

EXHIBIT A – STATEMENT OF WORK  
CENTRAL COAST JOBS ROADMAP AND ACTION PLAN

**Statement of Work**

1. **Project Name:** Central Coast Jobs Roadmap and Action Plan
2. **Participants and Roles:** This Statement of Work (SOW), dated April 23, 2019, is by and between the County of San Luis Obispo (hereinafter referred to as the “County”) and the Hourglass Project (hereinafter referred to as the “Applicant”), or jointly the “Parties.” Over the next 9 months, the Applicant will be responsible for developing the deliverables described herein. The County agrees to actively participate in the project and will collaborate with the Applicant and others to create and implement a comprehensive Central Coast Jobs Roadmap and Action Plan, which includes: Discovery; Partner Engagement and Convening; Strategy Development; Governance; and Execution.
3. **Purpose of the Project:** Create an action-oriented, measurable, regional Central Coast Jobs Roadmap and Action Plan for the Central Coast Super Region (defined as San Luis Obispo County and Northern Santa Barbara County, from Camp Roberts to Vandenberg AFB).
4. **SOW:** The following table (Table 1) outlines the phases of effort, deliverables, approximate timelines, and anticipated activities involved in the development of the Central Coast Jobs Roadmap and Action Plan.

**Table 1.**

Phase / Interim Deliverables	Activities
Discovery (3-4 Weeks)	Applicant will develop and implement a project to gather regional public opinion on matters relative to economic development, which will be used to inform strategy development partner engagement, as well as to guide communications and community engagement efforts.
Partner Engagement and Convening (4-6 Weeks)	<p>Applicant will (continue to) conduct partnership engagement and convene as necessary to carry out strategy development. The Hourglass Project regional collaboration model requires broad and diverse partnerships, in order to successfully act on and implement strategic initiatives.</p> <p>Applicant will conduct specific key engagements and convenings in partnership with Deloitte, a subcontractor of the Hourglass Project, including:</p> <ol style="list-style-type: none"> <li>1. Gather regional stakeholders for an interactive workshop(s), to gather local stakeholder input for the Central Coast Jobs Roadmap and Action Plan.</li> </ol>

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	<p>2. Plan, schedule and execute offsite regional executive leader engagement “Greenhouse.”</p> <p>During workshop planning, Applicant will:</p> <ul style="list-style-type: none"> <li>• Discuss the roles and responsibilities of the Applicant on the project with regional stakeholders.</li> <li>• Review and finalize any workplan issues, resources, and project scheduling matters.</li> <li>• Develop a preliminary list of Central Coast Jobs Roadmap and Action Plan project stakeholders, and data/information outreach request protocols.</li> </ul> <p><b>Develop an Information Request, Brainstorm Stakeholders, Secure a Venue</b></p> <p>Determine list of key stakeholders across the public, non-profit, and private sectors involved in the Central Coast Jobs Roadmap and Action Plan. A specific focus will be identifying eco-system partners (technology, financing, etc.) within the regional industry network that would consider potential involvement/investment in the Central Coast Jobs Roadmap and Action Plan.</p> <p>Applicant will work to develop the agenda(s) for local and off-site workshops, focused on mobilizing participants around a shared vision and developing an actionable Central Coast Jobs Roadmap and Action Plan.</p> <p><b>Prepare Invitations/Early Read-Aheads for Participants, Send Invitations to Participants, Develop a “Briefing Book”</b></p> <p>Applicant will prepare invitations and develop short read-ahead materials. Read-ahead material will outline the purpose and goals of the workshop, and opportunities for stakeholder involvement. Once the invitation template and read-ahead materials are finalized, the Applicant will send out the workshop invitations and read-ahead material.</p>
<p>Strategy Development (8-10 Weeks)</p>	<p>Applicant will co-lead strategy development with partners and Deloitte.</p> <p>Deloitte sub-contractor will use the Hourglass Project Strategic White Paper, as foundation for strategy development and workshop events.</p>

