

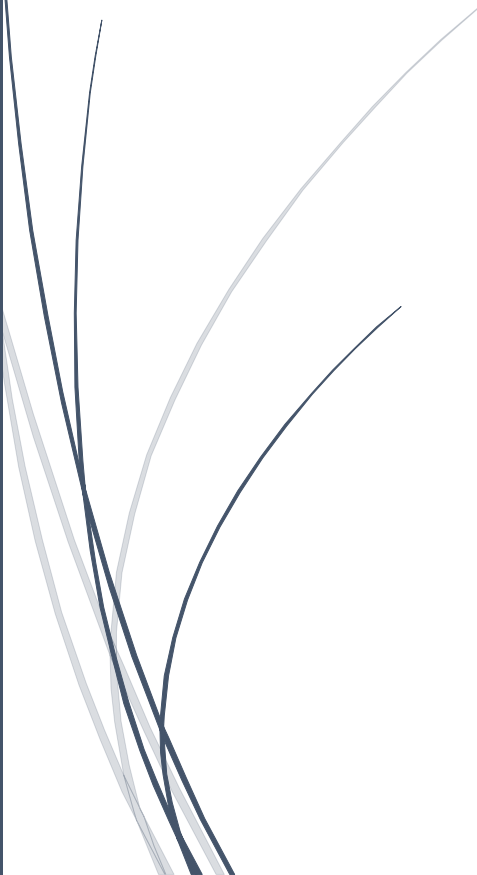


SOW

Statement of Work

Strategic Planning

SAMPLE



Prepared by
Martin Yarborough
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SAMPLE

Statement of Work for Strategic Planning

This Statement of Work (“SOW”) is between Martin Yarborough & Associates (“Company”) and the Customer for the services described in the SOW (individually, the “Service” or collectively, the “Services”) and is effective as of the date last executed in the Signature section below.

Overview and Shared Objectives

Customer has requested Martin Yarborough & Associates to provide a Statement of Work and pricing for the implementation of a Strategic Planning strategy.

The objectives of the engagement are:

1. Identify and commission a Stakeholder group
2. Review any existing strategic plans.
3. Establish a needs assessment going forward
4. Develop a Mission statement
5. Develop a Vision statement
6. Establish Core Values
7. Establish Purpose
8. Identify key goals from Needs Assessment
9. Assign need assessment items to goals
10. Develop objectives from identified needs assessment
11. Establish clear action items with timelines, budget, accountability and evaluation strategies.

Martin Yarborough & Associates executes such a program by implementing the engagement in a very structured manner:



Project Scheduling

Martin Yarborough and Associates provides a draft project plan as part of this SOW. A final project plan is presented following the Sponsor Orientation.

Project Scope and Definition

Pre-Engagement

1. All contact logistics are completed and an order to proceed is obtained.

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2. MYA will submit to the contracting body a Pre-Engagement Worksheet to be completed and returned.
3. Two conference calls will be established:
 - a. Sponsor Orientation – 30-minute call to overview the process
 - b. Single Point of Contact (SPOC) Orientation – 1-hour call to discuss the logistics of the project
4. A final project plan will be provided to the Sponsor. Once approved, the engagement can continue.

Workshop

1. During the Sponsor Orientation, the need to develop a Stakeholder group is presented and members of the group identified.
2. Three meetings with the Stakeholders are established and the SPOC submits the invitations, location of the meeting room and provides reminders.
3. Retreat #1 (on-site for 3 hours)
 - a. Introductions and task assignments are made
 - b. A review of the current (July 2016) Cybersecurity Strategy is conducted and needs identified going forward.
 - c. Status of each objective is identified, and a determination is made to carry this objective into the next Cybersecurity Plan.
 - d. Contents of an Agency/County survey is developed to identify any additional security needs
4. Retreat #2 (on-site for 3 hours)
 - a. Needs are collected into a Needs Assessment document and grouped into logical commonalities.
 - b. The Stakeholder group will review and rank each identified need. The top needs will be included into the overall strategy going forward.
 - c. A Mission statement is established to describe the role and function of a cybersecurity strategy, identify competitive advantages and describe philosophy.
 - d. A Vision statement is established to provide a framework of what the organization will achieve in the future with this strategy.
 - e. The Core Values are identified to determine if the organization is on the right path.
 - f. The Purpose statement is developed to describe the reasons why a cybersecurity strategy is important to the organization.
 - g. Goal statements are gleaned from the previous strategic plan (if any) and adjusted to fit the newly identified needs.
 - h. A team will be assigned to each Goal Statement to develop objectives from the identified needs.
5. Goal Team meetings (Virtual for 1 hour)
 - a. Members of the Stakeholder group will be assigned by the Sponsor to a Goal Team. The expectation of the Goal Team is to take a Goal and all of the identified needs and develop the objectives to address the Goal.
 - b. The components of an objective include the benefits, action items, considerations, accountability, timeline, budget (approximate) and evaluation strategies. MYA will provide templates to guide the development process and facilitate the Goal Team virtual meetings.
6. Retreat #3 (virtual for 1 hour)

