

Please note where Williamson County staff time or assistance is needed, **that information is in red** so that you can see the commitment that may be needed to ensure the best possible outcome for the process.

Exhibit A

Scope of Work

Updated 7.12.22 V4

{Overview of the Process}

We understand that the County wishes to have a full and robust engagement process with the community, in particular your key partners and stakeholders. Additionally, every elected official and appointed Department Director should be offered the opportunity to engage in a way that makes the most sense to them, whether that is at a focus group, attending a meeting, or taking a survey.

The process is designed to take **approximately five (5) months**: from mid-August/first of September, 2022 through January, 2023 and has **four main phases**:

- **Phase 1:** Process Design, Engagement Plan, Project Plan, Foundational Work: Launch the project based on collaboratively designing a customized process including a Community and County Engagement Plan, a Project Plan, and a detailed timeline with specific dates and participants. A meeting with the Commissioners to approve the process is included here. A weekly update meeting via Zoom will be established with the County Core Team to continue to share information and make decisions.
- **Phase 2:** Document Review and Engagement and Outreach: Research and review documents; and engage your partners and stakeholders (internal and external) through data gathering via online surveys, personal interviews, focus groups, and information sharing.
Visit 1: SBrand staff will be on the ground for one full week (arriving no later than Monday, leaving no later than Friday) during this process with three team members.
- **Phase 3:** Strategic Plan and Implementation Plan Meetings: Facilitate a strategic planning retreat and implementation team meetings; conduct meetings with internal and external stakeholders to review the draft documents; conduct meeting with Commissioners for review and approval of the initial draft documents.
Visits 2 and 3: SBrand staff will be on site twice during this process.
- **Phase 4:** Creation and Approval of Strategic Documents and Templates: Create your strategic planning and implementation documents with

actionable, realistic, and measurable long-term results. The documents will include a reporting and tracking process with templates for ongoing work. Two public meetings are planned with the Commissioners for a work session and formal adoption of the Plan.

Visit 4: SBrand staff will be on site for the adoption process

We are planning for a total of four (4) site visits:

Phase 2 for the focus groups and interviews, with a combination of team members (1 trip)

Phase 3 for the retreat and the implementation team meetings, with a combination of team members (2 trips)

Phase 4 for the adoption process, with a one team member (1 trips)

Invoices will be sent monthly to the contact specified by the County. Invoices will be sent monthly, at the end of the month, for services rendered during that month.

Travel is estimated only, not to exceed \$14,000.00. Because the County wishes to limit travel costs, once meeting dates have been confirmed by the County in writing, the travel expenses will be incurred to include flights, hotels, rental cars, and other transportation needs. Since it is impossible to know the travel costs prior to purchasing, SBrand will inform Williamson County of the travel costs at that time – prior to purchase – and request approval in writing within 1 business day so that the purchase can be made in a timely manner. The County will be invoiced for all travel costs in the month that travel occurs. If the County reschedules/changes the date or location of the meeting, that may incur additional travel costs which will be invoiced to the County. If the County cancels a meeting and does not reschedule that meeting within four business days, any travel costs that have been incurred by SBrand will be invoiced at cost. If SBrand reschedules/changes the date of the meeting, that may incur additional travel costs which will be the responsibility of SBrand. If SBrand cancels a meeting and does not facilitate that meeting, those travel costs will not be invoiced to the County.

Here are the highlights of the process

- + 10 Internal Focus Groups to gain insight and feedback from elected officials and department directors
- + 4 Focus Group meetings for external stakeholders to gather feedback
- + 4 Commissioner meetings to approve the process, give feedback, review the draft, and approve the final documents
- + 5 personal interviews with the Commissioners
- + Internal survey (3 versions: elected officials, department directors, and staff)
- + External survey
- + 1-day retreat to craft the content of the Strategic Plan

- + 5 meetings focused on the Implementation Plan

Timeliness. County understands and agrees that information is needed (photos, language, documentation, graphics) for the creation of documents, and if that information is not provided in a timely manner than SBrand cannot fulfill the timeline in Exhibit B. Any additional costs due to Client delay will be shared with Client prior to incurring those costs, and upon approval in writing will be billed to the client, which may include graphic design costs.

Phase 1 Details

The **first 30 days** will be focused on thoughtful and deliberate details and design of the project, including:

- The people to involve
- The questions to ask
- Dates, times, and locations of the meetings
- Gathering background data and information to inform the plan and process
- The timing of the people and the questions in relationship to meetings

Kickoff Meeting

The kickoff meeting to cover logistics, and our weekly updates, phone calls, and emails will guide the overall project and show us where we need to make changes and adjustments in our planning. We will cover and determine all the details about the schedule, process, and deliverables. We will discuss the specifics of data gathering, interviews, community engagement and outreach process, workshops, document review, dates, and other coordination. This is also where we work with you to establish that we have the right people involved from the beginning.

We will first affirm the general schedule and some specific dates to allow the Commissioners to set time on their calendars for meetings. We will create emails, documents and if needed, videos to share with the Williamson County elected officials, department heads and staff to discuss the strategic plan, the process of updating your plan, and the timeline and schedule.

