

EXHIBIT A

SCOPE OF WORK AND RELATED TERMS

The Griffin Housing Conditions and Market Analysis will include the following components:

- A written plan/report in digital format not to *exceed* 75 pages;
- A maximum of 12 Neighborhood Wave assessment factors;
- Field survey collected and other raw data presented in an excel database; and
- Property photos provided at a standard web-quality size.

The tasks for completing this project will be the following:

TASK ONE: PROJECT DEFINITION AND ONGOING MANAGEMENT

1.1 Project Launch Meeting with the Project Governance Team

We suggest the formation of a Project Governance Team to discuss the project and to review the work plan and schedule. The Project Governance Team should consist of members selected at the discretion of Spalding County, the Griffin Housing Authority, and the City of Griffin. The work of the Project Governance Team will include refining the project scope, refining the community participation process, assessment of project area dynamics, feedback on recent planning and development initiatives, identifying opportunities for potential private sector involvement, and establishing a framework for the project's political support. Meetings with the Project Governance Team will occur monthly throughout the planning process.

Deliverable: A report outlining the refined project scope and work plan, a stakeholders' profile, a refined community participation process, and a "contact list" to be distributed to the Project Governance Team and the Consulting Team to aid in project efficiency and coordination

1.2 Management and Coordination Throughout the Process

APDS works collaboratively to establish clear lines of communication. Working with the staff of the Parties, our team will ensure the appropriate consideration of cooperative relationships is maintained as it pertains to the nature, reputation and character of our clients. APDS proposes to conduct a bi-weekly project meeting that would include a monthly face-to-face meeting with the Parties' staff. With the aggressive timeframe identified, additional meetings can be scheduled as needed. APDS will work with the Parties to adjust and develop optimal outputs to illustrate the project performance. These meetings will be conducted in-person or remotely depending on the circumstances from week to week. The Project Manager of APDS via the Principle-in-Charge will serve as a conduit/liason of information to the Parties to provide updates from the team meetings. This eliminates any confusion or delay in information flow.

Deliverable: Project meeting minutes and a written monthly summary report.

1.3 Briefing and Guided Tour of Neighborhoods

Our team would request that the staff engage with us on a guided tour of Griffin-Spalding County neighborhoods. We would recommend that the Project Governance Team consider joining our group for the guided tour. The purpose of the tour would be to facilitate a preliminary understanding of the issues facing the community prior to any public meetings. This will also be valuable input in helping to determine the project area boundaries. Photographs will be taken of any key discussion points or items of unique interest. In a subsequent sub-task, we will photograph all property in the targeted area, categorize it, and map the findings. This guided tour will assist APDS in not only completing the conditions analysis but also clearly being able to place those conditions in context. Early discussion of the issues and opportunities will give our Consultant Team a "jump start" on the project.

Deliverable: Presentation, including photographs and a summary of key “take-aways”

TASK TWO: DATA COLLECTION, CONDITIONS ANALYSIS AND PROJECT AREA CONFIRMATION

2.1 Review Existing Plans, Documents and Studies

In order to have an efficient process and maximize the value of work previously completed, our Consultant Team will generally review existing plans and documents developed that are relevant to the project area. This will include documents and materials produced by the Parties, including a review of all available information on public improvements, newspaper articles and any plans that have been officially commissioned or adopted by a public body. The Consultant Team will review this data seeking specific trends that transcend the various reports. Items deemed pertinent will be cataloged in a summary report and used to inform future recommendations by the Consultant Team.

Deliverable: Plan review summary report

2.2 Baseline Data Collection/Map Preparation

Using GIS shapefiles received from the Parties, APDS will prepare a base map series for use in data collection and reference throughout the project. Additional data will be collected and reviewed in preparation for developing the findings. APDS will prepare a base map series for use in data collection and reference throughout the project. This information will also be used to create a template that develops criteria to rate and select specific areas in the City for redevelopment.

Deliverable: A list of maps and data specifically prepared for the project area and a Development Recommendations Matrix

2.3 Property Inventory and Conditions Analysis

The APDS Team will conduct an analysis of property conditions in the targeted area. The field survey will include building conditions, confirming unit type, ownership patterns, vacant vs.

occupied buildings, assessed value, and opportunities for in-fill development, as well as assessment of the strengths, weaknesses and physical characteristics of the subject neighborhoods. Based upon the existing conditions and other data collected each neighborhood will be provided with a Neighborhood Wave Matrix score that will provide a numerical rating for investment or development quality.

