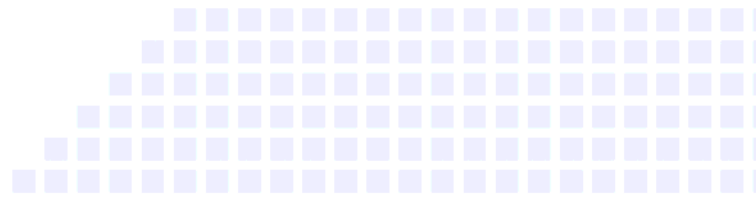


EXHIBIT A

SCOPE OF SERVICE AND CONSIDERATION



ICMA



Leaders at the Core of Better Communities

County of Pasco, Florida LEAP to Performance Excellence Initiative

Proposed Scope of Service

OVERVIEW

This proposal describes the approach and project deliverables that ICMA Consulting Services will provide to meet Pasco County's strategic planning, visioning, process improvement and performance management objectives, as well as expanding the LEAP to Performance Excellence Initiative. The scope of services is based upon our understanding of Pasco County's expectations in these specific areas.

Our approach encompasses five key organizational improvement efforts, implemented over a one year period: (1) a strategic vision for the county- incorporating broad-based stakeholder input and aligned with mission and values; (2) a strategic plan, aligned with the vision and other guidance documents of the County, including the recently completed Urban Land Institute Advisory Services Panel Report ; (3) a performance measurement and management system deployed in two departments; (4) a comprehensive process improvement system; and (5) re-equipping the workforce- a training effort focused on expanding staff capacity to carry out performance excellence initiatives.

The following sections describe our effort in more detail. In addition, we have included one attachment.

- Attachment 1 describes the National Citizens Survey that is proposed for use in the strategic visioning effort. The National

Citizens Survey provides a high quality/low cost option for conducting a citizen/customer satisfaction survey.

APPROACH/DELIVERABLES

ICMA recognizes that Pasco County is grappling with the fiscal realities created by Amendment 1 and the continuing economic downturn. The County has committed to using the time-tested performance excellence model provided by the Florida Sterling Council to address these issues. ICMA Consulting Services proposes to create a partnership with the County to incorporate performance excellence throughout the organization. This approach will allow the Sterling model to serve as a framework for:

- Refocusing the County on its long-term strategic interests
- Reshaping County services and programs, and
- Resizing and re-equipping the County's most important resource—its workforce—to deliver County services to residents, business interests, and stakeholder groups.

This approach will assist both staff and elected officials as they develop the 2010 budget and address the current financial challenges. Seven critical components make up the Sterling Model:

- Leadership
- Strategic Planning
- Customer and Market Focus
- Measurement, Analysis, and Knowledge Management
- Workforce Focus
- Process Management
- Results

All seven of these components will be addressed through the ICMA approach and its deliverables, creating the foundation and framework for a multi-year effort to build the LEAP to Performance Excellence Initiative.

The approach will focus on the following areas:

Strategic Planning and Visioning

ICMA will work with the County to develop a strategic planning process, and will use this process to create the County's first comprehensive strategic plan. The strategic plan will identify the most significant strategic issues confronting the County over the next 3-5

years. It will address and incorporate The Urban Land Institute Advisory Services Panel Report. It will also provide a critical tool for the County Board when refocusing and reshaping the County's priorities and resizing/reequipping the workforce in light of Amendment 1.

Several key tasks will be completed as part of the Strategic Planning process: (1) an environmental scan, (2) input from key stakeholder groups, (3) multiple workshops with the County Board, (4) a draft Strategic Plan, (5) feedback and comment, (6) and a final, multi-year Strategic Plan. The process, the County Board workshop materials, the final plan, and staff training will result in a strategic planning system that the County can use in the future without the aid of outside consultants.

The County Board will play a key role in the strategic planning process. They will use the results from the environmental scan and stakeholder feedback when considering the draft Strategic Plan. They will provide policy direction and revision to the draft document. They will select the strategic priorities, set the strategic performance indicators, and ultimately approve the Strategic Plan. They will use the plan when setting future policy direction, and they will review County staff's progress in reaching strategic performance targets. Finally, by approving the Strategic Plan, the Board will reset the County's mission, vision, and core values.

