

EXHIBIT A

SCOPE OF SERVICES

A systematic work program has been designed to meet the primary objectives of the City of Stillwater Transportation Enhancement Study. The scope of services consists of six tasks that address Project Management, Public Involvement, Data Collection, Analysis and Forecasting Model, Evaluate Transportation System, and Recommended Transportation Enhancements.

Task 1 - Project Management

The management of project activities will enable the efficient and timely delivery of study results that are of professional quality and of practical use by the City of Stillwater. Three objectives for the project management program are described below:

- Cost Control - Continuously track project expenditures versus the projected level of effort;
- Schedule Control - Identify and track critical path activities; and,
- Quality Control - Systematic review of ongoing processes and project deliverables.

The Consultant will be responsible for achieving the defined project management objectives through the following set of activities.

Task 1.1 - Progress Reports and Schedule - The Consultant will prepare monthly progress reports identifying activities performed during the subject month. In addition, the Consultant will prepare a detailed work schedule that will allow for the aggressive implementation of study activities while maintaining adequate opportunity for Stillwater staff to review and comment. The project schedule identifies dates for key project milestones, meetings, and project deliverables.

Task 1.2 – Establish Advisory Committee - The Consultant will coordinate with the City and OSU representatives to establish a group of stakeholders from both city and OSU that are willing to participate in the Transportation Enhancement Study. The Advisory Committee must be established within 14 days after the notice to proceed.

Task 1.3 - Project Kick-Off Meeting - The Consultant will conduct a project kick-off work session with the Advisory Committee 28 days after receiving the notice-to-proceed. The work session will provide a basis for establishing appropriate goals and objectives for the project in addition to the following:

- Clarify the limits and area of study;
- Identify Goals, Strategies, and Objectives; and,
- Identify and define problems and issues affecting transportation in Stillwater.

As part of the Project Kick-off Meeting, the Consultant will prepare and distribute 10 copies of a Project Management Plan (PMP) for advisory committee members. The PMP will include contact names, project scope, project schedule, and tentative dates for meetings. The PMP will be developed in a three ring binder to facilitate updates throughout the course of the project.

Task 1.4 - Advisory Committee Meetings - The Consultant will organize and coordinate the Advisory Committee meetings throughout the duration of the project. The Advisory Committee will meet every other month as shown in the project schedule. Three of these meetings will include all of the Consultant's principal staff and will occur at the completion of Tasks 3, 4 and 5. In addition,

the first Advisory Committee meeting will be combined with the Kick-Off meeting (Task 1.2) and the final Advisory Committee meeting will be combined with the Final Report presentation (Task 6.4). The balance of the Advisory Committee meetings (three) will be attended by the Consultant's Project Manager and Planner. Close coordination will be maintained between the Consultant and the Advisory Committee to verify that project deliverables conform to project goals and objectives. The final advisory committee meeting will include members of the City Commission and Planning Commission and be conducted in the form of a workshop.

Task 1.5 – Consultant to coordinate with OSU Campus Master Plan consultant and City's Commercial Redevelopment Planning Project consultant.

Task 2 - Public Involvement

Public involvement will be accomplished with the following subtasks.

Task 2.1 - Public Meeting Number 1 - A public workshop to be held within two months of the notice to proceed. The purpose of the first workshop is to describe the study's goals and objectives, the study's process, and time schedule. In addition, the public will be invited to provide public comment on existing transportation problems or concerns within the City of Stillwater. The Consultant will develop advertisements, mail outs, and handouts for the meeting, as well as the meeting presentation materials, to be Consultant will prepare a written summary of comments received at the meeting and submit to the City in electronic and hard copy format.

Task 2.2 - Meetings with Special Traffic Generators - The Consultant will meet with Oklahoma State University (OSU) and other large traffic generators including Meridian Technology Center, Oklahoma Technology and Research Park, Stillwater Medical Center, Oklahoma Department of Career and Technology Education, and other major private sector employees like Mercruiser, National Standard, Armstrong and Stillwater Designs, to obtain input and gather pertinent and available information such as past traffic studies, future growth projections and patterns. Following any meetings, the Consultant will prepare a written summary of comments received at the meeting and submit to the City in electronic and hard copy format.

Task 2.3 - Public Meeting Number 2 - A formal public meeting is also scheduled to be held 9 months after notice to proceed, prior to completion of the recommended transportation plan. This meeting will allow public input to be incorporated into the development of the recommended transportation plan. The Consultant will develop advertisements, mail outs, and handouts for the meeting, as well as the meeting presentation materials to be submitted to the city for review and approval prior to distribution. Following the public meeting, the Consultant will prepare a written summary of comments received at the meeting and submit to the City in electronic and hard copy format.

