

MANAGING RESULTS, LLC.
PROFESSIONAL SERVICES AGREEMENT FOR
FOR

CONSULTING SERVICES TO FACILITATE DEVELOPMENT OF BALDWIN COUNTY STRATEGIC PLAN

THIS PROFESSIONAL SERVICES AGREEMENT is made and entered into as of the date hereinafter set forth by and between BALDWIN COUNTY, ALABAMA and the BALDWIN COUNTY COMMISSION, BALDWIN COUNTY, ALABAMA (hereinafter, collectively the "County"), and Managing Results, LLC, a Colorado Corporation limited liability company (hereinafter, "Consultant" and/or "MR").

WITNESSETH:

WHEREAS, it is the County's desire to develop a results-based, customer-focused County Strategic Plan that will focus on results for customers and engage elected officials, leadership and employees from across the organization and local communities within the County; and

WHEREAS, it is the County's goal to use its County Strategic Plan to drive focus and alignment across the organization, accountability and the type of analytical decision making necessary for successful implementation; and

WHEREAS, it is the County's desire to hire a consultant to facilitate the development of its County Strategic Plan and an aligned Implementation Plan that ensures successful execution of the County Strategic Plan;

NOW THEREFORE, in consideration of the covenants herein contained, and other good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged, it is mutually agreed by the parties as follows:

1) Scope of Consulting Services

The County hereby appoints and engages Consultant to provide the following:

County Strategic Plan Process

MR Consultant recommends the following steps to develop a Strategic Plan for Baldwin the County , AL as well as an aligned Implementation Plan that will help ensure successful execution of the County Strategic Plan.

➤ Project Plan & Management

Consultant MR will work with County Leadership and the County's Project Manager to:

- Confirm the County Strategic Plan process;
- Create a detailed schedule of project events and milestones; and
- Finalize public involvement strategy including details of the proposed interviews, focus groups, public input forums and/town hall meetings, online surveys, etc.

Phase I - Community and County Assessment

➤ Review Documents and Materials to Identify Issues and Trends that will Impact the Residents and the Baldwin County Government

A senior MR Consultant will review materials and documents to gain a sense of the issues that are important to the County and a history of the accomplishments and values that have governed Baldwin the County. Documents will include but are not limited to recent strategic plans, comprehensive plans, capital facility plans, financial projections, current and recent budgets, tables of organization, performance reports, County Commission actions, policies and statements, press and media articles, public surveys, employee surveys, demographic information, economic development plans and projections, land use plans, economic analysis and plans, other reports on topics such as education, health, environment, arts and culture, tourism, etc.

➤ Interviews with the County Commissioners, County Administrator and Designated Elected and Appointed Officials

A senior MR Consultant will interview the County Commissioners, County Administrator and designated elected and appointed officials. These individual interviews will take place onsite and will illuminate and document the perspectives of the County's Leadership, which will then guide the Consultant in the planning process. These one-on-one interviews will focus on the following two primary questions:

- (1) What are the most important issues that the residents of Baldwin County and the County government will be facing over the next 2-5 years?
- (2) What results do you want to be able to say have been accomplished with respect to these issues 2-5 years from now?

An MR Consultant will compile the information from the interviews and identify the common issues and trends identified by the Commissioners, County Administrator and designated Elected and Appointed Officials County including its officials.

➤ Facilitated Focus Group Sessions

A senior MR Consultant will facilitate (3) Focus Group Sessions for entities participating in:

- a. Economic development, commerce and health (i.e. EDA, IDB's, Chambers of Commerce etc.)

- b. Municipal and County elected officials (i.e. Mmayors, legislators, BOE's Board of Education, Sheriff's Department, etc.)
- c. Environmental Stewardship and Quality of Life (i.e. Environmental Advisory Board, Baldwin United, Mobile Bay NEP, Baldwin County Planning Commission).

A senior MR Consultant will also facilitate (3) additional Focus Group Sessions with Baldwin County Department Directors and Select Staff to gather information, insight, and recommendations related to the County Strategic Plan.