APDS will collect this information by conducting a windshield survey. Every property will be provided a condition assessment. Representative photographs will be taken of the neighborhood in general. The results of this sub-task will be cross referenced with the results of sub-task 2.2. In order to accomplish this task the APDS Team will assemble a property database linking the City or County GIS parcel data layer with the windshield survey assessment database. This will make it easier for us to illustrate location advantages and clustering for impact.

Deliverable: An electronic database that records the findings of the field survey assessments

TASK THREE: EXAMINATION OF MARKET TRENDS, COMPETITIVE POSITION AND DEMOGRAPHICS

This task provides the basis for understanding the current and future market potential for residential, retail, restaurants, services and office offerings in the City of Griffin and Spalding County. Our firm will analyze demographic trends to clarify differences between each neighborhood area of focus and competitive areas in proximity. Comparing these changes in the residential populations of each area provides greater insight into the breadth and depth of market shifts occurring within the region/area. Knowledge of these distinct patterns will inform recommendations to the approaches deemed most suitable for investment and redevelopment in Griffin.

3.1 Study of Market Trends

The Consultant Team will prepare a market overview of Griffin, including an overview of the citywide trends. The overview will include multi-family and single-family housing (including vacant houses and vacant land), office, retail, and transient accommodations. These trends will be compared with those of the Study Area, and a list of possible land uses and development for the area will be given. The market overview will be analyzed in light of the Community Profile, and a report will be developed that includes the following:

- Types and location of housing;
- Types and location of commercial development;
- Application of the City's historic resources;
- Analysis of market forces and spending patterns within a defined radius of the study area;
- Primary drivers of supply and demand; and
- Analysis of housing opportunities and retail services offered and those most desired by local stakeholders and prospective purchasers, renters, or business tenants.

Deliverable: A comprehensive report outlining the market overview and supply/demand factors

3.2 Demographic Profile

APDS will develop a demographic profile for the City of Griffin neighborhoods as a part of our scope of work. We have performed a preliminary analysis of this data in preparation for this project. As we engage we will continue to monitor and refine:

- Population;
- Race and ethnicity trends;
- Age cohort trends;
- Median household income trends;
- Employment trends;
- Occupied housing gains or losses;
- Homeownership trends;
- Transportation trends; and
- Education achievement level.

Deliverable: A targeted report, including all data and analysis

3.3 Housing Gap Analysis

Building upon the data collection and analysis conducted through sub-task 3.2, the APDS Consultant Team will quantify and analyze the gaps between an idealized housing situation in Griffin and the current and projected reality. This will include an analysis of the locations of jobs and different types, affordability levels, and quality levels of housing and the relationships between these issues. APDS will also, based on the findings of sub-task 3.1, particularly from discussions with Affordable Housing Partners, and everyday Griffin citizens, tenants, and homeowners, analyze issues around the demand and access to/supply of services such as homebuyer training, housing counseling, credit issues and counseling, down-payment assistance and other related topics.

Deliverable: A targeted report, including all data and analysis

TASK FOUR: DEVELOP STRATEGIES FOR REDEVELOPMENT

4.1 Project Development Area Planning

The APDS Consultant Team will work with the Project Governance Team to present recommendations on catalyst project areas within the overall development area. The Consultant Team will identify potential “Project Development Impact Areas” generally consisting of one to five blocks. The following activities will occur as part of recommending potential areas:

- Identification of key development sites;
- Recommendations for targeting of key properties;
- Development of new single-family homes, restoration of existing homes, infill opportunities, and neighborhood retail districts; and
- Develop strategies to encourage various housing types and affordability levels.

4.2 Initial Strategies and Findings

Our past experience has proven that there are always several approaches that can be used for redevelopment. APDS will facilitate a process that will allow the Parties to determine various scenarios that could be embraced based upon initial findings.

Deliverable: An initial “Strategies” narrative and report, discussing the items laid out in sub-task 4.2, supplemented by maps, diagrams, charts and tables which illustrate and complement the text

FIVE: OUTREACH AND PUBLIC PARTICIPATION

One of our core philosophies is that resident and stakeholder involvement in Revitalization and Implementation Planning will result in development strategies that have broader marketing appeal. We firmly believe that a critical component of community development is stakeholder support for the project. Stakeholders impacted by the redevelopment should be engaged. We have found that the ideas generated by the community sometimes provide a creative addition to the expertise of the APDS Consultant Team. Our approach to implementation would include various levels of public involvement and community capacity building. As clearly stated above, we will engage key stakeholders from the beginning of your project by having the Project Governance Team and conducting stakeholder interviews. Also, at the appropriate time, the Consultant Team will directly engage various boards and commissions that will be able to positively influence the project.

