial research tasks. We envision that the Steering Committee will help review the text of the Plan throughout the planning process. It is understood that City staff will take the lead role organizing the Comprehensive Plan Steering Committee (SC) with input from the MIG Team. The SC will include approximately 30 members. MIG and FN will assist City staff by developing expectations and meeting procedures to ensure the committee stays informed and engaged throughout the process.

Task 1.4: Base Mapping and Analysis

Lead: MIG/FN

Using GIS data provided by City staff, the MIG Team will develop a set of base maps that will provide the foundation for more detailed analysis and recommendations in subsequent tasks. This portfolio of approximately 6-8 existing conditions base maps will include built and open space, land use, pedestrian environment, circulation, and infrastructure. The maps will be sent to City staff in electronic format for one round of review and refinement.

Task 1.5: Land Use Inventory

Lead: FN

For this effort, we propose that the team recruits, trains and deploys a team of students that will be supervised by a professor partner at the University and a member of our local team. The land use inventory will be guided by a vetted



methodology and categorization system and then converted to a new GIS layer, which will be transmitted to the City in ArcGIS format. The land use survey will inform the baseline potential growth scenarios.

In addition to guiding the Land Use Inventory, the MIG team will:

- Analyze existing land uses and development patterns including pending development and redevelopment
- Evaluate the existing Land Use Section of the Municipal Code
- Analyze vacant lands and potential "Areas Subject to Change", Catalytic/Infill Change Areas
- Identify potential corridors and centers for connecting neighborhoods.

Task 1.6: Economic and Demographic Framework

Lead: EPS

EPS will lead the MIG Team in developing a comprehensive economic and demographic framework for the City. This framework will summarize population, housing, demographic, economic, and real estate development trends to set the baseline understanding of existing conditions for the City from which additional analysis and policy can be developed. Using the latest available and most relevant data, EPS will generate a summary report of existing conditions. This analysis will help inform the tasks completed within other major plan elements specifically the housing and economic development/redevelopment components. Lastly, a forecast of population and employment within Norman will be developed (or existing forecasts will be augmented as needed) to better understand future land demand for the City to ensure the impending land use plan and plan policies address issues related to land availability and supply.

Task 1.7: Review of Relevant Plans and Studies

Lead: FN/MIG/EPS

The MIG Team will analyze existing City plans, reports, regulations, and studies, and collect and analyze additional key data. We will review all information pertinent to the Comprehensive Plan (existing and planned land uses, demographic trends, employment and economic characteristics, amenities, civic and cultural resources, community facilities and services, and development trends).

EPS will review and evaluate the 2014 Retail Market Analysis Study and the 2015 Housing Market Analysis with specific reference to future opportunities. Additional analysis will be conducted as necessary to translate retail and housing potentials into demand for development by product type and redevelopment opportunities and locations.

Task 1.8: Community Profile Infographic and Summary Report

Lead: FN/EPS/MIG

Based on our review and analysis, City tour, and input, we will create a comprehensive inventory of existing conditions, outline the community vision, and identify potential gaps between the two. This will contain an overview of current and future physical, economic and social opportunities and challenges. This body of work – the Norman Inventory – will be the basis of the Scenario Planning first addressed by the Steering Committee, and then used throughout the process. Rather than create a 100+ page document that very few people review, the MIG Team will develop a tabloid-size infographic highlighting the most important data and findings from the above tasks. A shorter and more concise existing conditions summary document will be created and organized in a manner that the majority of the document text can be utilized in the Comprehensive Plan Update. The expected length of the summary is approximately 20-25 pages.

Task 1.9: Community Workshop #1

Lead: MIG

MIG and FN will prepare materials for and facilitate a large Community Workshop with the primary purpose of presenting a user-friendly snapshot of existing conditions, discussing trends and opportunities, and listening to the community about the vision and values moving forward. Other agenda items include a project purpose and schedule overview.



Task 1.10: Preliminary Vision and Values

Lead: FN/MIG

Based upon the input received at the Steering Committee Meetings and the initial Community Workshop, the MIG Team will develop a draft vision and set of values for the community. These will be tested with staff, the Steering Committee and the broader community throughout the remainder of Phase 1. The preliminary vision and values will be presented in a memo brief format for initial discussion and then will be "finalized" as a graphically pleasing one-pager for use in documents and presentations.

Task 1.11: Overarching Goals

Lead: FN

Based upon data and document review, MIG Team analysis and input from stakeholders and the community, FN will lead the MIG Team in crafting a draft set of overarching goals for the Comprehensive Plan Update and the City of Norman for the next 20 years. An objective of this task is to create a very concise set of overarching goals that have relatively broad support and guide multiple elements of the Comprehensive Plan. While some plans articulate a large set of goals for each plan element, the MIG Team has found great success in crafting a manageable set of goals for the community that are then addressed in many, if not all, of the plan elements. The overarching goals will be prepared and presented in PowerPoint presentation format and revised in a memo brief.

