

Assessor's Parcel Number:  N/A

Date:  JANUARY 6, 2017

Recording Requested By:

Name:  DEBBIE BEAM, COUNTY MANAGER'S OFC

Address: \_\_\_\_\_

City/State/Zip: \_\_\_\_\_

Real Property Transfer Tax: \$  N/A



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KAREN ELLISON, RECORDER

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**CONTRACT #2017.001**  
(Title of Document)

FILED

NO. 2017.007

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DOUGLAS COUNTY  
CLERK

DEPUTY

## CONTRACT FOR SERVICES BY AN INDEPENDENT CONTRACTOR

A CONTRACT BETWEEN

**DOUGLAS COUNTY, NEVADA**

AND

**ONSTRATEGY**

**465 COURT STREET**

**RENO, NEVADA 89501**

This Contract for Services by an Independent Contractor (the "Contract") is entered into by and between Douglas County, a political subdivision of the State of Nevada (the "County"), and OnStrategy ("Contractor"). The County and Contractor are at times collectively referred to hereinafter as the "Parties" or individually as the "Party."

**WHEREAS**, the County, from time to time, requires the services of independent contractors;

**WHEREAS**, the County believes that the services of Contractor are necessary, desirable, and in the best interests of Douglas County; and

**WHEREAS**, Contractor represents that it is duly qualified, equipped, competent, ready, willing and able to perform the services required by County as hereinafter described.

**NOW, THEREFORE**, in consideration of the mutual promises and covenants herein made, the County and Contractor mutually agree as follows:

**1. TERM AND EFFECTIVE DATE OF CONTRACT.** The Contract will become effective upon the signatures of both Parties, and shall remain in effect until June 30, 2017.

**2. INDEPENDENT CONTRACTOR STATUS.** The Parties agree Contractor will have the status of an independent contractor and that the Contract, by explicit agreement of the Parties, incorporates and applies the provisions of NRS 333.700, as necessarily adapted to the Parties, including the express understanding that Contractor is not an employee of the County and that:

There shall be no:

- (1) Withholding of income taxes by the County;
- (2) Industrial insurance coverage provided by the County;
- (3) Participation in group insurance plans which may be available to employees of the County;

- (4) Participation or contributions by either the Contractor or the County to the public employee's retirement system;
- (5) Accumulation of vacation leave or sick leave; and
- (6) Unemployment compensation coverage provided by the County if the requirements of NRS 612.085 for independent contractors are met.

**3. SERVICES TO BE PERFORMED.** The Contractor will perform services related to Douglas County Strategy Facilitation and Design, as detailed in the December 2, 2016 Scope of Work attached hereto, and incorporated into this agreement by reference.

**4. PAYMENT FOR SERVICES.** Contractor agrees to provide the services set forth in Paragraph 3 for a cost not to exceed \$38,940.00.

**5. NONAPPROPRIATION.** Nothing in the Contract will be construed to provide Contractor with a right of payment from any entity other than the County. Any funds budgeted by the County pursuant to the terms of the Contract that are not paid to Contractor will automatically revert to the County's discretionary control upon the completion, termination, or cancellation of the Contract. The County will not have any obligation to re-award or to provide, in any manner, the unexpended funds to Contractor. Contractor will have no claim of any sort to the unexpended funds.

**6. CONSTRUCTION OF CONTRACT.** The Contract will be construed and interpreted according to the laws of the State of Nevada. There will be no presumption for or against the drafter in interpreting or enforcing the Contract. In the event a dispute arises between the Parties, the Parties promise and agree to first meet and confer to resolve any dispute. If such meeting does not resolve the dispute, then the Parties agree to mediate any dispute arising from or relating to the Contract before an independent mediator mutually agreed to by the parties. The fee, rate or charge of the mediator will be shared equally by the Parties, who will otherwise be responsible for their own attorney's fees and costs. If mediation is unsuccessful, litigation may only proceed before a department of the Ninth Judicial Court of the State of Nevada in and for the County of Douglas that was not involved in the mediation process and attorney's fees and costs will be awarded to the prevailing party at the discretion of the court. The Parties mutually agree to not seek punitive damages against either Party.