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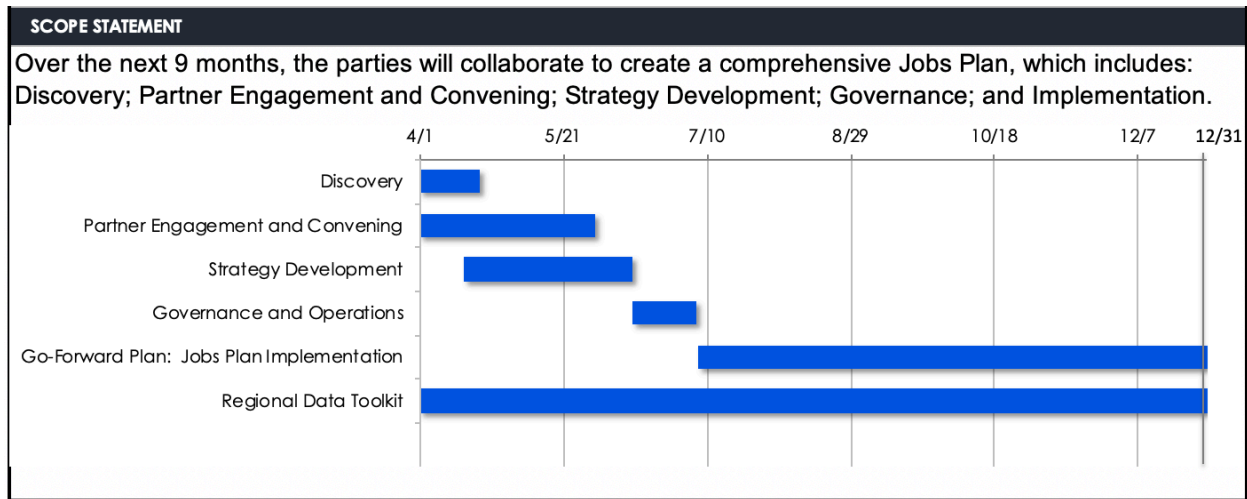
	<p>Applicant and Deloitte sub-contractor will use data gathered from stakeholders at local engagement events for use during Deloitte-facilitated Greenhouse strategy development event.</p> <p>Applicant, in partnership with Deloitte sub-contractor Greenhouse Team and Subject Matter Experts (SMEs) will deliver the offsite Day 1 workshop with the Deloitte Greenhouse Team in collaboration with the Applicant and other stakeholders/partners. This offsite Day 1 workshop will explore the Central Coast Jobs Roadmap and Action Plan vision and objectives, allowing participants to share their aspirations for the Central Coast Region, while exploring program management and project precedents; defining future stakeholder leadership roles; and aligning on next steps. The second half-day workshop will focus on developing implementation steps for the actionable roadmap.</p> <p><b>Hold Meetings with Leaders and Key Workshop Participants, Finalize Workshop Roles, Establish Subject Matter Experts (SMEs)</b></p> <p>Applicant and Deloitte sub-contractor will conduct “deep dive” in-person meetings with local leaders and key workshop participants. Doing so will help in planning the workshops and determining roles and responsibilities for the workshops, including insights to finalize the list of Applicant SMEs who will help facilitate conversations in the workshops.</p> <p><b>Develop Workshop Content</b></p> <p>Applicant and Deloitte sub-contractor will create content for the workshop agenda and schedule. Content will include highlighted samples of U.S. and global regional economic development projects that might support the Central Coast Jobs Roadmap and Action Plan workshop discussion.</p> <p><b>Hold Workshop (Day 1 + 1/2 Day)</b></p> <p>Applicant and Deloitte sub-contractor Greenhouse Team and SMEs will deliver the Day 1 workshop with the Deloitte Greenhouse Team in collaboration with the Applicant and other stakeholders/partners. This Day 1 workshop will explore the Central Coast Jobs Roadmap and Action Plan vision and objectives, allowing participants to share their aspirations for the Central Coast Region, while exploring program management and project precedents; defining future stakeholder leadership roles; and aligning on next steps. The second half-day workshop (not more than 4 hours) will focus on developing implementation steps for the actionable roadmap.</p>
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<p>Governance/Operations (2-3 Weeks)</p>	<p>Gather regional leaders and develop regional engagement governance. Facilitated by Deloitte.</p> <p>Develop Central Coast Jobs Roadmap and Action Plan, based on Strategy Development Phase and develop Program Governance Model – Conceptual-level institutional and eco- system model for the Central Coast Jobs Roadmap and Action Plan, defining overall structure, stakeholder roles and responsibilities (high-level).</p> <p>Following the workshop, Applicant, in partnership with Deloitte sub-contractor will consolidate the outputs from the workshop based on the agenda items. Deloitte sub-contractor will submit the draft Deliverable to the Applicant for comments. Comments should be provided to the Deloitte sub-contractor within 5 business (working) days from the day of submission of the draft deliverable. After incorporating comments, Deloitte sub-contractor will present the results to Applicant. Within 10 business days of final Deliverables review date, Applicant will Deliver Central Coast Jobs Roadmap and Action Plan to Central Coast Region stakeholders in public and private sectors.</p>
<p>Central Coast Super Region Data Toolkit (Through CY2019)</p>	<p>Applicant will create architecture for regional database, which will explore use of: Data relevant to economic development, including infrastructure, housing, education, census, local government, business economics and costs associated with “doing business” in San Luis Obispo County and Northern Santa Barbara County; residential and commercial real estate capacity (vacancy, locations, price, etc.); employer data and demand relevant to talent development and retention (opening possibility for placement).</p>
<p>Go-Forward Plan: Execution/Implementation (Through CY2019)</p>	<p>Hourglass Project will develop and execute a robust plan to execute the Central Coast Jobs Roadmap and Action Plan, and organize an effective, regional and external team for implementation, which will include a continuation of a strategic partnership with the Deloitte sub-contractor.</p>

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**4. SOW Plan Anticipated Timeline**



**5. Project Deliverables:**

In addition to the interim deliverables noted in Table 1, Applicant will produce the following deliverables as outputs from the activities in the project phases:

Deliverable	Description
Deliverable 1: Regional scientific polling data on economic development matters	<p><b>Applicant will provide the results of a regional economic poll to the County.</b> The poll will be designed to understand at the community level, resident perceptions on matters pertaining to economic development and opportunity, as well as receptivity business needs relative to creation of high-paying jobs.</p> <p>Applicant will develop and implement a project to gather regional public opinion on matters relative to economic development, which will be used to inform strategy development (facilitated by Deloitte, a consultant sub-contractor to Hourglass Project), partner engagement, as well as to guide communications and community engagement efforts.</p>

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<p>Deliverable 2: Central Coast Jobs Roadmap and Action Plan</p>	<p><b>Applicant will provide a complete Central Coast Jobs Roadmap and Action Plan, which will include the following components:</b></p> <ul style="list-style-type: none"> <li>- <b>Vision:</b> Definition of the Central Coast Jobs Roadmap and Action Plan Roadmap main purpose, aspirations, and Objectives;</li> <li>- <b>Program Governance Model:</b> Conceptual-level institutional and eco-system model for the Central Coast Jobs Roadmap and Action Plan, defining overall structure, stakeholder roles and responsibilities (high-level).</li> <li>- <b>Actionable Roadmap:</b> Time-bound (quarterly) plan to advance the Central Coast Jobs Roadmap and Action Plan, including key Implementation next steps</li> <li>- <b>Performance indicators,</b> linked to Roadmap activities</li> </ul>
<p>Deliverable 3: Regional Data Toolkit</p>	<p><b>Applicant will provide a detailed overview of the architecture and approach for the regional database to the County.</b></p> <p>Hourglass Project, in partnership with appropriate consulting partners, will demonstrate to appropriate private sector and public sector users the architecture of a regional (all of San Luis Obispo County and Northern Santa Barbara County) data toolkit:</p> <ul style="list-style-type: none"> <li>- Aggregate and display data related and described in work statement.</li> <li>- Graphic user interface (website)</li> <li>- Performance measurement dashboard that will track progress of Central Coast Jobs Roadmap and Action Plan Performance Metrics</li> </ul> <p>This project will continue into calendar year 2020 and beyond, and is planned to include business data analysis tools, asset mapping, as well as predictive capabilities</p>

**6. Team:**

Hourglass Team	Description
<p>Melissa James President/CEO, Hourglass Project</p>	<p>Melissa James is President and CEO of the Hourglass Project. She has a decade of experience in public policy and strategic communications having served in Senior roles in the California State Senate and for a nationally recognized public affairs, media and polling firm in Sacramento.</p> <p>Melissa has worked with and for the Central Coast region for the last ten years with a recent focus on economic development initiatives in the</p>

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	<p>areas of housing, infrastructure planning, regional collaboration, job creation and civility where she earned a reputation for building highly effective coalitions and teams.</p> <p>Melissa will provide strategic guidance on SOW execution, and lead partner engagement, as well as oversee SOW execution and progress.</p>
<p>Andrew Hackleman VP, Strategy, Hourglass Project</p>	<p>Andrew Hackleman is a retired military officer with more than 20 years of experience leading strategy and analysis efforts. He also has experience leading teams on DoD Sustainment/Acquisition Programs, in excess of \$5.9B. In addition, he has led dozens of capital, technical and operational projects. Andrew has an extensive background in strategy, analysis and performance measurement having authored peer reviewed journal article/conference proceedings, and he has written long term strategy documents for developing 180,000-employee logistics workforce as well as leading the development of a performance measurement system for the Air Force Nuclear Weapons Center.</p> <p>Andrew will oversee the day-to-day activities detailed in the SOW, as well as Applicant relations and performance.</p>

Deloitte Team	Description
<p><b>Project Executive:</b></p> <p>Carlos Munoz Deloitte Principle and Partner</p>	<ul style="list-style-type: none"> <li>• Oversee client relationship and relationships with stakeholders and key technical partners</li> <li>• Review final work products for quality and consistency</li> </ul>
<p><b>Senior Project Managers:</b></p> <p>Steve Hamilton Kevin Matthews</p>	<ul style="list-style-type: none"> <li>• Manage client relationship and relationships with stakeholders and key technical partners</li> <li>• Review work products for quality and consistency</li> </ul>
<p><b>Greenhouse Team</b></p>	<p>Facilitation team conducting local and offsite greenhouse events, under the supervision of Deloitte Project Executive.</p>

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Discovery – Polling Team	Description
Tim Rosales CEO, Rosales Johnson Agency  Val Smith, Ph.D. Director of Research Smith Johnson Research	Conduct and provide quantitative analysis on an online/telephone public opinion survey of 800 residents.

**7. Assignment and Exclusivity:**

Applicant may subcontract or assign work within the scope of foregoing agreement to sub-contractors, regional organizations or other stakeholders and partners, as necessary to perform specified work and services. The County agrees not to contract or assign work within the scope of this agreement to any entity for the period of 1 year from contract effective date, in order to allow for unity of effort and partnership building, which requires time and focus.