Task 1.12: Steering Committee #2

Lead: MIG

At least one member of the MIG Team will facilitate a second meeting with the Steering Committee. The meeting purpose will include discussing the preliminary draft vision and goals framework, and collecting comments on the key findings from Phase 1 to this point. The meeting will also be used to take a deep dive into each of the three major topics and work with committee members to make any necessary adjustments in order to get broad buy-in and develop the overarching framework for the plan elements moving forward. The MIG Team will develop a meeting agenda, PowerPoint presentation, any necessary handouts and a meeting summary.

Task 1.13: Base Growth Concept Development

Lead: FN/MIG/EPS

The MIG Team will work to establish a base growth concept that assumes "business as usual" with regards to market conditions, existing policies and growth trends. The purpose of the base growth concept will be to demonstrate how Norman is expected to grow and evolve without any direction from the current Comprehensive Plan Update process. MIG will identify and quantify existing place types. The base growth concept will be used for comparison with proposed scenarios and to educate stakeholders and the community about the change that is likely to happen without guidance and direction. A major element of this task is determining areas of change and areas of stability. These determined areas will be used to guide the alternative scenarios in Phase 2.

Task 1.14: Element Specific Goals and Objectives

Lead: FN/MIG/EPS

The MIG Team will develop a preliminary set of goals and objectives for each of the plan elements. It is expected that three to six high-level goals will be identified for each plan element and then between two and four objectives for each of the goals. The initial draft element-specific goals and objectives will be presented in a summary memo. City staff will provide a single set of consolidated comments reflecting input from staff and the Steering Committee. The MIG Team will make a single round of revisions to the goals and objectives for each element during the planning process and will make one additional round of edits when composing the Draft Plan.

Task 1.15: Steering Committee Meeting #3

Lead: MIG

The MIG Team will organize and facilitate a third Steering Committee Meeting to begin reviewing, vetting and informing the base growth concept and element-specific goals and objectives. The meeting will be used to introduce the preliminary goals and objectives and provide direction for more detailed commenting and direction. The MIG Team will develop a meeting agenda, PowerPoint presentation, any necessary handouts and a meeting summary.

Task 1.16: Element Expert Coordination

Lead: FN/MIG

The MIG Team and City Staff will coordinate to identify and engage appropriate topic area experts from within the Norman community or the region if necessary. The Element Experts will be briefed and then invited to a Steering



Committee meeting to provide further input and feedback specific to a particular technical area of expertise.

Task 1.17: Planning Commission / City Council Briefing

Lead: FN/MIG

The MIG Team will review the planning process and preliminary data findings, identify Commissioner's and Council's issues and concerns, and what is working / not working in the City currently. We will also review how planning decisions are made today and how the Commission and Council desires to use the Plan in the future. The Team will provide an update on the planning process as well.

Task 1.18: Project Website Development and Maintenance

Lead: MIG

MIG will create and host a stand-alone website for the project using MIG's suite of web-based tools, TownSquare™. The website will contain current information on the status of the project, downloadable documents and presentations, and a method to send information and input to appropriate project staff. The website will also include a moderated blog and options for an online survey. We will provide reporting of site statistics and network performance as requested. The website will be used throughout the process or longer as needed and mutually agreed to.

Task 1.19: Online Survey #1

Lead: MIG

The MIG Team will design and deploy the first of two online surveys that can also be used at community workshops and intercept events. The surveys will be used to test key elements of the emerging vision and values, explore existing and desired neighborhood types, and gather community feedback to inform the evaluation of growth scenarios.

Task 1.20: Phase I Coordination

Lead: MIG

MIG will manage its subconsultants assembled for this important project. This will include providing direction to subconsultants and QA/QC of draft and final work products. It will also include processing subconsultant invoices and preparing monthly invoices for the City of Norman. This task will also include ongoing coordination with the City throughout this phase of the project. The MIG Team will participate in regularly scheduled weekly/bi-weekly meetings with the Project Management Team throughout the entire project. The meetings will generally be conducted by telephone conference call or WebEx, but some meetings will be conducted in person in Norman as well.

PHASE 2: Build Out Scenarios, Evaluation, and Element Recommendations

Task 2.1: Steering Committee Meeting #4

Lead: MIG

The MIG Team will organize and facilitate a fourth Steering Committee Meeting to begin discussing new place types and potential growth scenarios moving forward. The meeting will be used to take a deeper dive into existing place types and what gaps exist in development patterns and placemaking. A particular emphasis will be on market demand and socioeconomic changes expected over time. The MIG Team will develop a meeting agenda, PowerPoint presentation, any necessary handouts and a meeting summary.

Task 2.2: Place Types Development

Lead: MIG/EPs

The MIG Team will propose, test and refine a set of center, corridor and neighborhood place types that build upon the assets present in Norman and help to articulate the vision for each as they continue to grow and evolve. The neighborhood, center and corridor types should be developed around some type of organizing element or determinant. We will have worked with the Steering Committee and Planning Commission/City Council to identify determinants of city form at the neighborhood scale in Norman.