**7. COMPLIANCE WITH APPLICABLE LAWS.** Contractor promises and agrees to fully and completely comply with all applicable local, state and federal laws, regulations, orders, or requirements of any sort in carrying out the obligations of the Contract, including, but not limited to, all federal, state, and local accounting procedures and requirements, all hazardous materials regulations, and all immigration and naturalization laws. County will not waive and intends to assert all available NRS chapter 41 liability limitations.

**8. ASSIGNMENT.** Contractor will neither assign, transfer nor delegate any rights, obligations or duties under the Contract without the prior written consent of the County.

**9. COUNTY INSPECTION.** The books, records, documents and accounting procedures and practices of Contractor related to the Contract will be subject to inspection, examination and audit by the County, including, but not limited to, the contracting agency, the County Manager,

the District Attorney, and, if applicable, the Comptroller General of the United States, or any authorized representative of those entities.

**10. DISPOSITION OF CONTRACT MATERIALS.** Any books, reports, studies, photographs, negatives or other documents, data, drawings or other materials prepared by or supplied to Contractor in the performance of its obligations under the Contract (the "Materials") will be the exclusive property of the County and all such materials will be remitted and delivered, at Contractor's expense, to the County by Contractor upon the completion, termination or cancellation of the contract. Alternatively, if the County provides its written approval to Contractor, the Materials must be retained by Contractor for a minimum of six years after Contractor's receipt of the final payment from County and all other pending matters are closed. If, at any time during the retention period, the County, in writing, requests any or all of the Materials, then Contractor will promptly remit and deliver the materials, at Contractor's expense, to the County. Unless the County has requested the remittance and delivery by Contractor of the Materials, Contractor will not use, willingly allow or cause to have such Materials used for any purpose other than the performance of Contractor's obligations under the terms of the Contract without the prior written consent of the County.

**11. PUBLIC RECORDS LAW.** Contractor expressly understands and agrees that all documents submitted, filed, or deposited with the County by Contractor, unless designated as confidential by a specific statute of the State of Nevada, will be treated as public records pursuant to NRS chapter 239 and shall be available for inspection and copying by any person, as defined in NRS 0.039, or any governmental entity. Contractor expressly and indefinitely waives all of its rights-to-bring, including but not limited to, by way complaint, interpleader, intervention, or any third party practice, any claims, demands, suits, actions, judgments, or executions, for damages or any other relief, in any administrative or judicial forum, against the County or any of its officers or employees, in either their official or individual capacity, for violations of or infringement of the copyright laws of the United States or of any other nation.

**12. INDEMNIFICATION OF COUNTY.** To the fullest extent permitted by law, Contractor shall indemnify, hold harmless and defend County from and against all liability, claims, actions, damages, losses, and expenses, including, without limitation, reasonable attorneys' fees and costs, arising out of any alleged negligent or willful acts or omissions of Contractor, its officers, employees and agents. Contractor will defend, hold harmless and/or indemnify County against such claims. Notwithstanding the obligation of Contractor to defend County as set forth in this paragraph, County may elect to participate in the defense of any claim brought against County because of the conduct of Contractor, its officers, employees and agents. Such participation shall be at County's own expense and County shall be responsible for the payment of its own attorney's fees it incurs in participating in its own defense.

**13. MODIFICATION OF CONTRACT.** The Contract and any attached exhibits constitute the entire agreement and understanding between the Parties and may only be modified by a written amendment signed by both of the Parties.

**14. TERMINATION OF CONTRACT.** Either party may cancel this agreement upon ten days written notice to the other party. Notice shall be personally served or given by United States Mail. Contractor shall be paid for all services rendered up to the date of termination.

**15. AUTHORITY.** The Parties represent and warrant that they have the authority to enter into this Contract.

**16. STANDARD OF CARE.** Contractor will perform all services in a manner consistent with that level of care and skill ordinarily exercised by others with Contractor's skill and training.

**17. WAIVER OF LIEN.** Contractor understands and agrees that the services it will render to the County are not intended for the improvement of real property or to otherwise grant any rights to Contractor pursuant to NRS chapter 108.

**18. THIRD PARTY BENEFICIARY.** Nothing contained in this Agreement is intended to convey any rights or to create a contractual relationship with any third party, or to otherwise allow a third party to assert a cause of action against either Contractor or County.