Task 2.4 - Newsletters and Website Information - Information prepared by the Consultant for public meetings and advisory committee meetings will be provided to the City of Stillwater for preparation of newsletters and website content.

Task 3 - Data Collection and Existing Conditions

This task involves the identification and inventory of pertinent existing data, the collection of additional data needed for the completion of the study, and the evaluation of existing traffic operations.

Task 3.1 - Data Collection - Available data sources will provide pertinent data, such as traffic counts, base maps, land use, socioeconomic data, and environmental data. Data compiled as part of this study will be maintained in a project database. Data collection activities will include the following:

- Traffic Volumes - The Consultant will use existing traffic count data for the development of the travel demand model. If, during the model calibration process, the City desires to collect additional traffic volume counts. These counts will be considered additional services and only be taken on Tuesday, Wednesday, and /or Thursday when all schools are in session. Additional 24-hour traffic volume counts or “tube counts” will be collected as additional services at a rate of \$330 per location;
- Accident Data – The Consultant will obtain existing accident data from the Oklahoma Department of Public Safety and/or Oklahoma Department of Transportation;
- Socioeconomic Data - The Consultant will obtain pertinent existing socioeconomic data, such as population, employment, and number of households, from the US Census Bureau.

Task 3.2 - Special Generator Surveys - The Consultant will obtain socioeconomic data (employment, etc.) and traffic operations data (size and location of parking facilities, hours of operation, employee shift hours, etc.) from special traffic generators in the area, including those listed in Task 2.2. Information will be requested from each special generator during the project kick-off meeting, with follow-up meetings conducted by conference call telephone by the Consultant. In addition, the Consultant can conduct traffic counts at selected special generator locations as requested by the advisory committee members. Any special generator location traffic counts requested by the City or advisory committee members will be considered to be Additional Services.

Task 3.3 - Existing Conditions Evaluation - The Consultant will evaluate existing transportation conditions along major roadways in the study area to determine existing roadway Level-of-Service (LOS). The evaluation of existing conditions will provide a baseline of current traffic operations to use during the comparison and evaluation of alternative improvements. The LOS procedure will use volume-to-capacity ratio to calculate roadway LOS.

Data to be submitted in electronic and hard copy format.

Task 4 - Develop Travel Demand Model

This task will involve the development of a travel demand model using travel demand modeling software.

Task 4.1 - Data Analysis and Forecasting - Socioeconomic data variables will be developed for each traffic analysis zone within the study area. The five socioeconomic data variables needed for the travel demand model, and the process used to forecast them, includes the following:

- Population - Number of persons residing in the metropolitan area and in each census tract and traffic analysis zone;
- Total Employment - Number of total employees in the metropolitan area and in each census tract and traffic analysis zone;

- Retail Employment - Number of retail employees in the metropolitan area and in each census tract and traffic analysis zone, based on the North American Industry Classification (NAIC) code definitions;
- Number of Households - Number of occupied houses, individual apartment and duplex units, and group quarters in the metropolitan area and in each census tract and traffic analysis zone; and,
- School Enrollment - The total number of enrolled students within the traffic analysis zone where school facilities are located. This data will be coordinated with the special generator data collected as part of Task 3.2.

Consultant will assemble estimates of the Base Year 2005 planning variables and projections of Interim Year 2015 and Horizon Year 2030 for the metropolitan area. Projections previously prepared by the City, Stillwater Chamber of Commerce, and other local or regional agencies will be compiled and reviewed for relevance to the study. Use of the 1990 and 2000 (as available) U.S. Census data will provide important benchmarks of demographic conditions.

Projections for 2015 and 2030 will be developed using a range of demographic forecasting techniques, including trend analysis, ratio trend, step-down, and correlation methods. An area-wide control total projection will be developed for the Stillwater Urban Growth area, which will include total population, total employment, retail employment, households and school enrollment. Information on new or proposed development that has occurred or is about to occur, based upon the City staff's knowledge of local conditions, will be utilized and incorporated into the projections. Once the control total population is determined, the Consultant will solicit input from the Advisory Committee to identify the zones that are suitable for future development and most likely to develop by Interim Year 2015 and Horizon Year 2030, which will guide the assignment of future population and employment.