Define a Complete Neighborhood: Throughout the planning process, participants will discuss elements and amenities that are missing in older and newer neighborhoods and centers. These missing elements and amenities typically include sidewalks, lighting, drainage, access to healthy foods, access to parks and/or trails, sidewalks, access to transit, etc. While it is unlikely that any one neighborhood or center can provide all of the desired elements and amenities, there is a threshold of elements necessary for a



neighborhood or center to be complete. MIG will propose, test and refine a set of elements and amenities that are desired in all neighborhoods and centers to ensure that they support community, health, livability and sustainability.

Typologies for Existing and Emerging Centers and Corridors: The MIG Team will propose, test and refine a set of center and corridor types that build upon the assets present in the existing centers and corridors and help to articulate the vision for each as they continue to grow and evolve. It is expected that an aspect of the center and corridor typology discussion will include identifying the stage of development of each center and a corresponding set of tools that may include policy changes, infrastructure investment, and/or various incentives and partnerships.

Neighborhoods and Other Smaller Scale Centers: The neighborhood, center and corridor types should be developed around some type of organizing element or determinant. Therefore, the first step of further defining neighborhood types is analyzing determinants of city form at the neighborhood scale in Norman. The legibility of existing neighborhoods in Norman varies significantly, largely due to the significant differences in and presence of neighborhood centers and places for residents to walk and bike to on nights and weekends for daily goods, services and entertainment.

There are four major determinants of neighborhood form in Norman and they include: 1) land use; 2) mobility; 3) natural topography and other natural features; and 4) sustainability. MIG is building on mapping that was completed for the existing conditions analysis to further understand and illustrate the manner in which these various determinants are distributed in Norman and the extent to which they do or do not shape the existing landscape.

Definition of Neighborhood Types: Based upon a set of determinants (likely some combination of 1) land use; 2) mobility; 3) natural topography and other natural features; and 4) sustainability), a set of neighborhood types will be defined and illustrated. Examples include: main street neighborhoods, mixed use centers, traditional transit-oriented development (TOD), trail-oriented development, clustered development, etc.

Application of Neighborhood Types: Based upon mapping and analysis, the MIG Team will work with City staff to classify existing neighborhoods and identify which neighborhood types are most appropriate and desirable for Areas of Change. The intent is not to necessarily develop a single recommended type for each specific geography, but rather to identify one or more neighborhood types that are appropriate to inform the vision, associated policies related to urban form and implementation strategies required for each.

Task 2.3: Steering Committee Meeting #5

Lead: MIG

The MIG Team will organize and facilitate a fifth Steering Committee Meeting to discuss proposed place types, growth scenarios and the implications for various plan elements. The group will revisit the goals and objectives for the overall community and each element to begin guiding decision making about growth, places and keeping Norman competitive moving forward. The MIG Team will develop a meeting agenda, PowerPoint presentation, any necessary handouts and a meeting summary.

Task 2.4: Element Expert Coordination

Lead: FN

The MIG Team and City Staff will continue to coordinate to identify and engage appropriate topic area experts from within the Norman community. The Element Experts will be briefed on progress and then invited to a Steering Committee meeting to provide further input and feedback specific to a particular technical area of expertise.

Task 2.5: Planning Commission/City Council Briefing

Lead: FN/MIG

The MIG Team will brief the PC/CC on place types and growth scenario development, as well as feedback from the Steering Committee, Element Experts and other stakeholders.



Task 2.6: Intercept Event #1

Lead: FN/MIG

The MIG Team will assist City staff to organize and facilitate an interactive community event that 'intercepts' people as they go about their daily lives. The intention is to engage and educate residents, employers, and visitors. The MIG Team will work closely with City staff to identify an appropriate community event or "hot spot" location to set up a table and/or tent with maps, posters and other materials to increase awareness of the project, promote future outreach events and gather high level input.

Task 2.7: Build Out Scenario Development

Lead: FN/MIG

The MIG Team will use the place types and inputs from throughout Phases 1 and 2 of the project to develop two to three alternative build out scenarios in addition to the base scenario developed in Phase 1 of the planning process. The scenarios will explore strategic alternatives based on fiscal, environmental and other impacts of land use as well as varying applications of place types to the areas of stability and areas of change base map created in Phase 1. The scenarios will be represented in map and tabular formats.

Task 2.8: Element Evaluation Matrix

Lead: MIG/FN/EPS

Using the goals and objectives for each of the elements developed in Task 1.18, the MIG Team will develop an evaluation matrix to evaluate the various build out scenarios. The matrix will apply quantitative and qualitative criteria to each of the scenarios with weighting applied if necessary.

Task 2.9: Fiscal Evaluations

Lead: EPS

EPS, based on guidance from the City in terms of outcomes and level of effort desired, will develop an approach to measure and address the impacts of future growth scenarios. The first step in this process is to develop a high level fiscal evaluation tool model for evaluating alternatives and to better understand the implementation opportunities and challenges related to the major plan recommendations. The goal is to identify the pressing economic and fiscal issues that must be considered within the plan and to best assess how the future land use plan will impact the economic, community and fiscal health of the community.

