

EXHIBIT “C”

Table 2 – Deliverables, Milestones and Timeline Example

Ref#	Key Deliverable Description	DAYS/ WEEKS	COH	Firm
1.0	Project Statement of Work – Detailed project planning document agreed to by the Contractor and the City.			
1.1	<p>Citywide affordable housing and economic investment study: Deliverables</p> <p>Project Planning & Budgeting – A high-level timeline used to develop this SOW will be expanded into a Project Work Plan with activities and key milestone dates. The plan will detail task lists to manage and coordinate activities among the various stakeholder groups and contractors working on the project.</p> <p>Risk Management – Risk Management includes risk identification, risk tracking, and risk mitigation. Project risks will be logged and managed in a risk register located on the project’s SharePoint site.</p> <p>Monthly Status Reports – Monthly PMO status reports will be developed and reviewed with the COH project manager throughout the life of the project. Status reports will contain key milestone dates, data analysis, field evaluation, draft results that will be updated as the information changes. Status reports will be stored for reference on the project’s SharePoint site.</p> <p>Project Scope Management – The Contractor will provide a formal project change management process to capture the nature of any deviations from the Project SOS and track the progress of all changes requested and/or approved.</p> <p>Ongoing Communications Plan – A communication plan will specify the communications used during the project lifecycle to identify who should send and receive communication. The plan is designed to build stakeholder commitment to the project by providing necessary information to each impacted audience or stakeholder group to ensure maximum user acceptance.</p>			
2.0	Milestone 1 (includes deliverables 2.0 – 2.2)			
2.1	<p>Pre-Launch Meeting</p> <p>Meeting (via conference call) with consultant and HCDD to explain the process and methods of analysis.</p>			

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2.2	<p>Citywide affordable housing and economic investment study: Data Analysis</p> <p>(Month 1 and 2):</p> <p>City provides consultant with parcel and block group data for the analysis.</p> <p>The consultant purchases, cleans and processes foreclosure and National Establishment Time Series (NETS) data. The consultant collects, reviews, cleans, geo-codes and maps various data elements at the block group level. The consultant processes data and creates maps of key indicators to evaluate during launch trip.</p> <p>The consultant hosts a pre-launch go-to meeting with City of Houston and HCDD staff to show data mapped for each variable and validate that the data comports with local knowledge of market conditions.</p> <p>Milestone 1 concludes with onsite, Project Launch meetings. During these meetings the consultant will discuss and address questions regarding the method and application of the study results for specific issues facing the city. Meetings include sessions with City of Houston and HCDD staff to discuss the study framework as it relates to public intervention and investment strategies and meetings to discuss data issues. In the Project Launch meetings, consultant will present the project and review draft variables with City of Houston and HCDD staff members. Project Launch meetings may include: city department leaders, business and community development leaders.</p>			
M-2	<p>Milestone 2 (includes deliverables 2.3-2.4)</p>			
2.3	<p>Conduct Field Evaluation and Commercial Study – Meetings (by phone, or in person if possible) with key stakeholders identified by the task force to understand commercial corridor dynamics, local market variation, and the types of public intervention tools available to address challenges at multiple scales – locally, city-wide, county-wide, regionally. The SOW budgets for the commercial corridor analyses will examine 20 corridors – additional corridors may be included for an additional fee (see budget).</p>			
2.4	<p>Field Evaluation and Validation with local Experts and Commercial Study: Deliverables</p> <p>Month 3 -6:</p> <p>Complete a field inspection of key variables to ensure data indicators conform to the built environment and market realities. During the field inspection a designated HCDD representative will accompany consultant staff to both enhance the verification effort and become trained in this part of the study process.</p> <p>After field verification is complete, consultant will make adjustments to data inputs and where appropriate, seek additional indicators from City of Houston and HCDD staff.</p>			

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	<p>The Consultant and HCDD staff will virtually meet to review and discuss revisions, as needed.</p> <p>Creation, validation and refinement of the initial model.</p> <ul style="list-style-type: none"> • Define cluster market types and tests results. • Conduct field validation to validate different models. • Present draft models to City of Houston and HCDD staff to solicit feedback. • Revise, test and update the model until consensus is reached on a model that accurately represents market conditions. <p>Commercial Corridor Analysis</p> <ul style="list-style-type: none"> • Map business data on model results • Analyze commercial activity within defined corridors over time – total business, business types, sales, employment, and turnover. • Present business data to reflect the relationship between commercial corridor conditions and the strength of local real estate markets. 			
M-3	Milestone 3 (includes deliverables 3.0)			
3.0	<p>Present study methodology, analysis and results to city and stakeholders.</p> <p>Present and deliver a presentation detailing study methodology, analyses and results. The presentation will include maps and tabular data of market types and input variables. This will serve as the final report.</p> <p>Deliver a wall size map in hard copy and electronic format of the final results with associated spatial data (shapefiles).</p> <p>Provide technical assistance to the client’s staff or its designees to convey the methodology so staff understand the process and can effectively use the final results.</p> <p>Facilitate wrap-up meetings to address questions regarding the method and application of the study findings to the specific issues facing the city. These meetings can be a small group of invited guests or a larger public meeting based upon HCDD’s needs.</p>			