These Focus Group Sessions will illuminate and document the perspectives of these various stakeholders and stakeholder groups, which will then further guide the Consultant in the planning process. These facilitated focus group sessions will focus on the primary question:

- What are the most important issues the residents of Baldwin County and the County government will be facing over the next 2-5 years?

An MR consultant will compile the information from the Focus Group Sessions and identify the common issues and trends identified.

➤ Public Involvement

Based on best practices, public involvement is best created through in-person conversations with the community, similar to public input forums or town hall meetings. MR suggests the following steps in gaining the Community's input into the development of the County Strategic Plan:

- Two (2) Public Input Forums, facilitated by MR Consultant, will be held to provide an opportunity for residents to discuss the issues they will anticipate facing over the next 2-5 years.
- To ensure the input from each meeting is valued equally, the same question will be asked in each meeting: What issues do you expect to be facing over the next 2-5 years?

An MR Consultant will compile the information from the Public Input Forums and identify the common issues and trends identified by the public.

➤ Online Survey

A senior MR Consultant will work with the County's Project Manager and/or Communications Manager/PIO to assist in drafting questions for an Online Survey that will inform the creation of the County Strategic Plan.

The County will host and market the online survey via its traditional and social media channels. A senior MR Consultant will then analyze and compile the results (this is easily done when using tools like Constant Contact, SurveyMonkey, etc.) in preparation for the Strategic Planning Retreat with the County Commission, County Administrator and Key Staff.

Note: Following the completion of Phase I, MR Consultant will provide written documentation summarizing the meetings and online survey.

Phase II – Core Planning Phase

➤ Facilitated Strategic Planning Retreat

In a 2.5 day Strategic Planning Retreat (broken into two sessions), two of MR's Consultant's most senior consultants will facilitate the County Commission, County Administrator and key staff to develop the County Strategic Plan through the following steps:

- Orientation and overview of the planning process and desired results.
- MR Consultant will summarize the issues and trends identified in the Document Review, Interviews, Focus Group Sessions, Public Input Forums and Online Survey that will have a major impact on the residents of Baldwin County and the County government over the next 2-5 years. The Planning team will review and assess the internal and external environment.
- The Planning Team will identify 3-5 Strategic Priorities that will emerge from the issues identified. These are broad categories of focus within which measurable Strategic Goals will be established.
- The Planning Team will identify Measurable, Customer-focused Strategic Goals and objectives for/within each Priority. The Strategic Goals and objectives are time specific, measurable, observable customer results.
- The Planning Team will develop a Mission Statement that speaks to the County's purpose, its customers and how the accomplishment of the Organization's Strategic Goals will impact the residents of Baldwin County.
- The Planning Team will develop Vision Statement that outlines where the County would like to be in 5 years and communicates both purpose and values.

MR Consultant facilitates the development of strategic plans in a way that is built on consensus, which means that no votes are taken. The Strategic Priorities provide ample room for individual Commissioner's desired results to be included - built on consensus of the Board.

➤ Plan Documentation - Preparation of Draft Strategic Plan Document

Following the Strategic Planning Retreat, Consultant MR will compile the work product and deliver a draft County Strategic Plan document to the County's Project Manager. Consultant MR will review the draft County Strategic Plan with the County Administrator and the County's Project Manager.

➤ Implementation Plan Work Sessions

Consultant MR recommends that Baldwin the County develop an Implementation Plan complete with Strategies, Actions Plans and Performance Measures to ensure the successful implementation of the County Strategic Plan. The Implementation Plan is facilitated by Consultant MR and developed by department leaders and key staff. It is subsequently provided to the County Commission.

Three to four weeks after the conclusion of the Strategic Planning Retreat, two senior MR consultants will return for a multi-day facilitated work session with the department leaders and key staff from Baldwin the County.