Task 2.10 Steering Committee Meeting #6

Lead: MIG

The MIG Team will organize and facilitate a sixth Steering Committee Meeting to review and provide feedback on the alternative growth concepts and evaluation completed to date. The meeting will be used to detail each scenario, the evaluation matrix, cost benefit and ROI associated with each, and the Team's thoughts on a preferred scenario. The MIG Team will develop a meeting agenda, PowerPoint presentation, any necessary handouts and a meeting summary.

Task 2.11: Community Workshop #2

Lead: MIG/FN

MIG and FN will prepare materials for and facilitate a second large Community Workshop with the primary purpose of presenting the alternative growth scenarios and the recommended preferred scenario from the Steering Committee. The MIG Team will develop a meeting agenda, PowerPoint presentation, any necessary handouts and a meeting summary.

Task 2.12: Online Survey #2

Lead: MIG

The MIG Team will design and deploy the second and final online survey which will be used to test ideas for preliminary element recommendations and get community input and feedback regarding the alternative and preferred growth scenario. The survey will include maps and graphics to aid in communicating key concepts and big ideas.

Task 2.13: Steering Committee #7

Lead: MIG

The MIG Team will organize and facilitate a seventh Steering Committee Meeting to review input from the workshop and survey and determine any corrective actions or changes to the growth scenario and high level plan direction. The MIG Team will also begin discussing the preliminary recommendations of the plan with the Committee. The MIG Team will develop a meeting agenda, PowerPoint presentation, any necessary handouts and a meeting summary.



Task 2.14: Element Expert Coordination

Lead: FN

The MIG Team and City Staff will continue to coordinate to identify and engage appropriate topic area experts from within the Norman community. The Element Experts will be briefed on progress and then invited to a Steering Committee meeting to provide further input and feedback specific to a particular technical area of expertise.

Task 2.15: Planning Commission/City Council Briefing

Lead: FN/MIG

The MIG Team will update the Planning Commission and/or City Council on the planning process and alternatives development, evaluation and feedback to date. The Planning Commission and/or City Council will also be engaged in a conversation about initial implementation strategies.

Task 2.16: Intercept Event #2

Lead: FN/MIG

The MIG Team will assist City staff to organize and facilitate a second interactive community event that 'intercepts' people as they go about their daily lives. The intention is to engage and educate residents, employers, and visitors. The MIG Team will work closely with City staff to identify an appropriate community event or "hot spot" location to set up a table and/or tent with maps, posters and other materials to increase awareness of the project, promote future outreach events and gather high level input.

Task 2.17: Preferred Growth Scenario

Lead: FN/MIG/EPS

From the comments and direction received from City Staff, resident input, and the Steering Committee, the MIG team will create a Preferred Growth Scenario to move forward into Plan and recommendation development. The preferred growth scenario will include land use, place types, designation of corridors and centers, transportation, utilities, parks and open space, and other elements.

Task 2.18: Preliminary Plan Element Recommendations

Lead: FN/MIG

The MIG team will collaborate to develop a preliminary set of plan element recommendations to support the goals and objectives identified for each. The preliminary recommendations will be presented in PowerPoint presentation format. The major plan elements and preliminary recommendations will include:

Future Land Use and Urban Form: Centers, Corridors and Neighborhoods – The element recommendations will build on the preferred scenario/s and include projections of uses, infrastructure improvements required, cost of infrastructure, and projection of sales tax. The impact of major development activities such as the University of Oklahoma's Master Planning efforts, Norman Regional Healthplex expansion and the future establishment of commuter rail along with transit-oriented design and transit stops on future land use would all need to be considered. The place types will be applied to this element to better integrate quality of place and built form with land use recommendations. The Plan, through community input and review of existing plans, shall have a set of policies that address community image and preservation of community attributes and character. The consultant should consider density, aesthetic design guidelines, sign regulations, building types and transportation corridors.

Transportation – The MIG Team will incorporate the goals and recommendations of the newly adopted Comprehensive Transportation Plan into the Comprehensive Plan. In addition, the Team will incorporate Norman's and regional plans to establish a future regional commuter rail including locations of future transit stops. A review of the needs, impacts and future growth of the Max Westheimer Airport will also be incorporated into the preliminary recommendations.

Stormwater Plan – The MIG Team will incorporate goals, objectives and policies recommended in the Stormwater Master Plan. In addition, the Team will integrate the recommendations regarding flood plain and watershed protection into all pertinent components of the Comprehensive Plan and in these preliminary recommendations.

Infrastructure – The MIG Team will review existing plans related to water supply and sanitary sewer facilities and recommend any future modifications to those plans that will be required in order to achieve the overall community vision or to support the preferred build-out scenario/s for future land use mixes.