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- a. MYA distributes the reviewed DRAFT strategic plan and solicits adds or changes to incorporate.
- b. Sponsor approves any changes.

Assess

1. MYA believes that everyone should have an opportunity to provide feedback on needs for their respective organization. In order to identify any additional needs, MYA proposes to conduct an on-line survey of existing strategies and needed strategies for departments within the organization.
2. An electronic survey will be sent to each contact for each department. Sample needs will be included, developed by the Stakeholder group, and each participant can provide additional needs not identified in the existing strategy or Stakeholder-provided list.
3. Results of the environmental scan of the existing strategic plans, Stakeholder recommendations and the survey recommendations will be summarized into a Needs Assessment document.
4. This document will be provided to the Stakeholder Group during Retreat #2. MYA will facilitate a process to prioritize and rank each need for inclusion in the strategy.

Develop

1. Following the work of each of the Goal Teams, MYA will collect the templates and assemble the DRAFT Strategic Plan. The contents of the document are anticipated to be:
 - a. Background – summary of the process to develop the plan
 - b. Scope – who the plan is designed to focus on
 - c. Mission statement, Vision statement, Core Values and Purpose
 - d. Identified Goals
 - e. Objectives with:
 - f. Benefits
 - g. High-level action items
 - h. Considerations
 - i. Accountability
 - j. Suggested budget
 - k. Timeline
 - l. Evaluation strategy
2. MYA will collect all objective statement and assemble into a Transformation Gantt chart summarizing the plan.
3. MYA will develop a budget spreadsheet to demonstrate expected expenditures over a 3–5-year period.

Present

1. Once all deliverables have been developed, MYA establishes a 2-hour Sponsor/SPOC review providing the deliverables and soliciting feedback.
2. MYA implements any suggested changes and works with the SPOC to establish Stakeholder Retreat #3 to review the deliverable documents.
3. MYA will facilitate the Stakeholder review.

Post-Engagement

1. Following the Stakeholder review, MYA will package all deliverable documents and provide them to the Sponsor.

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2. A customer satisfaction survey will be sent to the Sponsor for completion and review.
3. Any area not providing full satisfaction will be mitigated to the customer's satisfaction before submission of a final invoice.
4. The final invoice will be submitted.
5. The project is closed.

Deliverables

Item	Description	Format
1	Strategic Plan	.docx and .pdf
2	Budget worksheet	.xlsx
3	Transformation Blueprint Poster	.pdf

Assumptions and Customer Responsibilities

Assumptions:

The Company may make certain assumptions while specifying the Services and deliverables detailed in this SOW. It is the Customer's responsibility to identify any incorrect assumptions or take immediate action which will make all of the Company's assumptions correct. Martin Yarborough & Associates has made the following specific assumptions while specifying the Services detailed in this SOW:

6. If the assumptions used to develop the SOW are found to be incorrect, the parties agree to meet and negotiate, in good faith, equitable changes to the SOW, Service Levels and/or Fee Schedule, as appropriate.
7. The prices for the Services are based on Customer's environment as known by the Company at the time of execution of this SOW. If the volumes, consumption factors or requirements change by plus or -5 (5%) percent, the county will adjust the pricing to reflect these changes.
8. The resources to perform the Services shall be available (including any travel time) Monday through Friday, 8:00 AM to 5:00 PM local Customer time (excluding nationally-observed holidays, based on a forty (40) hour week, unless previously agreed upon between Customer and Company.
9. The Company reserves the right to perform portions of the work remotely according to a schedule mutually agreed to by both Customer and Company.
10. A typical schedule involves working remotely at least one business day per week to complete deliverables and/or any applicable documentation. Additional fees may apply for travel/Services outside of this timeframe.
11. This SOW includes travel to one domestic location(s) within the Continental United States as detailed in this SOW. Any additional travel to other locations is considered out of scope and will require the approval of Customer via the change control process detailed in this SOW.
12. The Company is not responsible for resolving compatibility or other issues that cannot be resolved by the manufacturer or for configuring hardware or software in contradiction to the settings supported by the manufacturer.