**19. NOTICES.** All notices, requests, demands and other communications hereunder must be in writing and will be deemed delivered when sent via certified mail, return receipt requested or by commercial courier, provided the courier's regular business is delivery service and provided further that it guarantees delivery to the addressee by the end of the next business day following the courier's receipt from the sender, addressed as follows (or any other address that the Party to be notified may have designated to the sender by like notice):

**To County:**

Douglas County c/o County Manager's Office  
Post Office Box 218  
Minden, Nevada 89423

**To Contractor:**

OnStrategy  
Attn. Erica Olsen  
465 Court Street  
Reno, Nevada 89501

[CONTINUED ON NEXT PAGE]

**20. CONFLICT OF INTEREST.** By signing the Contract, Contractor agrees that any information obtained from Douglas County, in whatever form, will not be divulged to third parties without the permission of the County Manager. In the event of a breach of this provision, Douglas County may immediately withdraw, without penalty or any payment, from the Contract

**IN WITNESS WHEREOF,** the Parties hereto have caused the Contract to be signed and intend to be legally bound thereby.

**OnStrategy**

By: \_\_\_\_\_

Erica Olsen, COO/Co-Founder

12/23/16

(Date)

**Douglas County, Nevada**

By: \_\_\_\_\_

Lawrence Werner, County Manager

1/3/17

(Date)



**Douglas**  
**COUNTY, CO**

*Great people. Great places.*

# *Scope of work*

**COUNTY STRATEGY FACILITATION & DESIGN**

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PRODUCED BY

**OnStrategy**

*Submitted on December 2, 2016*

OnStrategy is pleased to submit the following proposal to Douglas County (County) to provide services to facilitate the creation, collaboration and execution of your county's strategy.

Success in Strategy is two-fold. At OnStrategy we believe the foundation of success starts with having a great Strategy – one that has focus, clarity and engages an organization. Secondly, the execution of Strategy is empowered using a practical, agile process and tool-set for driving ownership, accountability and clear communications at every step.

Strategy is what we do. And we're passionate about it. We provide simple, practical tools and hands-on services that will help the County manage both strategy *and* the strategic process. In providing you the right tools and services, OnStrategy will engage the people within your organization.

While best practices in Strategy and the Strategic Process apply to organizations of all sizes and virtually every industry, OnStrategy understands that the County is unique. Our team has extensive experience developing, facilitating and implementing strategic plans with governmental entities and companies across several different industries. We understand what it takes to accomplish your desired results.

## **DOUGLAS COUNTY'S EXPECTED RESULTS**

Upon successful completion of the OnStrategy consulting and facilitation services, the County can expect to achieve the following results:

- **Future Focus:** Sharply focus County efforts on the most important and impactful core strategies while taking advantage of fresh ideas and not losing plan history at the same time.
- **BOCC & Staff Alignment:** A completely updated Strategic Plan resulting in strategic goals and initiatives that will guide County activities. A strategic roadmap that lays out the direction for the County and its Board of County Commissioners.
- **Engagement & Unification:** A plan that applies the best practices in strategic planning to the entire County with everyone working in a coordinated effort to produce results. A plan that unifies staff, engages new BOCC members, and aligns everyone's activities with the overall organizational plan.
- **Living Plan:** Consistent implementation management process that becomes part of the culture and provides for consistent focus while making it part of County staff's routine schedule. An Implementation Process that establishes a process for monitoring the progress, measuring performance and adapting the plan.



**ENGAGEMENT OVERVIEW**

| <b>PHASE 1:<br/>GAIN<br/>INSIGHTS</b>  | <b>PHASE 2:<br/>DESIGN<br/>STRATEGY</b>                           | <b>PHASE 3:<br/>BUILD<br/>THE PLAN</b>  | <b>PHASE 4:<br/>MANAGE<br/>PERFORMANCE</b>                              |
|--|---|---|---|
| Board/County Mgr Perspective   | Mission & Values  | Supporting Initiatives  | Performance Management Reporting Package                                |
| Dept. Perspective  | Vision & Strategic Direction                                      | Budget Alignment  | Management/Leadership System Training                                   |
| Citizen Perspective & Environmental Scan   | Strategic Opportunity Identification                              | Initiative Roadmap  | Implementation Management (3 months)                                    |
| SWOT Summary   | County Strategic Goals  | Department Action Plans   |   |
| <b>APPROACH &amp; DELIVERABLES</b>   |   |   |   |
| <i>BOCC/County Mgr Interviews<br/>Department Interviews<br/>Discussion Guide for Strategy Sessions</i> | <i>1 ½-Day Strategy Session</i>                                   | <i>½-Day Strategy Session<br/>County-Level Strategic Plan with Supporting Initiatives</i> | <i>Performance Management Process &amp; Quarterly Reporting Package</i> |
| <i>December &amp; January</i>  | <i>January &amp; February<br/>Board Approval at March Meeting</i> |   | <i>March</i>  |