The purpose of these sessions is to foster a sense of cohesion around the direction provided by the County Strategic Plan by ensuring the strongest alignment between the County Strategic Plan and the department or departments whose operations will directly influence its implementation. The following are the expected results:

- Provide an orientation and overview of the process and present/communicate the County Strategic Plan to the assembled departmental leaders and key staff
- Develop Strategies, Action Plans and Performance Measures for each Strategic Goal identified in the County Strategic Plan
- Produce an Implementation Plan that includes all of the Strategies, Action Plans and Performance Measures for Implementing the County Strategic Plan

Prior to the working sessions, Consultant MR will work with County leadership and the County's Project Manager to identify the departments which will contribute to each of the Strategic Goals. In some cases, a Strategic Goal will require the focus of one operational department. In many cases, however, a Strategic Goals will require multi-department efforts and collaboration to ensure success. Further, the County will identify which Department Head has the lead on each Strategic Goal.

Steps to Develop the Implementation Plan

The product from this effort will be an Implementation Plan for the County Strategic Plan. The steps in the process are as follows:

1. MR consultants will facilitate a series of Department-level workshops with department leaders and key staff to work on each Strategic Goal. In these workshops, Strategies, Actions Plans and Performance Measures will be developed by individual Departments or by multiple Departments when it will require multiple Departments to achieve a specific Strategic Goal. Each session will begin with an overview of the County Strategic Plan and how the Implementation Plan will work and can be tracked and managed.
2. The length of each session will vary depending on the level of effort in Implementation Planning required. For those Strategic Goals requiring only one Department to achieve the Strategic Goal, the workshop will be scheduled for three hours. Those sessions requiring multiple Departments will be scheduled for four hours or more depending on the result. The MR consultant will facilitate each Department or set of Departments to develop Strategies, Action Plans and Performance Measures as needed to achieve each Strategic Goal. The schedule will be managed so that all sessions occur within one work week.
3. To develop Strategies, Action Plans and Performance Measures for all Strategic Goals virtually at the same time, within the same work week, MR will bring two consultants, each working with separate groups during the same days in the same week, all using the same approach, methodology and language. The product of this process will be Implementation Plans that will guide the implementation of the County Strategic Plan.

➤ Plan Documentation - Preparation of Draft Implementation Plan for County Strategic Plan

The Strategies, Action Plans and Performance Measures developed and recorded by MR consultants during the work sessions are used to develop the Implementation Planning document. MR Consultant will compile and deliver a draft Implementation Plan document in Microsoft Word. MR Consultant will provide review and comment on the Implementation Plan document.

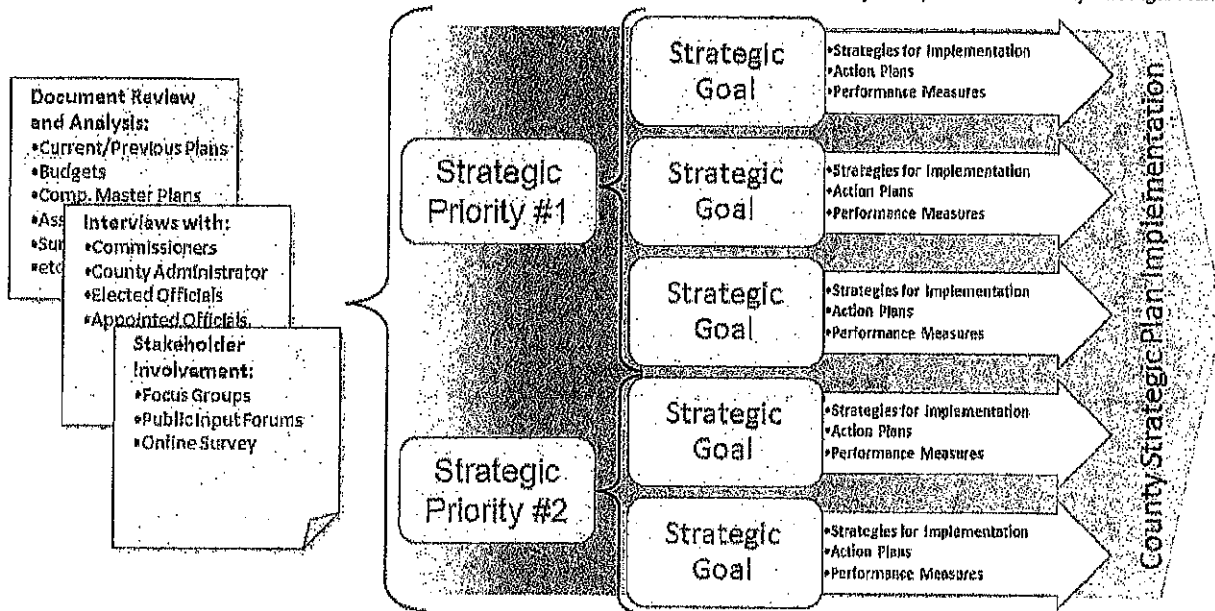
Note: Baldwin County is responsible for the creation of any publishable County Strategic Plan and