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13. The Company is not responsible for project or Service delivery delays caused by Customer facility or personnel challenges.
14. Completing transition within the agreed timeframe is contingent upon the Company receiving the necessary Customer information and gaining access to the necessary Customer resources, personnel and facilities in a timely manner.
15. The Company's pricing does not assume the responsibility of any Customer or third-party personnel, hardware, software, equipment or other assets currently utilized in the Customer's operating environment.
16. The Company reserves the right to sub- contract portions of all of the requested Services with permission from the Customer.

Not Included with This Service:

- Any services or activities other than those specifically noted in this SOW.

Customer Responsibilities

Both Customer and Company are responsible for collaborating on the execution of the Services. The Company's responsibilities have been set forth elsewhere in this SOW. Customer agrees generally to cooperate with Company to see that the Services are successfully completed. Customer agrees to the following assigned responsibilities:

1. Prior to the start of this SOW, Customer will indicate to Company in writing a person to be the single point of contact, according to the project plan, to ensure that all tasks can be completed within the specified time period. All Services communications will be addressed to such point of contact (the "Customer Contact"). Failure to do so might result in an increase in project hours and/or length in schedule.
2. Customer will provide technical points-of-contact, who have a working knowledge of the enterprise components to be considered during the Services ("Technical Contacts"). The Company may request that meetings be scheduled with Technical Contacts.
3. The Customer Contact will have the authority to act for the Customer in all aspects of the Service including bringing issues to the attention of the appropriate persons within Customer's organization and resolving conflict in requirements.
4. The Customer Contact will ensure that any communication between Customer and Company, including any scope-related questions or requests, are made through the appropriate Company Project Manager.
5. The Customer Contact will provide timely access to technical and business points of contact and required data/information for matters related to the scope of Service.
6. The Customer Contact will ensure attendance by key Customer contacts at Customer meetings and deliverable presentations.
7. The Customer Contact will obtain and provide project requirements, information, data, decisions and approvals within one working day of the request, unless both parties agree to a different response time.

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8. Customer may be responsible for developing or providing documentation, materials and assistance to Company and agrees to do so in a timely manner. Company shall not be responsible for any delays in completing its assigned tasks to the extent that they result from Customer’s failure to provide such timely documentation, materials and assistance.
9. The Customer Contact will ensure the Services personnel have reasonable and safe access to the Project site, a safe working environment, an adequate office space, and parking as required.
10. Customer will inform Company of all access issues and security measures and provide access to all necessary hardware and facilities.
11. Customer is responsible for providing all hardware, software, telephone Internet access, and facilities in a timely manner for the successful completion of the Services. Facilities and power must meet Company’s requirements for the products and Services purchased.
12. Customer agrees to complete a customer satisfaction survey.

Change control process

- The “Change Control Process” is the process that governs changes to the scope of the Services during the term of this SOW. The Change Control Process will apply to new Services components and to enhancements of existing services.
- A written “Change Order” will be the vehicle for communicating any desired changes to the Services. It will describe the proposed changes to the Services scope, pricing, resources, tasks, and deliverables; the reason for the change; related assumptions and Customer responsibilities; and the schedule and price impacts of the change. The Company Project Manager will draft the Change Order document based on discussions with Customer and Company team. Only changes included in a Change Order signed by both Customer and Company will be implemented.
- In some cases, a Change Order will authorize Company to study the impacts of proposed change will have in terms of required changes to Services scope, schedule, and price. If, upon completion of the study, Customer agrees to proceed with an identified scope change, the Company Project Manager will draft a separate Change Order to detail the specifics associated with that change.

Martin Yarborough & Associates Personnel Skills and Qualifications

The Company, will, at its sole discretion, determine the number of personnel and the appropriate skill sets necessary to complete the Services. Customer understands that Company resources may include employees of Company and/or a service provider or subcontractor to Company. Company personnel may work on-site at Customer location or off-site inside at a Company or other location as determined by the needs of the Services and by specific agreement of the Customer project manager. Company has identified the following initial resource levels for these Services. Key responsibilities for the resources are identified below.

