

Exhibit A

Statement of Work

Consultant shall complete the following projects: (1) Cottage Grove Housing Implementation Plan. The projects are described in more detail below.

(1) Cottage Grove Housing Implementation Plan

SCOPE OF WORK

This Project for the City of Cottage Grove (referred to as City in this section 1) is composed of the tasks outlined below. All Consultant work must be completed no later than June 30, 2023.

The overall goal of the project is for Consultant to prepare a Housing Implementation Plan.

Task 1: Project Kick-Off

The purpose of the project kick-off is for Consultant to become familiar with local conditions, with City's planning documents and with the City's recent efforts related to housing, for the parties to confirm the objectives of the project and refine the project schedule, and for the City to prepare for the Project. Consultant will contact City via a conference or video call to ask preliminary questions, establish project expectations, and familiarize itself with city-specific concerns. Consultant will verify the action items identified through this initial conference call with the City and will develop and share a proposed schedule for the actions required for the completion of all tasks. The level of detail required for the proposed project schedule should be determined with mutual agreement by the City and the Consultant.

Task 1 Consultant Deliverables:

- 1.1 *Updates as needed to the list of potential types of barriers and opportunities for consideration in Task 2*
- 1.2 *List of actions identified in the 2018 HNA and 2019 Housing Implementation Strategy that the consultant will assess further through this project*
- 1.3 *Proposed Project schedule*

Task 1 City Deliverables:

- 1.1 *Copy of relevant comprehensive plan and code sections*
- 1.2 *A list of measures already adopted by the City that promote the development of needed housing, including the 2018 Housing Needs Analysis, 2019 Housing Implementation Strategy, MUPTE ordinance, and Development Code text amendments related to Housing (HB 2001) (2019 and 2020)*
- 1.3 *Building permit and housing data to support the Project*
- 1.4 *List of affordable and market-rate developers who have recent or pending housing development projects in or near the City*

Deadline: Kick-Off to be held no later than March 31, 2022.

Task 2: Background Report—Progress, Barriers, Opportunities

Consultant will prepare a draft background report containing the following subjects:

- **Progress:** Summarize implementation progress to date on the actions / tools outlined in the City's Housing Needs Analysis and 2019 Housing Implementation Plan.
 - Whether each tool and action has been implemented fully, and what steps have been taken to advance those that have not been fully implemented, based on information provided by the City.
 - Where possible given available data, document the impact that the implemented tools and actions have had thus far on housing production and/or affordability (e.g., number of units built or assisted or other relevant measures).
 - Which of the implementation actions or tools are advancing for further evaluation and / or additional detailing of next steps in the Affordable Housing Implementation Plan.
- **Barriers:** Based on review of available materials from the City and discussions with market rate and affordable housing developers, identify and summarize remaining issues and barriers that may be limiting housing production (particularly for affordable housing and market-rate medium density and middle housing) and that could be affected by City actions, such as:
 - Code / regulatory barriers and issues
 - Information gaps / lack of awareness related to existing and recently implemented programs and incentives
 - Infrastructure availability
- **Opportunities:** Based on available information from the City and discussions with market rate and affordable housing developers, identify upcoming opportunities related to housing production, such as:
 - Vacant sites owned by affordable housing developers
 - Likely future housing development sites that are not yet fully entitled
 - Other potential future housing development sites, including any publicly owned land that could come available for development

City and Consultant will identify and facilitate engagement with stakeholders including affordable and market-rate housing developers. City and Consultant will solicit input from stakeholders regarding barriers and opportunities for housing production in Cottage Grove. Consultant will schedule and facilitate up to three stakeholder interviews or one stakeholder focus group. Input from the stakeholders will be summarized in the Background Report.

City will review the draft Background Report. Consultant will make revisions as needed based on City comments and prepare final version of the Background Report for distribution to the Advisory Committee.

City will schedule, and provide notice and an agenda, for one advisory committee (AC) meeting to review the background report. Consultant will coordinate with City on meeting arrangements and

facilitate the advisory committee meetings. The advisory committee may consider more than one deliverable at a meeting. The AC meeting will be conducted virtually.