Outline of County Strategic Plan Process & Aligned Implementation Plan

Preparation:
Informs strategic planning process and Planning Retreat

County Strategic Plan:
Sets the direction for strategic, operational, resource and policy decisions.

Implementation Plan:
Multiple Departments working together to create Strategies, Action Plans & Performance Measures necessary to implement the County Strategic Plan.



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accompanying Implementation Plan that contains information outside of the scope of this RFP and/or creative visuals that require the expertise of a professional graphic designer.

Process Flow Chart

Note: The process flow chart above is a representation of the County Strategic Planning process that includes a detailed and aligned Implementation Plan.

Phase III – Performance Management and Training

Consultant MR discovered over a decade and a half ago that it is not intuitively obvious to managers how to use performance information to manage and communicate. At that time, we were working with Nashville-Davidson County, the US Forest Service, Franklin County ADAMH and the US Marines and could see this capacity lacking in local and federal government agencies. We knew from Marv's experience in State government that the same dynamic was true there as well.

In response to this discovery, Consultant MR developed a training course named *MFR Training for Managers* to teach managers how to use performance information to manage and tell their story. To date, the training has been delivered in 15+ jurisdictions, and the most common response to-date in the post training assessment is "Now I really understand how this works."

Introduction

Consultant's MR's approach to training focuses on reinforcing the following aspects of successful performance-based governments.

- Systems- Implementation and execution of Strategic Plans and the alignment of resources and results that lay the foundation for a performance-based budget conversation
- Culture- Managing with performance information

Training Process/Methodology

Geared for adult learning styles, the course includes presentations and definitions, case study work in small groups, reporting out to the entire class and reflections on lessons learned and insights gained. The topics normally covered in *MFR Training for Managers* include the following:

- Setting performance targets
- Monitoring and evaluating performance information
- Using performance information to improve performance in service delivery and the customer experience
- Communicating Success and Challenges (Narratives for Performance Reports and Strategic Plan Updates) and the Importance of Internal and External Communications

MFR Training for Managers is a 2-day course offered to up to 25 managers in each course. Consultant MR proposes to deliver (2) courses to Baldwin County with a focus on those department managers and key staff whose operations directly align with and support the achievement of the Strategic Goals in the County Strategic Plan. Following the training, the County will have ongoing access to the presentations, case study examples, performance improvement action plan templates, etc. utilized in the training.

2) Compensation

Consultant shall be compensated for its services previously described in detail in Section 1 of this Contract in accordance with the Fee Schedule attached as an exhibit hereto, which includes reimbursement for related reasonable, documented, actual travel expenses.. Notwithstanding the foregoing, the compensation due Consultant shall in no event in an amount not to exceed \$125,409 for those services previously described in detail in Section 1 of this Contract, which includes reimbursement for related reasonable, documented, actual travel expenses. Consultant's billings shall be, supported by detail, showing party providing the services, date services were performed, description of services, and applicable fees (as detailed in the attached exhibit: Fee Schedule), not to exceed \$125,409, will and shall be submitted each billing following each task as outlined in the Fee Schedule. The County agrees to remit payment for and all Consultant invoices will be paid inwithin 15 days of receipt of the same.