Martin Yarborough

Career Summary

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For three decades Martin Yarborough has been involved in public education as a teacher, Director of Technology, Dean of Technology, Chief Technology Officer, and lastly, as the Chief Information Officer of the Fort Worth Independent School District, the fourth largest school district in Texas. This life-long Texan and seasoned educational professional received his Masters' degrees in Educational Administration and Curriculum and Instruction from Tarleton State University in Stephenville Texas and Bachelors' degrees in Chemistry and Biology from the same institution with doctoral work in Instructional Technology from the University of North Texas and Northern Illinois University.

Recognizing the potential of technology as a teaching and learning tool, Mr. Yarborough brought the Glen Rose public schools into educational technology prominence in 1982 by implementing the very first district-wide fiber-optic LAN in Texas, thus beginning a life-long love affair with educational technology that exists to this day. An innovator in implementing cutting edge, efficient technology into schools, Martin was among the first to implement voice over IP into classrooms, provide teachers with corporate-style email, develop a project-management practice to oversee large-scale, district-wide technology implementations, and incorporate extensive use of distance learning and professional development into public school classrooms.

His experience extends into application software development as well as management of large implementations of PeopleSoft, Computer Associates, and Microsoft deployments to include ERP products, network monitoring tools, email systems, K-12 ERATE, and portal environments. Martin was instrumental in the establishment of a comprehensive data warehouse and longitudinal data system for the Fort Worth public schools incorporating all benchmark and other testing data with student demographics in a SharePoint environment for access by faculty and staff through portal technologies.

Mr. Yarborough is a sought-after speaker on topics ranging from better efficiencies through assessments and educational practices as well as cybersecurity and disaster recovery.

Areas of Expertise

- **End User Computing** and client deployment strategies to include workstation management, output devices, and messaging practices (e-mail, instant messaging, voicemail, and fax).
- **Data Center Analysis and Design** to include server and server platforms including virtualization, storage (SAN, NAS and DAS), facilities management, backup/restore practices, and disaster recovery.
- **Application Enablement** to include business ERP, enterprise application software, software development lifecycles.
- **Security and Vulnerability** to include intrusion detection, account management and security assessments.
- **Services Management** to include service desk operation, change management practices, release management practices, problem management, and incident management. **Specialist in Business Impact Studies, Risk Analysis and Disaster/Recovery Planning.**

Project Experience

- **Medium City Government** – Conducted an IT Assessment and facilitated a strategic plan to expand the IT program to accommodate a large sporting event venue to be constructed within the city limits.
- **Large Professional Organization in California** – Facilitated a state-wide strategic plan for a large organization of IT professionals
- **Large Educational Service Center in California** - Served as Senior Consultant in the Disaster/Recovery planning development. The 6 week engagement resulted in a comprehensive metric identification practice through the evaluation of a Business Impact Analysis, Risk Assessment and Application Analysis. The evaluation led to the implementation of a Disaster/Recovery program for the organization to span 16 weeks.
- **Medium Utility District in Florida** - Served as Senior Consultant in the Disaster/Recovery planning development. The 8 week engagement resulted in the development of 8 application recovery plans, a server recovery program, a network recovery plan and a telecommunication program.
- **Medium University in Texas** – Served as Senior Consultant in the Disaster/Recovery planning development. The 6 week engagement resulted in a comprehensive metric identification practice through the evaluation of a Business Impact Analysis, Risk Assessment and Application Analysis. The evaluation led to the development of an Educational Contingency Plan as well as a DR/BC plan for the college.
- **Large public school district in Virginia** – Served as project manager on an enterprise assessment making 15 actionable recommendations which resulted in a complete re-design of the service desk environment and desktop support. Six transformational follow-on engagements ensued.