The procedure for disaggregating the control total planning variable forecasts to the traffic analysis zone level will be performed using Geographic Information System technology. The 2005 base year data for the zones will be the starting point for developing the zonal forecasts. The changes from the 1990 Census baseline data to the 2000 Census data will provide a useful guide for identifying which zones are experiencing near-term changes for the different parameters. The growth assumptions underlying the forecasts and disaggregation process will be carefully reviewed and considered. A three-step process will be followed in developing the zonal forecasts, including the following steps:

- Step One: The area-wide base year and forecast year control totals for each data element will be disaggregated to the census tract level;
- Step Two: Within each census tract, the planning variable forecasts for 2015 and 2030 will be disaggregated to the individual traffic analysis zones; and,
- Step Three: The resulting forecasts for census tracts and traffic analysis zones will be reviewed and refined as necessary, based on reasonableness tests and review comments received from the City.

Occupied dwelling unit forecasts will be developed based upon the population forecasts and the average number of persons per household, taking into consideration the current and projected trends in average household size within the area. Comparisons with the 1990 Census data will be made to identify any significant variations, which will be analyzed and justified. Employment will

be disaggregated based upon analysis of trends and growth assumptions, which will be developed and reviewed in coordination with the City staff and the Advisory Committee. The use of existing and future land use data, zoning and other local data will be utilized to assign the existing and project future employment to the Traffic Analysis Zone level. The total employment will also be disaggregated by retail industry, which will be developed using the North American Industry Classification (NAIC) codes. The 1990 U.S. Census Transportation Planning Package (CTPP) tabulations by area of work will be utilized to assess the reasonable accuracy of the data and to identify significant inconsistencies. Trend data for employment will also be taken into consideration in the development of economic projections. The school enrollment data will be acquired through the special generator survey conducted as part of Task 3.2. School enrollment will be reported as the total number of enrolled students within the zones where schools are currently located and planned to be located (as data and information is available).

Reasonableness tests will be conducted to validate the projections, based upon parameters such as the average number of persons per household, number of employees per 1000 population, occupancy rates based upon total and occupied dwelling units, and projected dwelling units and employment changes in relation to undeveloped acres available to accommodate future residential and nonresidential development. The projections will be validated against the control total projections approved by the City for use in the study.

Existing land use, known development plans, and economic development plans will be considered in the process of disaggregating the projections within the study area. Planned improvements in transportation facilities, public utilities, and public services will also be considered.

The five socioeconomic variables will be developed for the year 2005 base year, year 2015 interim year, and year 2030 horizon year. The socioeconomic variables will be forecast by traffic analysis zone and will serve as input for the analysis of alternatives and travel demand modeling.

Consultant to submit available data for City review 3 months from notice to proceed.

Task 4.2 - Travel Demand Model Development - The Consultant will develop a travel demand model using travel demand modeling software. The travel demand model will utilize the data collected in Task 2, including existing traffic volumes, travel speeds, roadway travel lanes, socioeconomic data, existing roadway network, and the results of the special generator surveys.

The developed travel demand model will be calibrated to replicate existing transportation conditions in the Stillwater area. Following development of a calibrated year 2005 travel demand model for the City of Stillwater, a future year 2015 model and a future year 2030 model using the forecasted socioeconomic variables and committed transportation improvements will be developed. The future year models will be utilized to evaluate future transportation conditions in the following task.

Task 5 - Evaluate Future Transportation System

This task will include an iterative multi-modal travel demand modeling process, development of schematic-level cost estimates, identification of mobility improvements, and evaluation of environmental impacts. Alternative improvements will be prioritized according to the short- and long-term objectives of the study and the feasibility of project implementation. This task will be accomplished with the following subtasks.

Task 5.1 - Identification of Mobility Improvements - Anticipated mobility and access improvements will be identified and modeled to determine their impact in improving the future transportation system. Roadway segments identified with a decreasing quality of LOS will be investigated to determine if the deficiencies are caused by geometric constraints. Recommendations for improvements will be based on AASHTO's Policy on Geometric Design of Highways and Streets.

Task 5.2 - Travel Demand Modeling - The future year travel demand model developed in Task 4 will be utilized to evaluate future transportation needs. Quantification of the transportation problems and key issues is an important step in this study because it provides benchmarks against which the impacts of the tested transportation system alternatives can be measured.

Task 5.3 - Functional Classification System - A functional classification system will be developed for the City of Stillwater's transportation system. The classification system will identify typical cross sections and typical ROW widths. A system map will be produced identifying the City's proposed classification system.