Consultant will maintain all books, documents, papers, accounting records, and other evidence pertaining to any fees charged to the County hereunder and to make such materials available at all reasonable times during the term of this Contract and for three (3) years from the date of each payment hereunder for inspection by the County or by

any other governmental entity or agency participating in the funding of this Agreement, or any authorized agents thereof.

3) **Indemnification**

Consultant will comply with the indemnity requirements as follows:

Consultant agrees to defend, indemnify, and hold harmless the County and its officers, agents, and employees from and against any and all loss of or damage to tangible property, or bodily injuries to or death of any person or persons, to the extent caused by the negligent acts or omissions of Consultant in connection with this agreement, including, without limiting the generality of the foregoing, its partners, employees, representatives, contractors or agents, in connection with the audit. Provided, however, Consultant shall not be liable thereunder for any loss or expense occasioned by the negligent acts or omissions of the County or its officers, agents, and employees. Each party agrees to give the other parties prompt notice of any claim, suits, actions, or proceeding. Further, the termination, cancellation, or expiration of this Contract shall not affect Consultant's indemnity obligations or the obligations and rights established which the parties expressly agree will survive compensation, cancellation, termination, and expiration.

4) **Insurance.**

Consultant's services will be performed in a professional manner and in accordance with any guidelines provided to them by the County. Consultant shall maintain liability insurance for both bodily injury and property liability, including product liability, in per occurrence limits of not less than One Million Dollars (\$1,000,000) for personal injury and not less than One Million Dollars (\$1,000,000) for property damage, and shall name the County as an additional insured. Upon execution of this Contract, and thereafter upon any renewal term, Consultant shall promptly provide the County with a certificate of insurance naming the County as an additional insured and reasonably acceptable to the County and complying with the aforementioned requirements.

5) **Venue and Applicable Law**

The County and Consultant hereby agree that any dispute which may arise between or among them arising out of or in connection with this Contract shall be adjudicated before a court located in XXXXXXBaldwin County, Alabama. The County and the Consultant hereby submit to the exclusive personal jurisdiction of the state or federal courts located in XXXXXXBaldwin County, Alabama with respect to any action or legal proceeding commenced by any party to the Contract. The County and Consultant consent to the service of process in any such action or legal proceeding by means of registered or certified mail, return receipt requested, in care of the addresses set forth in paragraph number 5. This Contract shall be construed and enforced in accordance with the laws of the State of Alabama. In the event of ambiguity in any of the terms of this Contract, it

shall not be construed for or against any party on the basis that such party did or did not author the same.

56) **Notices**

Notices to the parties hereto shall be in writing, personally served, faxed with receipt confirmation or sent by first-class US mail with return receipt to:

County: Wayne Dyess, County Administrator
Baldwin County Administration Department Commission
County Commission Office
312 Courthouse Square, Suite 12
Bay Minette, AL 36507

Consultant: Marv Weidner, CEO
Managing Results, LLC
203 Tomlchi Trail
Gunnison, CO 81230
970-901-0039

or to such other official address as the parties hereto may from time to time specify in writing.

6) **Complete Agreement**

This Contract expresses the entire understanding and complete agreement between the County and Consultant concerning the subject matter hereof. Neither the County nor Consultant has made or shall be bound by any agreement, statement or any representation to the other concerning the subject matter hereof which is not set forth in this Contract.

7) **Modifications**

This Contract can be modified only by signed, mutual consent of both parties.

8) **No Waiver or Modification**

No waiver or modification of this contract or any covenant, condition, or limitation herein contained shall be valid unless by written amendment duly executed by the parties hereto. No evidence of waiver or modification shall be received in evidence of any proceedings or litigation between the parties hereto arising out of or affecting this Contract, or the rights or obligations of the parties hereunder, unless such waiver or modification is in writing, duly executed as aforesaid. The parties further agree that the provisions of this paragraph may not be waived except as herein set forth.