Task 2 Consultant Deliverables:

- 2.1 *Background Report – draft and final*
- 2.2 *Presentation materials to explain background report analyses and findings to the advisory committee (AC #1)*

Task 2 City Deliverables:

- 2.1 *Consolidated comments on draft Background Report*
- 2.2 *Identified stakeholder groups, meeting invitations, and agendas*
- 2.3 *Advisory committee appointments, meeting notices, and agendas*
- 2.4 *Advisory committee meeting notes*

Deadline: Background Report completed, advisory and stakeholder meetings held on or before May 31, 2022.

Task 3: Draft Affordable Housing Implementation Plan

Based on feedback from the Advisory Committee and building upon the Background document, the Consultant will prepare a preliminary draft affordable housing implementation plan containing the following subjects:

- A description and analysis of strategies the City will take to promote the development of needed affordable housing as identified in their Housing Needs Analysis, including next steps to advance actions and tools already recommended but not yet implemented, strategies to address identified remaining barriers, and strategies to leverage the available opportunities.
- The draft affordable housing implementation plan will also consider the following elements:
 - For each action, an appropriate combination of the following:
 - Financial analysis of the role the tool might play in incenting affordable housing
 - Steps the City should take, together with its partners, to implement the tool or action
 - Prioritization of the tool, or phasing of implementation
 - Key considerations for ensuring successful implementation
 - Any opportunities, constraints or negatives associated with adoption of the elements of the affordable housing implementation plan
 - Alternatives analyses if the affordable housing implementation plan has options related to cost charges, regulatory standards, equity considerations, or other variables

City will review the preliminary draft affordable housing implementation plan. Consultant will make revisions as needed based on City comments and prepare a public review draft of the affordable housing implementation plan.

City will share the public review draft of the affordable housing implementation plan with stakeholders who participated in Task 2 for review and comment. City will share feedback from stakeholders with Consultant.

City will schedule and provide notice and an agenda for an advisory committee meeting to review the public review draft of the affordable housing implementation plan. Consultant will coordinate with City on meeting arrangements and facilitate the advisory committee meeting. The AC meeting will be conducted virtually.

City will schedule a meeting with the Planning Commission and/or City Council (one meeting) to present the public review draft of the affordable housing implementation plan and solicit input on the draft affordable housing implementation plan. Consultant will coordinate with City on meeting arrangements and lead the presentation.

Task 3 Consultant Deliverables:

- 3.1 Draft Housing implementation plan – preliminary draft and public review draft*
- 3.2 Presentation materials to summarize draft affordable housing implementation plan to the advisory committee (AC #2)*
- 3.3 Presentation materials summarizing relevant background and the draft affordable housing implementation plan for the Planning Commission and/or City Council (one presentation)*

Task 3 City Deliverables:

- 2.1 Consolidated comments on preliminary draft affordable housing implementation plan*
- 2.2 Advisory committee meeting notice and agenda*
- 2.3 Advisory committee meeting notes*
- 2.4 Public meeting notice(s)*
- 2.5 Planning Commission and/or City Council minutes / meeting summary*

Deadline: Draft Affordable Housing Implementation Plan and meetings by September 15, 2022.

Task 4: Final Affordable Housing Implementation Plan

Consultant to discuss input received from the advisory and stakeholder meetings in Task 3 with the City and determine the proposed direction for revisions to the Affordable Housing Implementation Plan. Consultant will prepare a final draft of the Affordable Housing Implementation Plan for City review. Following review by City, Consultant will prepare the final Affordable Housing Implementation Plan.

Task 4 Consultant Deliverables:

- 4.1 Final draft and final affordable housing implementation plan*

Task 4 City Deliverables:

- 4.1 Consolidated comments on final draft affordable housing implementation plan*

Deadline: Final affordable housing implementation plan completed and ready for review by decision-makers on or before November 15, 2022.

PAYMENT SCHEDULE

Consultant shall submit invoices to Agency in accordance with the payment schedule below, as described in more detail in Section 4 of the Contract.

Consultant shall submit an invoice to Agency for the amount shown below after the relevant task is completed.

Consultant must submit final invoice within 30 days of the completion of task 4 below.

Totals by Task	Total by Task	Schedule
Task 1: Project Kick-off	\$2,865	March 31, 2022
Task 2: Background Report	\$13,975	May 31, 2022
Task 3: Draft Affordable Housing Implementation Plan	\$13,980	September 15, 2022
Task 4: Final Affordable Housing Implementation Plan	\$6,315	November 15, 2022
Total	\$37,135	March to November 2022