**ENGAGEMENT COSTS**

All project fee include pre-planning, teleconferences, facilitation provided by two professional facilitators, onsite and offsite consultation and deliverables listed in proposal. Pricing includes 10% contingency fund and optional services/software.

|   |                            |
|---|----------------------------|
| <b>County Strategy Facilitation &amp; Design (Phases 1 - 3A):</b> | <b>\$35,400</b>            |
| <b>10% Contingency (to be used upon written approval only)</b>    | <b>\$ 3,540</b>            |
| <b><u>Optional Services/Next Steps:</u></b>                       |                            |
| OnStrategy Annual Platform Subscription + Advisory Support:       | \$8,640                    |
| Phase 3B: Department Action Planning – Cascade the Plan           | \$1,000-\$2,500/department |
| Phase 3B: Rollout Communication Brochure                          | \$2,000                    |
| Phase 4: Manage Performance (Leading the process for 3 months)    | \$5,000-\$7,000            |

## ENGAGEMENT DETAIL: ENGAGEMENT APPROACH

OnStrategy follows a common, best-practice framework required for the successful creation, collaboration and execution of Strategy. These practices have been organized into four strategic phases that are detailed here in our approach:

### Phase 1: Gain Insights

Determining the County's core Strategic Position starts with creating clarity and focus to your external market orientation and internal dynamics. OnStrategy will guide the process of gathering and reviewing existing strategic information and documents. We recommend the following approach to getting started:

#### Discovery and Project Planning

- **Kickoff Meeting with Larry Werner and Lisa Granahan** to discuss the County's Strategy, essential elements of the strategic process, clarify expectations and establish timelines. OnStrategy will gather information, insights and recommendations that will be integrated into your plan.
- **Gather Information, Data and Planning Documents:** The County will provide OnStrategy with any organizational information that is relevant to effectively facilitate the planning process. Information may include (if available) materials such as the current mission, vision, values, situational analysis, existing strategic plans, current surveys, budget and other related documents.
- **Analyze, Synthesize, Interpret All Documents:** OnStrategy will review, analyze and synthesize all current plans, surveys, research and related documents. The OnStrategy team will discuss with leadership if additional work is required.

#### Internal & External Analysis – Determine Position

An understanding of the County's internal and external environments is essential to the strategy development process. Based upon available information, work done to date, along with internal and external data, we will draft a current strategic position. More specifically, the following activities will be performed:

- **Board of County Commissioners/County Manager Interviews:** One-on-one telephone interviews will be conducted by OnStrategy with the Board of County Commissioners (BOCC) and the County Manager (6 people) to obtain their perspective. These interviews greatly accelerate the effectiveness of our work and are invaluable in determining the strategic direction needed to move the County toward its vision. Outcome is the collection of information on key elements of the strategic plan, including mission, vision, values, SWOT, and strategic issues. Interviews will be about 30 minutes each. OnStrategy will compile responses, evaluate and synthesize the results.
- **Department Interviews:** One-on-one telephone interviews will be conducted by OnStrategy with the Department Directors & Elected Department Directors (19 people) to obtain their level of perspective. Again, these interviews greatly accelerate the effectiveness of our work and OnStrategy will strive to collect information on key elements of the strategic plan, including mission, vision, values, SWOT, and strategic

issues. Interviews will be about 30 minutes each. OnStrategy will compile responses, evaluate and synthesize the results.