Williamson County Commitment for the kickoff meeting (2 - 4 hours):

Public Communications/Affairs Manager
Person assigned to administrative support
The Core Team

Williamson County Commitment for the weekly meetings (1 hour per week):

Person assigned to administrative support
The Core Team

The most important work during the kickoff is determining who to involve in the process and how to involve them. Our general approach when it comes to including people is “yes.” We strongly feel that “None of us is as smart as all of us”¹ and we value the various perspectives and ideas that different team members can offer during the process.

Deliverables for Phase 1

- ✓ Engagement and Outreach Plan (for internal and external stakeholders)
- ✓ List of Participants with contact information
- ✓ Project Management Plan with Specific Dates and Participants
- ✓ Weekly one-hour meetings by Zoom
- ✓ Create and maintain a shared Google Drive for documents, graphics, photos, and other important information through the life of the project.
- ✓ 1 Commissioner Meeting
- ✓ Emails and phone calls as needed
- ✓ Updates as needed (by email, staff report, or Zoom meeting) with the County Commissioners on progress and outcomes. Note: we have planned three (3) in person facilitated update meetings with the Commissioners during the process.

Phase 2 Details

The second major phase, which will last between **30 – 45 days**, is of the process is the data gathering, engagement and outreach, and research phase. Part of the kickoff meeting is a discussion about the documents that are available (budget, department strategic plans, past strategic plans, master plans, demographic information, important Commissioner decisions, and so on), and what other sources we recommend for data gathering.

Williamson County staffing commitment:

We will need your assistance in locating files or links to data and information, and either sending us an email or placing that information into Google Drive. Anticipate 4 hours of work.

We will need attendance at the internal meetings

We will need help internally encouraging staff to take the survey and come to the meetings.

This phase will include the creation, design, and release of internal and external surveys, the interviews, and focus groups internally and externally. The SBrand team will have two - three members on site for a full week (arriving no later than Monday and leaving no earlier than Friday) as a part of this process, as well as online engagement through Survey Monkey and social media.

There will be six key components to our engagement process:

¹ Ken Blanchard

1. Internal and External Surveys

The process anticipates two (2) surveys: one internally and one for the community. We engage with elected officials, County stakeholders and partners, staff, and your chosen partners using an online survey tool. We will create marketing materials such as a flyer and emails for both internal and external engagement. We will craft draft questions for both surveys and upon approval of those final questions, we create the survey tool. We monitor the survey during the release period and give regular updates to the Core Team.

2. Confidential Interviews

Confidential interviews – we have recommended five for the Commissioners – are a significant part of the engagement process.

3. Marketing Tools

We will create information (as requested by the County) to promote the survey and the strategic planning process. The materials which will be in the form of emails, press releases, flyers, and social media posts are engaging, visual and tell the story of the process of your strategic plan, encourage people to engage in the feedback opportunities, and convey the message of the plan once completed. Any comments will become a part of the outreach and engagement report data. We can also design graphics and content for newsletters, the website, and other forms of communication already in use by the County. SBrand may publicly state that it performs the Services for the County and may also use images and content from the process, products and deliverables to post on social media and share with other potential clients.

4. Commissioner Meetings

We will hold three meetings with the Commissioners:

- a. First to approve the process
- b. Second to get specific feedback once an initial draft has been created to ensure the priorities and content are correct
- c. Third to present the final plan for approval

5. Office/Department Focus Groups

In order to gain the most engagement and feedback from your internal stakeholders, we have ten (10) focus groups, which will be up to 2 hours each. The intent is to accomplish three things:

- Inform about the strategic plan process and timeline
- Gain insight and feedback based on specific questions
- Create understanding, engagement and buy in for the strategic plan

6. Focus Groups for Community Stakeholders

We will facilitate four (4) meetings up to 2 hours each with key stakeholders in your community to offer focused conversations about the priorities and goals

associated with their areas of expertise that would result in how you can best serve the community over the next decade.

Meeting Cancellations. Should a scheduled meeting as noted on **Exhibit B** be cancelled by the County and not rescheduled within 4 business days, the Client will be billed for that meeting cost in accordance with Exhibit B.

Deliverables for Phase 2

- ✓ Survey questions and online survey
- ✓ Interview questions and 5 interviews
- ✓ 10 Internal Focus Group Meetings
- ✓ 4 Partner Focus Group Meetings
- ✓ Engagement and Outreach Report
 - Raw data
 - Executive summary report

Phase 3 Details

The third major phase which will take **approximately 14 days** will be the actual facilitated meetings to craft the content and information in the strategic plan. The SBrand team will be in Williamson County twice during this time period.

Williamson County Commitment:

We will need administrative staff assistance with room selection and AV setup.
We will need Williamson County to provide food and refreshments for the meetings.
We will need attendance at the meetings.
We have seen clients staff the meetings with a note taker, but that is not necessary for us, we will take all the notes.