Deliverables:

- Environmental scan and other strategic workshop materials
- Input and feedback from internal and external stakeholders
- Designs for the County Board's strategic planning workshops
- Draft Strategic Plan
- Final Adopted Strategic Plan
- Tested approach and strategy for education and information about strategic planning
- Repeatable strategic planning process

Community Outreach and Engagement

To prepare the Strategic Plan, ICMA will work with County staff to design and conduct a 3-part community outreach and engagement process. Part 1 will be a county wide citizen/customer satisfaction survey. Part 2 will be a series of focus group meetings conducted by County staff. Part 3 will be a series of stakeholder sessions conducted by ICMA.

The outreach and engagement efforts will reveal the current levels of citizen/customer satisfaction with selected County services and will provide topics and issues for the County Board to consider when setting strategic priorities. It will also provide insights regarding factors that contribute to resident satisfaction.

This approach will use the National Citizens Survey to determine citizen/customer satisfaction levels for County services. ICMA will design materials and train County staff to use them when conducting focus group meetings and stakeholder sessions. The survey approach, materials, and training will result in staff having an expanded capacity to use this outreach and engagement system without on-going consultant involvement.

Deliverables:

- County wide resident satisfaction survey
- Key findings and conclusions report on resident satisfaction
- Design and materials for focus group meetings
- Design and materials for stakeholder sessions
- Approach and strategy to educate and inform about community outreach and involvement
- Community outreach and involvement process

Process Improvement

ICMA will work with County staff to use the results from the current LEAP program to create a comprehensive process improvement system. This will involve five specific tasks: (1) presenting optional process improvement models, (2) designing and conducting a training program to build staff capacity to use the selected model, (3) completing two process improvement cycles to: (a) improve development permit processing and (b) a selected work process from another department, (4) revising the model to incorporate changes based on the first two pilot process improvement projects, and (5) developing an implementation plan to complete process improvement projects throughout the organization. ICMA's approach will result in a functional process improvement system by the end of the first year.

Deliverables:

- Process improvement model tailored to Pasco County needs
- Process improvement training design and materials
- Two pilot process improvement projects
- Implementation plan for County wide process improvement efforts

- Approach and strategic to education and inform about process improvement
- Tested process improvement system

Performance Measurement

ICMA will work with County staff to develop a performance measurement process, and will use this process to develop a balanced set of performance measures for two County service areas. These pilot efforts will set the stage for introducing a full performance management system throughout Pasco County. In addition to the two service areas, performance indicators will be developed to measure progress in meeting the strategic priorities identified by the County Board in its Strategic Plan.

Key tasks will include (1) assessing the staff and system readiness for performance measurement, (2) training selected County staff on basic concepts and skill sets, (3) developing and testing proposed performance measures, (4) aligning the measures with strategic priorities and customers' requirements, (5) identifying public and private sector organizations to compare service results and benchmark work processes, and (6) using the performance measures to manage by results in the two pilot service areas. Lessons learned will be incorporated into a work effort to build a performance management system and culture throughout the organization.

Deliverables:

- Performance measurement model tailored for Pasco County
- Performance measurement training design and materials
- Pilot projects resulting in performance measures in two service areas
- Implementation plan for County wide performance measurement efforts
- Approach and strategic to education and inform about performance measurement
- Tested process improvement system

Re-equipping the Workforce

Pasco County has expressed a desire to build the skill sets needed for County staff to deliver services more efficiently and effectively. ICMA

will work with the County to establish and deliver a curriculum to provide the training needed to understand and use (1) the strategic planning process, (2) community outreach and engagement techniques, (3) the process improvement system, and (4) the performance management process. ICMA will use a train the trainer approach for conducting these workshops. Selected County staff will co-train at these workshops with ICMA. This will build the capacity to provide training on these systems on a continuing basis without the need for consultant services.

In addition, staff training will build knowledge and understanding on the Baldrige/Sterling models for performance excellence. Selected County staff will attend the Florida Sterling Council Annual Conference in Orlando, and enroll in training programs required to become examiners for the Florida Sterling Council. This will result in a corps of Pasco County employees who will have a thorough understanding and skill sets in the Baldrige/Sterling model. This will reduce the need for consultant services to fully implement LEAP to Performance Excellence in the future.