- **Environmental Scan:** OnStrategy will conduct a simple environmental scan assessing external factors that affect the County. An Environmental Scan will help you understand the County's external operating environment in six key areas – political, economic, social, technological, environmental and legal. The Environmental Scan provides insight into broad reaching trends and events impacting or likely to impact your industry now and in the foreseeable future. This critical information can help the County identify its Opportunities and Threats (SWOT). Industry specific information will be gathered and reviewed in addition to what information the County already has.
- **Social Media Survey:** OnStrategy will support the County in an advisory role as the County performs a simple social media survey. OnStrategy will consider insight from this survey in its planning process.
- **SWOT Analysis:** OnStrategy will compile BOCC/County Manager and department responses as well as pull from the environmental scan and data provided to produce an initial SWOT Analysis.
- **Pre-Planning Weekly Teleconferences with Planning Team:** OnStrategy will hold a weekly project management teleconference to discuss the project status and keep lines of communication open. This meeting will also help bring awareness of any gaps that exist and will affect the strategy development.

**Deliverables:**

- **Project Plan:** Develop a complete Project Plan for the engagement.
- **BOCC/County Manager Interview Report:** OnStrategy will synthesize the data from the interviews and develop a report.
- **Department Interview Report:** OnStrategy will synthesize the data from the survey and develop a report.

## **Phase 2: Design Strategy**

Strengthening the County's Strategy is an essential element of the strategic process. Information gathered from Phase 1 is used to facilitate the onsite 1 ½ -day Commission Retreat. During the process, we will review all information previously provided, discuss strategic issues and develop consensus around a 3- to 5-year strategic direction.

### **Pre-Planning for Strategy Development Session**

OnStrategy will perform the following pre-planning session activities:

- **Develop an Agenda** for the Commission Retreat and Department Session, which will be approved by Larry and Lisa.
- **Develop a Discussion Guide - Strategic Analysis Summary** featuring vital elements, insights, themes, opportunities, and considerations for the strategy sessions, as well as a draft strategic framework based on data review and information collected from the interviews and pre-planning discussions.
- **Prepare for Strategy Development Session** including develop facilitation process and materials.

- **Pre-Planning Weekly Teleconferences with Planning Team:** OnStrategy will continue to hold a weekly project management teleconferences to discuss the process.

### **Commission Retreat: Create Strategy – Set Your Direction**

OnStrategy will facilitate up to a 1-½ day strategic planning session with the Board of County Commissioners, Department Directors & Elected Department Directors (24 people). We will focus on making strategic decisions around the following:

- **Mission, Vision, Values:** Reconnecting or validating the County's mission, vision and values.
- **Developing a Vision/Strategic Direction:** Develop a strategic direction that defines where the County is headed. Define where we want to take it over the next 3 to 5 years.
- **Processing the SWOT:** Review information provided from the data collection. Define what is happening internally and externally that will affect the County.
- **Review/Update Board Norms & Procedures:** Gain Board consensus on norms & procedures.
- **Set Financial Guiding Principles:** Identify financial guiding principles that will serve as a basis for the County to follow.
- **Strategic Issues/Trends/Opportunities:** Discussion time will be spent on strategic ideas and trends that were identified during data review and the interview process.
- **Establishing Strategic Goals** that address key strategic priorities we need to focus on to achieve the strategic direction that defines where the County is headed.
- **Draft Supporting Initiatives** that will align to and support the Strategic Goals.

### **Phase 3A: Build the Plan**

Based on the BOCC retreat, we will work with the leadership team during a ½-day Department Session to refine the initiatives and identify budget implications to execute.

#### **Department Head Session: Make Your Strategy Actionable**

Defining an actionable strategic process for executing the County's Strategy creates engagement among key stakeholders. OnStrategy will facilitate a session with the 19 Department Heads to inspire alignment, ownership and accountability to ensure effective execution. OnStrategy will perform the following activities:

- **Finalize Supporting Initiatives** that support the overall Strategic Goals that were set for the County. Identify measurable metrics, performance targets and key performance indicators required to support the execution of the Strategy.
- **Develop 3-Year Milestone Roadmap:** Facilitate a collaborative exercise to initiate the development of the County's multi-year roadmap. Establish short-term and mid-term milestones for measuring performance.