One Day Strategic Plan Retreat

Generally, the concept of the **Strategic Plan retreat meeting** is this:

First part of agenda: Commissioners meet to discuss the most important areas of the plan: Vision, Mission, Values and Key Focus Areas as well as any important issues that the Commissioners need to discuss as a team.

Second part of the agenda: The Commissioners meet with the full team (elected and department heads) to continue to craft the Key Focus Areas as well as Strategic Goals and SMART Objectives. We recommend inviting other elected officials and appointed department heads to build understanding, share information, and craft a strategic plan that is understood and supported.

As a part of the facilitated meetings, we create an agenda with unique engagement techniques the promote critical thinking, open and honest conversations, and creative

solutions to opportunities and barriers. We cover all of the components of a great strategic plan in addition to the specific issues that the community and your stakeholders may have identified during the engagement process. We work from the big picture (Vision) to the specific tactics and operational details (metrics and action steps) to ensure nothing is missed.

Internal Implementation Meetings

The Strategic Plan retreat is followed in about seven calendar days with Implementation Plan meetings to craft the additional tactical details. The Implementation Plan creation will be based on the Key Focus Areas created in the retreat. We have anticipated five Key Focus Areas and will hold five (5) Implementation Plan meetings which will take **up to** four hours each to initially craft a thoughtful and strategic approach to the tactics and operational approach for implementing the Goals in the Strategic Plan. These meetings are internal and involve cross functional teams from every area of the County.

Deliverables for Phase 3

- ✓ All agendas, Power Points, and handouts
- ✓ 1 Day Facilitated Retreat (6 - 8 hours)
- ✓ Implementation Plan Meetings, 5 meetings, up to 4 hours each
- ✓ The draft language and content for the Strategic Plan and Implementation Plan

Phase 4 Details

The final major phase will take **about 30 days** and includes the creation of the actual documents to include the Strategic Plan, the Implementation Plan, a reporting out tool, and the executive summary and recommendations document. This is also the phase where the community and internal stakeholders have an opportunity to comment on the draft documents.

Once the plan has been through review and redrafting, a final document will be ready for the adoption process. Most of our clients hold a work session style meeting to discuss the document to make and final revisions, then hold the adoption public meeting after that. This often takes **14 – 30 days**.

Williamson County Commitment:

We will need administrative staff assistance for any room reservations.

We will need staff attendance at the meetings.

We will need timely review of the document to keep on track with our final deliverable.

Commissioner Meetings

The Commissioners are the owners of this plan, so it will be particularly important to have that feedback on the draft documents before the staff spends significant time. There is a specific Commissioner meeting with the initial draft (before releasing internally or externally) to get that insight, we can finalize an initial draft that will be reflective of your priorities and goals for the future. We anticipate two meetings for

adoption – one in a work session format (in person) and one in a formal public hearing format (virtual).

Internal Stakeholder Meetings

Small group meetings with staff are designed with two goals: to continue to involve your elected officials, appointed department heads, and full staff in the final product and to get feedback on the draft strategic plan document. These meetings take place once the first draft of the plan is written. Note: SBrand will provide guidance, templates, and training for these meetings, but they are designed to be conducted by elected officials and department directors.

Deliverables for Phase 4

A **Strategic Plan** document that is easy to read, communicates the story of Williamson County, and reflects the priorities and goals of the Commissioners. The plan will be delivered in four versions:

- 1) Fifty hard copies, full color, two sided, bound with coil binding and plastic cover
- 2) Native files (for all versions) in either .ai or .eps
- 3) Web ready version in single page PDF format
- 4) Flipbook ready version in PDF format

This plan will be between 18 – 36 pages, full color and will include at a minimum:

- + Cover Page
- + Table of Contents
- + Letter from the Commissioners
- + History of Williamson County
- + Williamson County Today
- + Strategic Planning Process
- + Framework of the Strategic Plan
- + Vision, Mission, and Values
- + Key Focus Areas
- + Strategic Goals
- + Outcomes
- + Adaptive Strategies
- + Advantages and Challenges
- + The Path Forward
- + Acknowledgements
- + Definitions
- + Appendices Page
- + Back Page

There may be other attachments to this strategic plan that exist (the department and office strategic plans, for example).

There will be a separate spreadsheet in Xcel format for the **Implementation Plan** that enumerates the details to include specific SMART Objectives, Action Steps, Due Dates, Owner and Leader, Resources, Key Performance Indicators, and Status. Note: we recommend the County use or invest in a project management software such as Monday.com, Asana, Trello, or Power BI. If that is the case, we can assist in the design of the layout and upload of information for the Implementation Plan.

After our Scope of Work is complete, we do offer changes, updates, and revisions to the Strategic Plan for one full year at no charge. These changes, updates and revisions will include all text changes (corrections, additions and font type and size), photo changes (replacing one photo with another photo) and minor layout changes (margins, location of graphics). Any changes in graphics that would require additional design will be priced at \$100 per hour for a minimum of one hour.

We are also happy to help with guidance on our templates for conducting internal update meetings and questions to ask to get great feedback on improving the plan. Just let us know how we can help!