Technology Infrastructure – The MIG Team will make recommendations as to best practices for encouraging the advancement of the technology infrastructure.

Economic Development/Redevelopment – The MIG Team, led by EPS, will develop policies and strategies addressing economic development including employment and retail development and redevelopment. We will



review, analyze and update local, state and regional factors that influence the future development and redevelopment opportunities in Norman. In particular the influence of major planning efforts by University of Oklahoma, Norman Regional Healthcare System, University North Park, the Department of Mental Health, and the region's future commuter rail system.

Parks, Trails and Open Space – The three existing plans that address parks, trails and open spaces will be reviewed and integrated into preliminary recommendations for this element of the new Comprehensive Plan. The MIG Team will develop implementation strategies that provide a cohesive and consistent means to build a park, trail and open space system in the community. The land use scenarios and place types will help to inform this element by articulating the type and scale of recreational amenities related to various residential, employment and mixed use areas of the community.

Housing – The MIG Team will review and incorporate recommendations from the Housing Market Analysis into this element's preliminary recommendations. In addition, there is a need to analyze current housing issues and provide recommendations and strategies to encourage a variety of housing types and sizes, including addressing the increased demand for urban-style multi-family housing options, as revealed during the Center City Visioning Project.

Neighborhood Revitalization – For these recommendations, the MIG Team will use the areas of stability and change results to identify the needs of neighborhoods in both categories. The Team will integrate data and recommendations from the 2015 Housing Market Analysis. The analysis will result in the identification of areas that will be in need of innovative redevelopment strategies. Recommendations and analysis will apply the place types and utilize the goals of the CDBG Consolidated Plan and historic preservation efforts in the city.

Sustainability and Resiliency – The MIG Team will review the City's current emergency action plan against relevant FEMA guidance and recent event after action reviews. We will also review the current hazard mitigation plan factoring in recent disaster history, community changes and on-going projects. During both plan reviews, we will take into account stakeholder input and identify gaps in community capability to mitigate, respond and recover. The team will leverage recent resiliency research to recommend actions or strategies to address gaps and improve the level of community resilience. Additionally, the team will integrate the latest measures the City should pursue and policies that are recommended to achieve a sustainable community.

Healthy Community – Rather than create a standalone plan element focusing on Healthy Community, the MIG Team will incorporate healthy communities' principles into all pertinent recommendations of the Comprehensive Plan. In particular principles regarding safe, accessible active lifestyles for all populations and a clean natural environment should be integrated with the major components of the Plan.

Special Planning Areas – The MIG Team will evaluate development patterns in the City to determine if there are areas in the City with special conditions that require further study or policies. A framework will be established for assessing potential Planning Areas and delineating what should be included in those plans.

Task 2.19: Refined Plan Element Recommendations

Lead: FN/MIG

The MIG Team will revise the preliminary plan element recommendations based upon input and feedback from staff and the Steering Committee. The refined recommendations will be summarized in a memo for distribution and review to staff and key stakeholders. Recommendations will include a combination of projects, programs and policies in support of each element. Recommendations will be organized by element and then cross referenced with the goals and objectives.

Task 2.20: Steering Committee Meeting #8

Lead: MIG

The MIG Team will organize and facilitate an eighth Steering Committee Meeting to discuss the refined plan recommendations and begin a discussion about the Implementation Strategy. The MIG Team will develop a meeting agenda, PowerPoint presentation, any necessary handouts and a meeting summary.

Task 2.21: Phase II Coordination

Lead: MIG

MIG will manage its subconsultants assembled for this important project. This will include providing direction to subconsultants and QA/QC of draft and final work products. It will also include processing subconsultant invoices and preparing monthly invoices for the City of Norman. This task will also include ongoing coordination with the City throughout this phase of the project. The MIG Team will participate in regularly scheduled weekly/bi-weekly



meetings with the Project Management Team throughout the entire project. The meetings will generally be conducted by telephone conference call or WebEx, but some meetings will be conducted in person in Norman as well.

PHASE 3: Implementation, Documentation, and Adoption

Task 3.1: Steering Committee Meeting #9

Lead: MIG

The MIG Team will organize and facilitate a ninth Steering Committee Meeting to discuss input from the Community open House and take a deeper dive into the key elements of the Implementation Strategy. The MIG Team will develop a meeting agenda, PowerPoint presentation, any necessary handouts and a meeting summary.

Task 3.2: Planning Commission / City Council Briefing

Lead: MIG/FN

The MIG Team will present the emerging framework for the Implementation Strategy and facilitate a discussion with City leadership about the level of City involvement and direction that should be provided while implementing the plan. The discussion will include an exploration of tools, roles, funding mechanisms and prioritization and phasing.