## Post-Session Final Strategic Plan Development

OnStrategy will synthesize and organize all information developed from the onsite strategy sessions, develop the Strategic Plan and submit the plan to the County. The plan will contain all the elements of a strategic plan. Initiatives will support the strategic goals. Measures and targets will be indicated where appropriate. OnStrategy will perform the following activities:

- **Follow-up Teleconference Calls:** OnStrategy will hold 2-3 follow-up calls to refine and finalize outstanding supporting items as part of finalizing the development of the Strategic Plan.
- **Draft Strategic Plan:** OnStrategy will develop a draft strategic plan and coordinate its review with the County. Once the draft plan has been reviewed and approved, OnStrategy will produce a *revised* Strategic Plan inclusive of any required changes. This scope includes 2-3 follow-up calls to finalize the strategic plan.
- **Final Strategic Plan:** OnStrategy will produce and deliver a final report in digital format for submittal to the County. The plan will be holistic and ready for implementation.
- **BOCC Presentation & Approval:** OnStrategy will support the Planning Team to bring forward the final plan for approval at the March BOCC meeting.

### Final Deliverables:

- **Retreat Summary Report:** OnStrategy will capture essential and actionable components of the County's Strategic Process, including strategic action items, decisions, desired outcomes and metrics for measurement needed to build the plan.
- **Strategic Plan Deliverable:** The Strategic Plan Deliverable is the entire strategic plan from mission to vision including strategic goals and supporting initiatives with measures and targets. It is an actionable strategic blueprint outlining the essential components required of the County's strategy. For an example go to "Strategic Plan Report" at: <http://onstrategyhq.com/strategic-plan-reports/>

## **NEXT STEPS – OPTIONAL SERVICES & DELIVERABLES**

Strategy execution is the heartbeat of a strategic management process. The end goal is to have a long-term strategic plan that is implemented and becomes part of the County's culture. At this point OnStrategy will work with the County to determine and scope next steps based on the information that was obtained during the strategic planning process and the facilitated strategy sessions. OnStrategy can provide the following services:

### **Phase 3: Department Action Planning & Strategic Plan Rollout**

OnStrategy will facilitate the development of Department Action Plans that support the overall strategic goals and supporting initiatives set for the County. OnStrategy will perform the following activities:

- **Build & Align Departmental Action Plans:** Add additional onsite sessions to facilitate the development of the County's department goals (up to 19 departments). We'll establish SMART short-term and mid-term goals for measuring performance at the department level.
- **Rollout Communication Brochure:** Produce a graphic 2-page communication document to be used to rollout the plan to all staff & citizens.

### **Phase 4: Manage Performance**

Strategy execution is the heartbeat of a strategic management process. The end goal is to have a long-term strategic plan that is implemented and becomes part of the County's culture. It involves integrating the results of strategic planning with daily, weekly and monthly routines. The following activities can be performed:

#### **Performance Management Process and Reporting Package**

OnStrategy will setup a performance management process and system training to create a cadence of accountability by aligning people, process and tools. We will do this by performing the following activities:

- **Develop a Monthly Management Process & Implementation Schedule:** OnStrategy will develop a methodology for the management process and schedule. This will provide a guideline for implementing strategic decisions and monitoring schedule on an ongoing basis, including meeting agenda templates and recommended reports to monitor plan progress.
- **Develop Regular Strategy Performance Reporting Package** that will provide a communication strategy on an ongoing basis to the team.
- **Monthly/Quarterly Implementation Management:** In an effort to strengthen the County's execution management process and embed it into the business culture, OnStrategy will provide Implementation Management services for any length of time (we recommend at least a 3-month period, inclusive of your first two Monthly Strategy Reviews and first Quarterly Business Review session). As part of establishing a rhythm of strategic planning for your group, OnStrategy will facilitate these monthly and quarterly meetings and at the same time can train the Strategy Leader to lead the management process moving forward.



## **OnStrategy Cloud-Based Software Platform & Team Training**

As part of this service, Organization will gain access to our award-winning OnStrategy software platform. This strategic management tool will help empower organizations to close the gap between creating and executing a great plan. Platform features can include:

- **Unlimited users**, so you can include your whole team.
- **Visual Performance Dashboard and Performance Reports**, a dynamic, interactive and customizable reporting toolset delivering crystal clear clarity for district, department, and individual performance.
- **Mobile Application**, for the ease of keeping your plan progress current from anywhere, anytime.
- **Advisory Support Services**: OnStrategy will provide the County ongoing support for a 1-year period as you move through the implementation management process. A dedicated OnStrategy Advisor with years of experience in developing and implementing strategy will work with your Strategy Leader, checking in monthly and answering your questions so you can lead a successful planning process for your team.
- **Management System Training on using OnStrategy**, which is an agile online tool for managing the County's Strategy and Strategic process, including performance reporting, alignment, ownership, and accountability.