Deliverables:

- Training designs and materials for the County's strategic planning community outreach and engagement, process improvement, and the performance management processes
- Training design and materials on Baldrige/Sterling model for performance excellence
- Initial corps of Pasco County employees trained as Sterling examiners.

Return on Investment

By contracting with ICMA Consulting Services, Pasco County is making an investment in the foundational systems required to achieve and sustain organizational excellence. ICMA's consulting approach is grounded in the Baldrige/Sterling model, which, over its twenty year history has been recognized as the preeminent model for delivering quality, customer satisfaction and results.

The effectiveness of Malcolm Baldrige National Quality Award winners has been studied continuously for the past twenty years. Consistently, Baldrige winners have been judged superior on a range of measures from profitability and shareholder return (for private companies) to customer and employee satisfaction and cycle time reduction.

In order to maintain the level and quality of services demanded during a time of financial distress, it's vitally important to have a leadership and management system that is aligned from top to bottom, with well trained staff delivering outcomes citizens expect, and using efficient, effective processes. This doesn't happen easily-it requires focused attention, training and a commitment of time and resources.

An investment in the work proposed by ICMA Consulting Services will yield the following:

- A strategic plan that will articulate a clear vision of the future, tied to an organizational philosophy that will guide employee actions. It will be focused on the issues of greatest importance to the County leadership and its stakeholders. This will form a solid base for making the difficult business decisions that confront the organization
- A performance measurement system that will identify, track and report critical results which will enable the organization, from the Board to the front line staff, to understand, maintain, and continuously improve service delivery. Data driven decision-making will be established to replace intuitive and non fact based approaches.
- A process improvement system that will be applied to processes in two critical departments, and will establish a model for on-going use across the organization.
- A broad citizen/stakeholder engagement process. A three part process will comprehensively collect data on the needs, preferences, and desires of a full range of County stakeholders. This will provide critical information for strategic decision-making.
- A workforce trained to deliver high quality, services efficiently and effectively. Training on process improvement, strategic planning, performance measurement, and the Baldrige/Sterling principles will improve the overall effectiveness of the organization's leadership and management.

The investment being proposed is significant. In other organizations that have followed this comprehensive approach, tangible returns have been achieved. The Florida Department of Revenue (DOR)-a Sterling winner- has documented an 8:1 return on their investment in the SUNTAX system which was developed as a result of an evidence-based approach to analyzing collection operations and making technology choices.

The DOR has also documented both significant dollar savings (in the millions) along with process improvements in their unanticipated collections systems in Orange County. Using an approach similar to

what ICMA proposes for Pasco County, a DOR team was able to use tracking data to determine a problem, and then apply a systematic approach to making improvements. Titled "Knowledge Based Leadership" (KBL), the approach is emblematic of how a Sterling organization manages with data, addresses a problem, and continuously improves the system- with tangible results.

In another example from Florida, the City of Oakland Park, applying this process improvement approach to the time and attendance system, was able to eliminate two positions by more effectively aligning the monitoring and reporting responsibilities and improving the system.

Obviously, every organization had its own unique challenges, organizational culture and history. ICMA cannot mandate change, or even adherence to the systems and approaches we recommend. However, the model we follow is fundamentally sound and the practitioners we use have decades of experience implementing it in other public sector organizations.

In a time of limited resources, which requires the highest degree of sound decision-making, we believe our approach can provide Pasco County with the tools and training necessary to meet the challenges effectively.

ATTACHMENT 1

The National Citizen Survey™ is the turnkey service initiative from ICMA and National Research Center. The National Citizen Survey™ is a service to administer, analyze and report results from a customizable citizen survey. The report compares the results from your jurisdiction with results from other jurisdictions across the US. The level of standardization and automation that is used allows National Research Center, Inc. to provide this survey at a relatively low cost while preserving the ability of each jurisdiction to make the most important customizations for its locale.

The survey may be customized by picking from a set of questions. Questions 2, 9 and 11 contain items that may or may not be applicable to your local government and can be dropped as needed. You also have the option to create three policy questions that are entirely specific for your jurisdiction. A copy of the survey template is attached. The policy question area is on page 4, under question 18a-c. 'XYZ' is the type of jurisdiction and 'ABC' is the jurisdiction name.