Task 3.3: Preliminary Implementation Strategy

Lead: EPS/FN/MIG

The MIG Team will develop an action plan to implement the policies created for the Comprehensive Plan. The major actions recommended will be prioritized based on the most pressing issues identified during the comprehensive plan process and will include the guidance in to the planning, policy and land use tools that should be used to implement the plan and will identify the roles various City staff and departments will play in implementation. A schedule for key milestones and action completion dates will be proposed as a guide to the City's implementation efforts. Funding tools and strategies will be identified for the major infrastructure improvements recommended in the plan, as well as, any necessary changes to policies or tools that are needed will be recommended to ensure the vision created in the Plan is sustainable.

The Team will also explore innovative approaches to both understanding how to prioritize plan actions and measure outcomes related to actions.

Task 3.4: Administrative Draft Plan

Lead: MIG/FN

MIG will compose an Administrative Draft Plan including charts, maps, figures, etc. The Administrative Draft Plan will be in a Word-based text format and an associated PDF document will contain associated graphics. We will create the initial InDesign document template for staff review. The Administrative Draft Plan will likely organize the community goals, preferred strategies and implementation actions into the following elements/components.

- Introduction
- Vision, Values and Overarching Goals
- Future Land Use and Urban Form: Centers, Corridors and Neighborhoods
- Transportation
- Stormwater Plan
- Infrastructure
- Technology Infrastructure
- Economic Development/Redevelopment
- Parks, Trails and Open Space
- Housing
- Neighborhood Revitalization
- Sustainability and Resiliency
- Healthy Community
- Special Planning Areas
- Implementation Strategy

Each of the content area elements will include the following sections:



- Element Specific Goals
- Framework or Network Map/s
- Recommendations: Projects, Programs and Policies

Task 3.5: Community Workshop #3

Lead: MIG

MIG and FN will prepare materials for and facilitate a third large Community Workshop with the primary purpose of presenting the major plan elements and key recommendations. The meeting will also include a high level overview of the draft Implementation Strategy. Other agenda items include a project purpose and schedule overview.

Task 3.6: Revised Implementation Strategy

Lead: EPS

Based on input from City Staff, the Steering Committee and from the Community Workshop, MIG will revise the Implementation Strategy. The revised implementation strategy will be integrated into the public review draft plan.

Task 3.7: Public Review Draft Plan

Lead: MIG

After incorporating comments on the Administrative Draft Plan Document, the MIG Team will lay out the Comprehensive Plan document in an attractive layout that is editable by the City staff (Word or InDesign). This draft will fully integrate and showcase graphics and other illustrative exhibits developed throughout the planning process.

Task 3.8: Planning Commission / City Council Briefing

Lead: MIG/FN

The MIG Team will support the staff in making final presentations to Planning Commission and City Council for Plan adoption.

Task 3.9: Final Comprehensive Plan (print version)

Lead: MIG

MIG will refine the text and graphics based on direction received from the Planning Commission / City Council, and finalize any remaining layout, graphics, and text changes. This assumes 1 round of revisions. The print version will serve as the foundation for Executive Summary Poster.

MIG will provide the City with 50 bound, colored copies of final plan, in 8 ½ by 11 vertical format. Maps and illustrations will be reproducible in 8 ½ by 11 or 11 x 17 format. MIG will also provide 30 colored copies in binders that allow for amendments as well as one digital copy of final plan in InDesign and in Adobe Acrobat formats. The formatting will allow for amendments, reproductions and direct web posting.

Task 3.10: Final Comprehensive Plan Executive Summary Poster

Lead: MIG

The MIG Team will develop an executive summary poster that will provide a high level summary of the Comprehensive Plan for easy reproduction and distribution to community members and potential partners. The MIG Team will graphically design the summary poster and provide print ready files to the City. The City will be responsible for producing copies of the summary poster.

Task 3.11: Phase III Coordination

Lead: MIG

MIG will manage its subconsultants assembled for this important project. This will include providing direction to subconsultants and QA/QC of draft and final work products. It will also include processing subconsultant invoices and preparing monthly invoices for the City of Norman. This task will also include ongoing coordination with the City throughout this phase of the project. The MIG Team will participate in regularly scheduled weekly/bi-weekly meetings with the Project Management Team throughout the entire project. The meetings will generally be conducted by telephone conference call or WebEx, but some meetings will be conducted in person in Norman as well.



SCOPE AND BUDGET ASSUMPTIONS

The following assumptions were used to develop the scope of work and associated budget:

1. For the Comprehensive Plan report, the MIG Team will create an administrative draft, a public review draft and a final draft. For all other deliverables, the MIG Team will provide an administrative draft and a final draft.
2. City staff will provide a single, consolidated set of substantive edits for each draft document prepared for this project. All comments between commentators must be resolved by the client before providing the comments to the MIG Team. The consultant team will complete one round of edits based upon substantive client comments on each document (i.e. Administrative Draft, Public Review Draft, etc.). Subsequent edits, such as changes to grammar, punctuation, word choice, etc., will be consolidated to the degree possible.
3. The level of effort for each task is specifically identified in the project budget. During the planning process, MIG will provide a single, digital copy of all products and materials prepared for the update process with the exception of the Final Plan report. For the Final Plan report, the MIG Team will provide the Final Plan in Adobe PDF format, print copies as detailed in Task 3.9, and original/editable InDesign files. The base data for all maps used in the final report will be transmitted to the City in ArcGIS format.
4. The budget assumes that the client will be responsible for all printing, packaging and mailing costs related to the project, including materials for public workshops, the Steering Committee, meeting notices, and any copies of draft or Final Plan for the public. MIG will invoice the client for internal printing and plotting of proofs and internal copies of work products.
5. The scope and budget assume that the main body of the Final Plan will be approximately 80-100 pages in length including maps, figures and graphics. Technical analysis and findings will be summarized in Appendices or memoranda under separate cover. Additional pages or changes to the agreed upon design late in the process may result in an increase in scope and budget.
6. The City will provide the consultant with a complete and up-to-date GIS database that includes all of the existing conditions in the City necessary for the planning and design process. Our scope and budget assumes that the information will be up-to-date and any cleanup work will be completed by the client.
7. The consultant will provide the City a GIS database of the Land Use Survey in ArcGIS format and a Final Plan that are accurate and complete. All land uses and any overlay areas will be included in the attributes and the geographic data will contain no slivers or overlaps within a reasonable margin of error based on the quality of parcel and GIS data MIG receives from the City.
8. The MIG Team assumes that all data and information provided by City staff is accurate and reliable. Time spent to revise work based on inaccurate or incomplete information is not included in the scope of work or budget. Any corrections or cleanup work will be completed by the client.
9. City staff will provide MIG with information, data, responses, and review in a timely manner that does not delay the process.
10. The Comprehensive Plan process is assumed to take no more than 18 months from contract execution through adoption of the final document. Delays extending the process beyond 24 months caused by the client, outside agencies or others outside of the MIG Team's direct control may require a scope and budget amendment.
11. City staff will be responsible for all logistics and direct costs related to meetings, workshops and hearings. This includes but is not limited to: mailings, meeting organization, finding and renting facilities, food for meetings and workshops, and translation services and equipment.