Take a quick tour:

- **OnStrategy Platform**: <http://onstrategyhq.com/strategic-planning-software/>
- **Visual Performance Dashboard Video Tour**: <http://onstrategyhq.com/virtual-strategy-dashboard-tour/>

## **ENGAGEMENT ASSUMPTIONS**

The base cost proposal for Organizational Strategy Facilitation & Design/Phases 1 through 3A is based on these assumptions:

- Project duration from Dec 12 through March 15, or 12 active weeks
- Up to 6 1:1 BOCC/County Manager interviews
- Up to 19 Department Head interviews
- Up to a 1-½ Day Facilitated Session/Commission Retreat with up to 24 people
- ½-Day Facilitated Session with Department Directors & Elected Department Directors with up to 19 people
- This scope includes 2-3 follow-up calls to finalize the strategic plan. Should follow-up work go beyond this, we will enact a scope extension to cover additional time needed to complete the strategic plan.
- Scope does not include individual follow up to build out Department Action Plans
- Final Strategic Plan Report delivered digitally with plan built to include all plan elements from Mission to strategic goals and supporting initiatives

### COST PROPOSAL & PROJECT AUTHORIZATION

All project fees include pre-planning, teleconferences, facilitation provided by two professional facilitators, onsite and offsite consultation and deliverables as stated in the proposal.

| County Strategy Facilitation & Design   | Cost            |
|---|-----------------|
| <input type="checkbox"/> Phases 1-3A: Consultation and Deliverables as stated above | \$35,400        |
| <input type="checkbox"/> 10% Contingency Fund (only if needed)                      | \$3,540         |
| <b>Total Budget</b>   | <b>\$38,940</b> |

| Next Steps – Optional (Final Pricing TBD)   | Cost                              |
|---|-----------------------------------|
| <input type="checkbox"/> OnStrategy Software Annual Licensing Subscription – Enterprise + Advisory Support Services (12 months) | \$8,640                           |
| <input type="checkbox"/> Phase 3B: Department Action Planning – Cascade the Plan  | \$1,000 - \$2,500/ per department |
| <input type="checkbox"/> Phase 3B: Rollout Communication Brochure   | \$2,000                           |
| <input type="checkbox"/> Phase 4: Manage Performance (Leading the process for 3 months)   | \$5,000 - \$7,000                 |

The following authorizes OnStrategy to execute the project as specified above.  
Please send to: [nancy@onstrategyhq.com](mailto:nancy@onstrategyhq.com) or fax to: (775) 398-1594

**Client:**  
Douglas County

**Provider:**  
OnStrategy

\_\_\_\_\_  
Signature

  
\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

Nancy Olsen  
\_\_\_\_\_  
Print Name

\_\_\_\_\_  
Title

VP Business Development  
\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

December 2, 2016  
\_\_\_\_\_  
Date

### TERMS

The project will be billed monthly with payment due net 30. OnStrategy has included as part of the proposed total an 10% contingency fund for us to access or for client to access, should the need arise. These funds can be utilized if additional requested work exceeds or is outside of the original scope. Any need to expend more than the 10% contingency amount will be discussed prior to work commencing and shall be in writing.



## **ONSTRATEGY'S CAPABILITIES: WHY ONSTRATEGY?**

Our passion at OnStrategy is empowering leaders to create and execute better strategy in their organizations. We believe strategy is more than simply achieving organizational goals. Strategy unifies people. It aligns perspectives of an organization with its customers, environment and competition. Strategy creates focus and clarity. It inspires people to work hard, incite action and make good things happen. Simply architected, thoughtfully executed, strategy moves mountains.

For the past decade we've helped hundreds of companies that share this belief. And together we've learned successful strategy is more than having a set of shared values. It includes disciplines, behaviors and actions, which separate those who achieve success from those who don't.