9) **Cancellation**

The County and Consultant may cancel this Contract, with or without cause, upon thirty (30) days written notice to the other party. Such notice shall be deemed to be effective

when received. Upon cancellation hereof, the County will pay Consultant all fees earned up to date of cancellation and Consultant will turn over to the County copies of all County documents in its possession.

10) **Assignment**

Neither this Contract nor any claims, rights or obligations relating to it may be assigned, sublet, or transferred by a party hereto unless approved in writing by the other party.

11) **Independent Contractor Status**

The parties hereby acknowledge and covenant that Consultant is an independent contractor and will act exclusively as an independent contractor and not as an employee of the County in performing the duties hereunder. The parties do not intend and will not hold out that there exists, any corporation, joint venture, undertaking for a profit or other form of business venture or any employment relationship among the parties other than that of an independent contractor relationship. The County does not appoint the Consultant as its agent or authorize the Contractor to hold itself out as its agent. The County will not withhold any social security tax, Medicare tax, federal unemployment tax, federal income tax, or state income tax from any compensation paid to Consultant. All such taxes, if due, are the responsibilities of Consultant and will not be charged to the County. Consultant agrees not to make any claims to any welfare or retirement benefits available to qualified employees of the County, for work done in relation to this Contract.

12) **Confidentiality**

Consultant acknowledges that in the course of providing services, Consultant may become privy to valuable information of a confidential and proprietary nature relating to the County's activities. All information Consultant becomes privy to as a result of this Contract should be treated as confidential and shall not be divulged by Consultant to any third person or entity without the express written consent of the County.

13) **Validity**

The invalidity or unenforceability of any provision of this Contract shall not affect the validity or enforceability of any other provision of this Contract, which shall remain in full force and effect.

14) **No Waiver**

The failure or neglect of the County to insist, in any one or more instances, upon the strict performance of any of the terms or conditions of this Contract, shall not be construed as a waiver of such term or condition nor the relinquishment in the future of such term or condition, but such term or condition shall continue in full force and effect.

15) **Electronic Transmittals**

During the course of this Contract, Consultant or County may need to electronically transmit confidential information to each other and to other entities engaged by either party. E-mail is a fast and convenient way to communicate. The County and Consultant

agree to the use of e-mail and other electronic methods to transmit and receive information, including confidential information, between the County and Consultant and outside specialists or other entities engaged by either Consultant or County.

16) Exhibits

Attached to this contract are a Fee Schedule and a Certificate of Insurance from Consultant.

17) Intellectual Property Ownership, Use and Disclosure

The County and Consultant acknowledge and agree as follows:

Consultant Methodology (both standard and modified) is the proprietary intellectual property of Consultant. The Consultant methodology contains, and is imbedded in various methodologies, trade secrets, software, definitions, graphics, presentations, and guidelines that are the sole proprietary intellectual property of Consultant. Much of the Consultant Methodology is contained but is not limited to the copyrighted Managing Results Resource Guide to Strategic Business Planning. County may use it only for its own internal purposes and shall keep the Consultant Methodology confidential, and under no circumstances will the County or other staff or agencies of the County, except as agreed by Consultant in writing, disclose the Consultant Methodology to other third parties, either individuals, or governmental or private sector organizations. All changes or derivative work made to the Consultant Methodology shall remain the exclusive property of Consultant. Notwithstanding the foregoing; all information produced by the County utilizing the Consultant Methodology, including the County Strategic Plan and Implementation Plan, shall be considered the exclusive property of the County.

19) No Third Party Beneficiaries

It is the intent of the parties of this Agreement that they be the only parties to the Agreement and to expressly exclude third party beneficiaries. Nonparties to the Agreement may not claim benefits under the Agreement.