Task 5.4 - Preliminary Cost Estimates - Preliminary cost estimates will be developed for each improvement alternative based on functional classification and unit costs from ODOT's average construction bids. Preliminary right-of-way (ROW) costs will be determined for all alternatives based upon existing data provided by the City of Stillwater using an average ROW cost for the region.

Task 5.5 - Environmental Impacts - The primary purpose of this subtask is to perform a "fatal-flaw" environmental evaluation, with particular focus paid to the traditional "hot-topics". Factors, which should be considered, include existing topography, preservation of natural trees, floodplains, archaeological and historic sites, wildlife habitat, and unique geologic features.

Task 5.6 - Evaluate ITS Technology - The Consultant will determine the use of intelligent transportation system technology and how it could fit into the Stillwater arterial system.

Task 5.7 - Traffic Impact Studies - Identify thresholds, standards, and guidelines that would commonly trigger a requirement for a Traffic Impact Study for new commercial and residential developments.

Task 6 - Recommended Transportation Enhancements

This task involves the preparation of Draft and Final Transportation Enhancements to be presented to the City of Stillwater (City Commission and Planning Commission). All study activities will be documented throughout the duration of the project so as to maintain accurate and consistent records of all data collection and forecast activities and alternative assessments and recommendations.

Task 6.1 - Prioritization of Improvements - The systematic and detailed analysis used to evaluate potential transportation improvements in Task 5 will provide information applicable to the prioritization of proposed improvements. The analysis will provide a clear systematic evaluation of each scenario, and a recommended ranking order for the alternative scenarios will be included in the report. This ranking order will be used to prioritize implementation in the short- and long-term horizons, based on demand and feasibility.

Task 6.2 – Funding Plan and Sources – The Consultant will detail the funding requirements of the prioritized improvements identified in Task 6.1 through the 2030 horizon year. Project cost

estimates prepared in Task 5.4 for recommended projects will be compared to projected future funding. The Consultant will work with the City of Stillwater and OSU staff to forecast transportation revenues by funding source (federal, state and local). In addition, the Consultant will evaluate a range of new financing measures (including impact fees) and assess their ability to offset the anticipated shortfall in funds needed to implement the plan. The funding plan will accomplish the following three objectives outlined in the RFP:

- Prepare a comprehensive funding plan for the transportation systems through a minimum twenty year planning horizon;
- Identify funding sources to meet the current and future enhancement needs identified; and,
- Provide alternative analysis with recommendations for funding sources.

Task 6.3 - Draft Final Report - Throughout the study, all activities will be documented. All data collected will be maintained in an electronic database, which will identify the source and date of each data element. The forecasting methodology and results will be recorded. All alternatives and recommendations will be described and documented. The documentation of study tasks in concurrence with ongoing study activities will allow for efficient integration of study information into the final report. A draft report documenting the methodology findings, and recommendations for the study effort, will be prepared and presented for approval. Thirty copies (30) of the Draft Final Report will be submitted to the City of Stillwater.

Task 6.4 - Final Report - After receiving comments from the City of Stillwater, Project Advisory Committee, City Commission, and Planning Commission, a Final modified Study Report will be prepared. The Final Report will be presented to the City Commission and Planning Commission for final acceptance. Thirty copies (30) of the Final Report will be submitted to the City of Stillwater.

Task 6.5 - Travel Demand Model Documentation and Training - Documentation on the assumptions, inputs and outcomes of the travel demand modeling effort, including the travel networks and system coding, will be prepared and submitted to the City of Stillwater. The Consultant will provide model software files according to the needs of the Stillwater computer system as well as training to the City of Stillwater staff regarding the development and use of the travel demand model. The travel demand modeling software selected by the Consultant and City of Stillwater for use in this study will be purchased separately by the City of Stillwater. The City of Stillwater travel demand model created by the Consultant will be provided to the City for use. Training will involve a two-day work session with the Consultant and City of Stillwater Staff to discuss the modeling software, use, and development of the City of Stillwater's model. The Consultant's staff will then be available by telephone to provide assistance to the City of Stillwater for a three-week period while City of Stillwater staff becomes familiar with the operations of the model. Following the three-week period, the Consultant's staff will conduct an additional one-day training session with City of Stillwater staff to answer additional questions and conduct hands-on modeling activities.

Task 6.6 – A single-user license for TransCad travel demand model software will be provided for the City of Stillwater.