Norman, OK - Comprehensive Plan Budget

	Person	Expense	Service Agreement	Service Consultants	Associate	Capital	Volunteers	MG Inc.	Freese and Nichols, Inc.	EPS	ITEM	Direct Costs	Total
	Person	Expense	Service Agreement	Service Consultants	Associate	Capital	Volunteers	MG Inc.	Freese and Nichols, Inc.	EPS	ITEM	Direct Costs	Total
Phase 1 Existing Conditions, Visioning, Goals and Objectives													
1.1 Finalize Scope, Budget and Schedule	1	2		-		2	5	\$560	\$200	\$450	\$100		\$1,310
1.2 Data Collection and Review	2	4		0	24	8	38	\$3,460	\$3,000	\$1,450	\$800		\$8,710
1.3 Steering Committee Meeting #1	4	8		0	12	2	26	\$2,810	\$1,200			\$1,150	\$5,160
1.4 Base Mapping and Analysis	2	4		4	40	4	54	\$5,320	\$5,500	\$1,650	\$1,200		\$13,670
1.5 Land Use Inventory	2	2			3			\$825	\$7,500			\$3,300	\$11,625
1.6 Economic and Demographic Framework	2	2				0	4	\$570	\$800	\$7,000			\$8,370
1.7 Review of Relevant Plans and Studies	2	4			16	0	22	\$2,180	\$2,200	\$1,900	\$800		\$7,080
1.8 Community Profile Infographic and Summary Report	2	4			28	0	34	\$3,200	\$4,200	\$3,000			\$10,400
1.9 Community Workshop #1	8	12			48	8	76	\$7,460	\$4,000			\$1,500	\$12,960
1.10 Preliminary Vision and Values	2	2			2	0	6	\$740	\$1,200				\$1,940
1.11 Overarching Goals	4	4			3	0	11	\$1,395	\$2,500	\$950	\$800		\$5,645
1.12 Steering Committee Meeting #2	4	8			12	2	26	\$2,810	\$1,200	\$2,500		\$1,150	\$7,660
1.13 Base Growth Concept Development	2	4			4	0	10	\$1,160	\$3,200	\$1,900			\$6,260
1.14 Element Specific Goals and Objectives	2	4	6	16	6	34	\$3,350	\$4,500	\$2,900	\$1,200			\$11,950
1.15 Steering Committee Meeting #3	4	8			12	2	26	\$2,810	\$1,200	\$2,425		\$1,150	\$7,585
1.16 Element Expert Coordination		2				1	3	\$325	\$800				\$1,125
1.17 Planning Commission and/or City Council Briefing	2	2				0	4	\$570	\$800	\$1,000			\$2,370
1.18 Project Website Development and Maintenance	2	8	16	12	36	0	74	\$8,700				\$2,500	\$11,200
1.19 Online Survey #1	2	4		0	24	8	38	\$3,460				\$500	\$3,960
1.20 Phase 1 Coordination	32	44			8	30	114	\$13,550	\$4,000			\$200	\$17,750
Total Phase 1	81	132	22	16	288	73	612	\$65,255	\$48,000	\$27,125	\$4,900	\$11,450	\$156,730
Phase 2 Build Out Scenarios, Evaluation and Element Recommendations													
2.1 Steering Committee Meeting #4	4	8			12	2	26	\$2,810	\$1,200			\$1,150	\$5,160
2.2 Place Types Development	12	28	8		82	8	138	\$13,950	\$800	\$5,500			\$20,250
2.3 Steering Committee Meeting #5	4	8			12	2	26	\$2,810	\$1,200			\$1,150	\$5,160
2.4 Element Expert Coordination		2				1	3	\$325	\$800				\$1,125
2.5 Planning Commission and/or City Council Briefing	2	8			1	11	\$1,405	\$800				\$400	\$2,605
2.6 Intercept Event #1	4	8			4	2	18	\$2,130	\$2,400			\$400	\$4,930
2.7 Build Out Scenario Development	4	8		16	16	28	\$3,000	\$9,000	\$1,200	\$500	\$500		\$14,200
2.8 Element Evaluation Matrix	2	2			4	1	9	\$985	\$1,400		\$500		\$2,885
2.9 Fiscal Evaluations		1				1	2	\$200		\$9,500			\$9,700
2.10 Steering Committee Meeting #6	4	8			12	2	26	\$2,810	\$1,200	\$1,800		\$650	\$6,460
2.11 Community Workshop #2	8	12			48	8	76	\$7,460	\$4,000			\$1,500	\$12,960
2.12 Online Survey #2	2	4			24	8	38	\$3,460				\$500	\$3,960
2.13 Steering Committee Meeting #7	4	8			12	2	26	\$2,810	\$1,200			\$750	\$4,760
2.14 Element Expert Coordination		2				1	3	\$325	\$800				\$1,125
2.15 Planning Commission and/or City Council Briefing	2	8			1	11	\$1,405	\$775				\$500	\$2,680
2.16 Intercept Event #2	2	4			4		10	\$1,160	\$1,200			\$500	\$2,860
2.17 Preferred Growth Scenario	2	4			2		8	\$990	\$2,400	\$1,200			\$4,590
2.18 Preliminary Plan Element Recommendations	8	32			48	8	96	\$9,960	\$14,200	\$3,500	\$3,000		\$30,660
2.19 Refined Plan Element Recommendations	2	8			2	12	\$1,490	\$2,500	\$2,000	\$400			\$6,390
2.20 Steering Committee Meeting #8	4	8			12	2	26	\$2,810	\$1,200			\$650	\$4,660
2.21 Phase 2 Coordination	32	44		-	6	28	110	\$13,230	\$4,000				\$17,230
Total Phase 2	102	215	8	-	302	76	703	\$75,525	\$51,075	\$24,700	\$4,400	\$8,650	\$164,350
Phase 3 Implementation, Documentation and Adoption													
3.1 Steering Committee Meeting #9	4	12		0	4	4	24	\$2,780	\$1,200	\$2,425		\$1,030	\$7,435
3.2 Planning Commission and/or City Council Briefing	2	8			2	1	13	\$1,565	\$775	\$700		\$1,025	\$4,065
3.3 Preliminary Implementation Strategy	4	8			8	2	22	\$2,470	\$5,500	\$7,300	\$1,000		\$16,270
3.4 Administrative Draft Plan	11	48			120	4	183	\$18,260	\$14,000	\$3,300	\$3,200		\$38,760
3.5 Community Workshop #3	8	12			48	8	76	\$7,460	\$4,000			\$1,000	\$12,460
3.6 Revised Implementation Strategy	2	2			4	1	9	\$985	\$1,600	\$2,300	\$850		\$5,735
3.7 Public Review Draft Plan	4	16			48	8	76	\$7,320	\$2,500	\$3,800	\$650		\$14,270
3.8 Planning Commission and City Council Adoption Process	2	4				6	8	\$820	\$1,200			\$780	\$2,800
3.9 Final Comprehensive Plan (print version)	2	4			16	4	26	\$2,480	\$1,200				\$3,680
3.10 Final Comprehensive Plan Executive Summary Poster	2	4			60	8	74	\$6,520	\$150				\$6,670
3.11 Phase 3 Coordination	20	32				2	54	\$7,350	\$2,000			\$105	\$9,455
Total Phase 3	61	150	-	-	310	42	563	\$58,010	\$34,125	\$19,825	\$5,700	\$3,940	\$121,600
TOTAL Labor Hours and Direct Costs	244	497	30	16	900	191	1,878	\$198,790	\$133,200	\$71,650	\$15,000	\$24,040	\$442,680
Administrative Fee for Subconsultants and Direct Expenses (3%)													\$7,319
TOTAL Budget	244	497	30	16	900	191	1,878	\$198,790	\$133,200	\$71,650	\$15,000	\$24,040	\$449,999