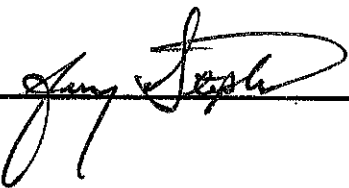
IN WITNESS WHEREOF, the Baldwin County, Alabama and Managing Results, LLC has made and executed this Contract, this 7th day of January, 2019.

MANAGING RESULTS, LLC:
203 Tomichi Trail
Gunnison, CO
(865) 567-5192

BALDWIN COUNTY, ALABAMA:
312 Courthouse Square, Suite 12
Bay Minette, Alabama 36507
(251) 937-0264

MARV WEIDNER, CEO:

CHAIRMAN:

Signature 

DATE:

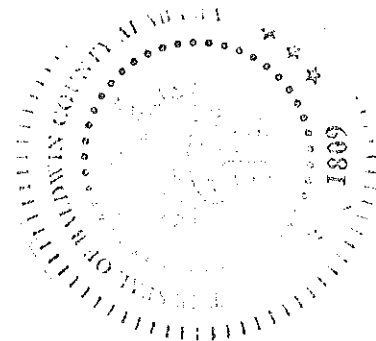
1/6/2020

Signature 

DATE:

01/07/2020

*Jeremy Stephens is the Vice President of
Development & Operations and is an
authorized signatory of Managing
Results, LLC.*



ATTACHMENTSEXHIBITS

Proposed Fee Structure

Prices include all costs associated with completing each task.

➤ **Time and Cost Estimate Breakdown by Task**

Prices include all costs associated with completing each task.

Strategic Planning Process: Tasks	\$
<p>➤ <u>Project Plan</u> Includes working with County Leadership and the County's Project Manager to confirm the County Strategic Planning process and establish detailed schedule and timeline of events.</p> <ul style="list-style-type: none"> Includes 1½ days (12 hours) of working with County Leadership and the County's Project Manager, 1 consultant at a cost of \$3,300. 	\$3,300
<p>➤ <u>Document Review</u> Includes review of existing County materials and documents.</p> <ul style="list-style-type: none"> Includes 2 days (16 hours) of review, 1 consultant at a cost of \$4,400. 	\$4,400
<p>➤ <u>Interviews with the County Commissioners, County Administrator and Designated Elected and Appointed Officials</u> Includes individual interviews with County Commissioners, County Administrator and Designated Elected and Appointed Officials to address emerging issues facing the community and results most important to achieve over the next 2-5 years.</p> <ul style="list-style-type: none"> Includes 3 days (24 hours) of interviews, 1 ½ day (12 hours) of compiling the information, 1 consultant at a cost of \$6,600. Associated travel costs will be \$0 as the Interviews will be scheduled while onsite for the Focus Group Sessions and Public input Forums. <p><i>*The proposed budget for Interviews can be expanded or contracted as needed based upon the number of Elected and Appointed Officials that need to be interviewed.</i></p>	\$9,900
<p>➤ <u>Facilitated Focus Group Sessions</u> Includes (3) Focus Group Sessions with entities participating in a) Economic Development, Commerce and Health, b) Municipal and County Elected Officials, c) Environmental Stewardship and Quality of Life, to gather information, insight, and recommendations related to the County Strategic Plan.</p> <ul style="list-style-type: none"> Includes 1.5 days (12 hours) of Focus Groups, ¼ day (6 hours) of compiling the information, 1 consultant at a cost of \$4,950. <p>Also, includes (3) additional Focus Group Sessions with Baldwin County Department Directors and Select Staff to gather information, insight, and recommendations related to the County Strategic Plan.</p>	\$9,900