There are hundreds of facilitation and planning companies out there. Why work with us? Here is what makes us different:

- **OnStrategy has a team of certified facilitators who focus on strategic planning** – helping organizations develop, implement and track their plans. We facilitate a planning session with the end of implementing the plan in mind.
- OnStrategy has facilitated the **development of strategic plans for over 700 public and private entities**. Our team has over 20 years of experience running strategic planning processes and we are able to share best practices across industries to improve performance.
- OnStrategy has the experience and skills to **drive participation** and involvement necessary to develop a comprehensive strategic plan. We know how to **build consensus and commitment**.
- OnStrategy has developed the **OnStrategy platform**, a web-based Strategic Planning System, for **practical, easy strategy development and implementation**. OnStrategy has over **1,000 online consulting clients**. The award-winning system has been developed as a result of years of consulting with various entities.
- We are the authors of *Strategic Planning for Dummies* (2007) and *Strategic Planning Kit for Dummies* (2012) – Wiley Publications, as well as other books.
- **Our Ph.D.-level market research helps companies gather relevant information** from key stakeholders for making strategic decisions and a long-term direction. Our work has longitudinal value for renewal of strategic direction over time.
- **We focus solely on strategic planning and implementation** – facilitation, consulting, and training. We share best practices of the strategic management process across industries to improve performance.

## **APPROACH: METHODOLOGY TO THE STRATEGIC PLANNING PROCESS**

Our process is proven, it works, it is easy to use and follow. Our pragmatic approach to planning includes:

- **Creating an engagement process** that works for your organization and culture;
- **Examining current information** and vision to establish a strategic direction;
- **Determining strategic priorities** and specific next actions through an open, collaborative process;
- **Bringing critical internal and external information into the process** to facilitate strategic decision making;

- **Ensuring continuity and alignment** throughout the organization with a collaborative process;
- **Establishing SMART goals** to ensure goals are accomplished by engaging every member of the team;
- **Developing a holistic strategy** that incorporates all aspects of the entity in a big picture view instead of individual silos; build consensus so the outcomes are owned by everyone involved;
- **Establishing performance measures/ targets** for reporting, monitoring and benchmarking;
- **Using our online tool** to help you modify and update your plan, as well as an online implementation process to track the progress and performance of your goals;
- **Effectively executing** the strategic plan through an efficient accountability process;
- **Helping make strategic planning a habit** – helping you rise above “business as usual” to embrace strategic and proactive activities.

## QUALIFICATIONS OF THE ONSTRATEGY TEAM

OnStrategy has a team of professionals with a solid understanding of the tasks necessary to facilitate and formulate an effective strategic plan. We have extensive experience working with clients in the areas of facilitating focus groups, online surveys, market research, the development and implementation of a strategic plan, and managing departments/task forces. We bring practical knowledge and understanding to an organization during the planning process and will effectively “coach” leaders to work through development and execution. To view bios of the team go to: <http://onstrategyhq.com/qualifications-project-team-onstrategy/>

## REFERENCES: OUR WORK

OnStrategy has experience in facilitating strategic plans with various organizations. We believe our success is measured by the public and private entities we are fortunate enough to count as clients. Below are links to the work we have done and a list of some of our clients:

**Project Descriptions/Case Studies:** <http://onstrategyhq.com/customers/>

**Testimonies:** <http://onstrategyhq.com/client-testimonials/>

**List of some of our clients:** <http://onstrategyhq.com/strategic-planning-clients/>

### Examples of our Work:

**Facilitation** - City of Reno Strategic Planning Session: <https://www.youtube.com/watch?v=eZcPdR1azDA>

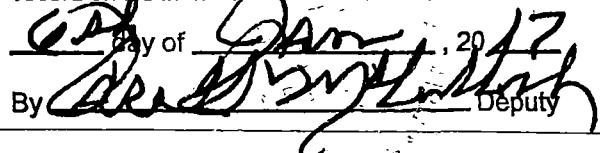

**Whiteboard Training Video:** <http://onstrategyhq.com/resources/video-how-to-perform-a-swot-analysis-a-whiteboard-video/>

Douglas County

State of Nevada

### CERTIFIED COPY

I certify that the document to which this certificate is attached is a full and correct copy of the original record on file in the Clerk-Treasurer's Office on this

By  Deputy  
Day of  2017