5.1 Conduct Individual Stakeholder Interviews

We will conduct interviews and small group meeting(s) with key stakeholders to facilitate involvement in the process, to gain insight from the stakeholders' perspective, and to provide information on the application of the plan. They will also provide a means for the stakeholder to express their viewpoints and concerns in a less public setting. We have discovered that smaller meetings tend to allow us to develop stronger relationships with the stakeholders and elicit long-term support of the project.

Deliverable: Meeting summaries and contact lists

5.2 Community Participation and Public Meetings/Workshops

In an effort to facilitate a smooth process the APDS Consultant Team will hold a series of public meetings. As part of these meetings, our Consultant Team, with assistance from the Project Governance Team, will introduce the refined scope of work, announce opportunities for structured public involvement, confirm what we have learned about their community, and confirm how our work will evolve into strategic redevelopment opportunities. The meetings will include workshops designed to confirm residents' preferences and generate ownership of the redevelopment process. These meetings will also help delineate where the public feels it finds the most value from recommended approaches.

Deliverable: Meeting summaries

5.3 Leveraging Local Partners and Businesses

Through our planning process we will begin to identify a profile of likely supporters and patrons for development projects. APDS will recommend outreach strategies that will assist the Parties in attracting these new stakeholders while solidifying current ones. These strategies will include a multitude of players interested in impacting the redevelopment needs of Griffin. This approach will ensure long-term revitalization is more collaborative, inclusive, and sustaining. The goal of this effort will be to involve these community stakeholders in a process that would operate simultaneously with the rehabilitation or development of targeted areas and properties. This is all done with a hope of keeping supply and demand in equilibrium through the implementation of the plan. The involvement and support of these groups in any redevelopment strategy is paramount in reaching prospective homebuyers, renters, or business owners.

Deliverable: Technical memo that details strategies and tactics for engaging these groups and leveraging their support

TASK SIX: PREPARE AND SUBMIT A WRITTEN HOUSING CONDITIONS & MARKET ANALYSIS REPORT

The APDS Team understands that this initiative is not limited to a series of loosely connected tasks, maps and reports that provide information but no real plan of action for the Parties. As part of the scope of work deliverables, APDS will prepare a written narrative report that will outline our findings with detailed action steps, descriptions of activities, roles and responsibilities, and estimated time frame for delivery of each activity associated with the redevelopment process. Although this will be refined through the project governance process the final report will include the following:

- Project background and methodology;
- Overview of local trends;
- Summary of existing conditions;
- Summary of market potential;
- Opportunities and challenges analysis;
- Series of maps and other charts/graphs that will illustrate the findings and recommendations;
- Recommended starting point for redevelopment;
- Redevelopment sites, including highlighting City-owned assets and other properties of significance;
- Baseline data to make development decisions;
- Recommendations for the use of existing resources;
- Development of financing approaches;
- Detailed work program, action steps, and benchmarks; and
- One colored hard copy of the final report and an electronic copy of all documents.

We envision the final Housing Conditions & Market Analysis Report to be a working document that will be used by various parties to guide their actions throughout the implementation process. The work program/action steps will be presented in a logical progression of short-, mid-, and long-term efforts, providing a linear set of accomplishments that build upon each other to provide the

greatest chance of success. The written report will be presented to the Parties in draft form and the Parties will have an opportunity to submit up to two sets of revisions which will be reviewed, discussed, and incorporated to produce the final report.

Deliverable: A final written report accompanied by a detailed “Pre-development Process and Procedures Matrix” that will outline the action steps, deliverables, roles, responsibilities, and time with each critical step of the redevelopment process.

TASK SEVEN: PROJECT ADAPTATION, ADOPTION AND CLOSEOUT

Once a final written redevelopment plan report is delivered, the project closeout activities will begin to take place. This phase of the project is very important for documenting all activities, final modifications if needed, providing a final deliverables package, and a final close-out presentation for the key stakeholder groups and the Parties’ governing boards.

7.1 Compatibility and Modification Process

APDS will work with the City to ensure that the work product is completely compatible with the comprehensive plan and other regulations, such as land-use. If there is a need for changes to any of the City plans or regulations, APDS will draft the needed language in a technical memo that will be ready for ratification through the prescribed Griffin process.

7.2 Adoption Activities

The APDS Team will be prepared to participate in up to three close-out meetings that will include a final presentation to the City of Griffin Board of Commissioners. The Consultant Team will prepare a power point summary of the project for presentation purposes that will follow the framework of the final written report. These activities will follow the request as explained in the initial Project Governance Team meetings.