<ul style="list-style-type: none"> Includes 1.5 days (12 hours) of Focus Groups, ¼ day (6 hours) of compiling the information, 1 consultant at a cost of \$4,950. 	
<p>➤ <u>Public Involvement- Public Input Forums</u> Includes (2) Public Input Forums to gather information and insight in preparation for the County Strategic Plan.</p> <ul style="list-style-type: none"> Includes 2 days (16 hours) for preparation and the actual Public Input Forums and 1 day (8 hours) of compiling the information gathered, 1 consultant at a cost of \$6,600. <p><i>Travel for the Interviews, Focus Group Sessions and Public Input Forums will include 2 separate onsite visits that take place across two work weeks and will include up to 10 days for 1 consultant at a cost of \$2,899 X2 = \$5,798 or less.</i></p>	\$12,398
<p>➤ <u>Online Survey</u> Includes working with the County's Project Manager and/or Communications Manager/PIO to develop Online Survey questions. Also includes analysis of the results and incorporating the information from the survey into the Strategic Planning presentation to be delivered at the Facilitated Strategic Planning Retreat.</p> <ul style="list-style-type: none"> Includes 3 days (24 hours) for survey development assistance, analysis and compilation, 1 consultant at a cost of \$6,600. 	\$6,600.
<p>➤ <u>Facilitated Strategic Planning Retreat</u> Includes Assessment of the Future Discussion and Review, Strategic Priorities, measurable Strategic Goals, Mission and a Vision that communicates purpose and values.</p> <ul style="list-style-type: none"> Includes 1 day of preparation (8 hours), 2.5 days for the onsite Planning Sessions, 2 consultants (40 hours) at a cost of \$13,200 with associated travel costs of \$3,820. 	\$17,020
<p>➤ <u>Preparation of Draft Strategic Plan Document</u> Includes compiling and delivery of draft County Strategic Plan</p> <ul style="list-style-type: none"> Includes 1 day (8 hours) of compiling the information and work product from the Strategic Planning Retreat, 1 consultant at a cost of \$2,200 	\$2,200
<p>➤ <u>Facilitated Implementation Plan Work Sessions</u> Includes working with Department Leaders and Key Staff to ensure operational alignment and the creation of individual and cross-cutting Strategies, Action Plans and Performance Measures for each Strategic Goal in the County Strategic Plan.</p> <ul style="list-style-type: none"> Prior to work session, includes ½ day (4 hours) to help identify Department Leaders and Key Staff that will participate in the Implementation Plan Work Sessions, 1 consultant at a cost of \$1,100. Includes 2 consultants over a 5-consultant day period* (80 hours) at a cost of \$22,000 with associated travel costs of \$4,987 or less. <p><i>*The budget for Implementation Plan Work Sessions is 5 days. If the time required is less than 5 days, only those days utilized will be invoiced.</i></p>	\$28,087

<p>➤ <u>Preparation of Draft Implementation Plan Document</u> Includes compiling and delivery of draft implementation Plan document.</p> <ul style="list-style-type: none"> • Includes 1½ days (12 hours) for compiling the information and work product from the Implementation Plan Work Sessions, 1 consultant at a cost of \$3,300 	\$3,300
<p>➤ <u>Performance Management and Training (MFR Training for Managers)</u> Includes onsite performance management training with up to (50) Managers and Key Staff whose operations directly align with and support the achievement of the Strategic Goals in the County Strategic Plan.</p> <ul style="list-style-type: none"> • Includes (2)* separate MFR Training for Managers courses, 2 days of preparation (16 hours), 2 consultants over a 4-consultant day period (64 hours) at a cost of \$22,000 with associated travel costs of \$6,304 (\$3,152 x 2 trips) <p><i>* If the County desires to only utilize (1) of the proposed (2) MFR Training for Managers sessions, the total budget for this task will be \$14,152 vs \$28,304.</i></p>	\$28,304
<p><u>TOTAL PRICE</u></p>	<p><u>\$125,409</u></p>

Note: Travel costs are estimated using present market prices and the per diem lodging and food rates as set by the U.S. General Services Administration. Only actual travel costs will be submitted for reimbursement.

TOTAL LABOR (380 hours)	\$104,500
TOTAL ESTIMATED TRAVEL	\$20,909
<u>NOT TO EXCEED TOTAL PRICE</u>	<p><u>\$125,409</u></p>