

# Exhibit 1

## Scope of Services

Subject to the terms of this Contract, CONSULTANT may be called upon by CITY to perform professional services for CITY. The Scope of Services shall include the tasks described below, for which CITY contracts with CONSULTANT.

### Work Scope

Our understanding of the city's needs for a housing plan stems from our review of the RFP, Planning Commission and City Council agendas and minutes, the City's Comprehensive Plan, the Cook County 2015 Housing Study, and online research about issues in the Grand Marais area. As a desirable place to live and visit, Grand Marais is facing challenges with providing a full range of housing options that meet community needs without negatively impacting the environment. The Comprehensive Plan identifies a number of policies that will inform the development of a housing work plan, including more housing for low income residents, senior citizens/retirees, young families, and summer workers. The Comprehensive Plan also indicates that consideration should be given to ensuring future development is environmentally sensitive and efficiently uses transportation, utilities, and public services infrastructure.

HKGi's proposed approach to the development of a housing plan incorporates all of the work scope components outlined in the RFP. We suggest, however, that components 1 and 2 both be completed in advance of our presentation to the city. In addition, we propose the presentation of existing conditions be part of a more interactive Housing Issues Workshop that enables a full discussion of housing issues and opportunities. Our approach would also use this first workshop to give participants a chance to suggest communities and housing projects for our team to research as part of Component 3. HKGi would then assemble innovative housing projects, regulations and solutions that offer potential lessons for Grand Marais in advance of the Housing Solutions Workshop. Based on this approach, our work scope would be as follows:

#### Task A: Housing Inventory and Analysis

This task will focus on gathering housing data from the City and Cook County, including GIS parcel and tax information. HKGi will analyze the data and provide a series of maps, tables, and graphs that create a snapshot of the community's housing inventory. This analysis will include a high level comparison between existing housing types and the city's demographics, e.g. senior residents vs. senior-friendly housing, low-income households vs. affordable housing. HKGi will also review existing City regulations to identify potential issues or barriers to housing development. The findings from Task A will be presented at a Housing Issues Workshop. In addition to confirming and/or revising the findings, the workshop will provide an opportunity for community participants to share their thoughts, issues, and concerns about housing. HKGi brings a wealth of experience working with project committees and will work with city staff to identify workshop participants that represent the community's diversity in age, gender, income, race, household type, owner/renter, etc.

##### Subtasks:

- » Assemble Housing Inventory Data (Component 1a)
- » Review City's Existing Regulations (Component 2)
- » Facilitate Housing Issues Workshop (Component 1b)

##### Deliverables:

- » Housing Inventory – series of maps, tables and graphs
- » Technical memorandum summarizing regulatory review findings
- » Housing Issues Workshop invitee list, agenda, presentation materials, and summary

#### Task B: Housing Solutions and Implementation

Using the findings from Task A and input discussed at the Housing Issues Workshop, HKGi will research precedents of innovative housing projects, regulations, and approaches from other communities. This research, along with HKGi's initial ideas for solutions to consider, will be presented to community participants at a Housing Solutions Workshop. In addition to brainstorming solutions, workshop participants will identify pros and cons of identified solutions, discuss potential barriers to achieving solutions, and prioritize solutions to be implemented. Following the Housing Solutions Workshop, HKGi will prepare a Housing Work Plan that outlines the prioritized implementation strategies identified.

##### Subtasks:

- » Research Housing Solutions in Other Communities (Component 3)
- » Facilitate Housing Solution Workshop (Component 4a)
- » Create Implementation Work Plan (Component 4b)

##### Deliverables:

- » Housing Solutions Workshop invitee list, agenda, presentation materials, and summary
- » Implementation Work Plan

## Schedule

We anticipate being able to complete the project approximately four months from the kick off date. The timeline below illustrates the anticipated duration of each component, with approximate timeframes for the two workshops indicated on the timeline. This schedule assumes project kick off in the last week of April.

	May	Jun	Jul	Aug	Sep
Component 1: Housing Data Collection		+			
Component 2: Regulatory Review					
Component 3: Housing Solutions Search					
Component 4: Housing Solution Workshop and Implementation Plan				x	
Housing Issues Workshop		+			
Housing Solutions Workshop				x	

## Fee Proposal

The table below outlines HKGI's proposed fee for developing the Plan to Address Housing for Grand Marais.

	Total Hours	Total Fee
Component 1: Housing Data Collection	42	\$4,120
Component 2: Regulatory Review	28	\$2,750
Component 3: Housing Solution Search	32	\$2,960
Component 4: Housing Solution Workshop and Implementation Plan	40	\$4,220
Expenses		\$500
<b>Not-to-Exceed Fee Total</b>	142	\$14,550