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- **Large public transportation company in South** – Served as Project Directory on an assessment to review plans for a secondary disaster/recovery site for the largest roadway project in Texas. The results were detailed recommendations for implementing a self-contained data center that could temporarily be located in a remote location and moved in the event of a disaster. The assessment engagement led to data center consolidation and transformation opportunities.
- **Large public school district in South** – Provided project leadership on the largest assessment to date of the second largest school district in Texas. The new CIO was struggling making decisions and putting business cases together to request additional budget. A complex, custom assessment was developed with intent to review budget, hardware and services in preparation for an ITO proposal. The result was praised by the CIO, CFO and Superintendent and the adoption of the assessment by the School Board serving as the basis for an on-going strategic planning effort.
- **Medium school district in the Heartland** – Worked with the superintendent of schools to conduct an extensive Educational Assessment. Results included recommendations to move ERP, Messaging and Network Services to a cloud delivered model. The district retained my services for a 24-month period to assist the organization in implementing the recommendations. I established a comprehensive PMO Framework and trained the staff on project management during the implementation. The result was a complete data center transformation. This was an acquisition account for my company and as a result of the relationships I established, they have been one of the highlights of this past year. The organization was selected as a case study. This included the pm of a GroupWise/Exchange migration, conversion from Novell to MS Active Directory, implementation of video conferencing as well as several staff augmentations using 3rd party vendors to assist in the implementation of an extensive wireless network.
- **Medium school district in the Heartland** – Conducted a 4 week assessment of the IT Enterprise to include end-user computing, services management, data center operations and security and vulnerability. Identified 15 core initiatives and provided an operational roadmap for remediation. The result was an 18-month staff-augmentation as the interim CIO engaged to implement the suggested
- initiatives. The first step was the development of a PMO framework and staff training to implement the PMO.
- **State Government** – Conducted an enterprise technology assessment focusing on Administrative Applications, Web Operations and IT Infrastructure and Operations. Identified 12 core initiatives for transformation and submitted statements of work to deliver the transformational consulting. This included extensive leadership augmentation.
- **Large school district in South** – Fort Worth Texas – Provided the leadership to conduct an evaluation of ERP and Student Information Systems for transformation of the accounting practices of the district. Supervised the bidding and procurement process for the business ERP environment and let the implementation and migration practice for the successful implementation of Tyler Technologies MUNIS program.
- **Large school district in South** – Served in an interim CIO capacity to project manage a “botched” PeopleSoft implementation. I was able to bring the payroll system into compliance in less than 3 months and implement the benefit system.
- **Large school district in South** – Served as project manager for the conversion of a legacy ERP to a full PeopleSoft implementation. This involved the hiring of technical/functional consultants, procurement of equipment including bidding and supervising staff during this phase. The effort resulted in a successful implementation in less than 6 months of Financials/HR/Benefits and Payroll including self-service.
- **Large municipal government in South** – Conducted an enterprise technology infrastructure assessment. Engagement spanned 12 weeks of effort. Identified 14 core initiatives for improvement. Developed extensive roadmap for implementation. Follow-on included the implementation of a full-scale PMO and the training of staff to utilize the PMO framework as well as Novell to Microsoft conversions and data center transformations.
- **Large school district in West** – Evaluated infrastructure capacity leading toward 15 week engagement for an enterprise technology infrastructure assessment. Worked with technology staff to identify 12 primary initiatives toward improvement of core infrastructure to include end user management, service management, data center operations and security. Effort resulted in a storage transformation and key network transformations.
- **Large school district in South** – Worked with Superintendent and CIO to implement a comprehensive infrastructure assessment. Effort spanned 15 weeks and resulted in the development of 15 core initiatives focusing on data center, end-user and service management.
- **Large University in South** – Conducted a readiness assessment of classroom multimedia infrastructure. Effort resulted in an organizational re-design and re-organization to consolidate siloed IT programs into a centralized IT department and let to extensive consulting engagements post-ITSA.
- **Large University in West** – Conducted an enterprise technology assessment focusing on Administrative Applications, Web Operations and IT Infrastructure and Operations. Identified 15 core initiatives for transformation and submitted statements

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of work to deliver the transformational consulting. This included extensive leadership augmentations, ITIL training and data center transformation.

- **Medium University in South** – Served as project manager on an ERP/Student Information conversion from a legacy mainframe system to a Unix platform running on Alpha processors. Conversion took 4 months plus another 3 months to convert over 1MM transcript records into the new format. Conducted University-wide staff development to faculty and staff on the use of the new ERP/SIS environment and established process and procedure for the management of the system.

Professional Qualifications

Education

- B.S. Biology, Tarleton State University, 1979
- B.S. Chemistry, Tarleton State University, 1979
- M.Ed. Education Administration, Tarleton State University, 1990.
- Ph.D Instructional Technology, Northern Illinois University, 2001

Certifications

- Lifetime Teaching Certificate, Texas, 1979
- Mid-Management Administrative Certificate, Texas, 1990
- Superintendent Certificate, Texas, 1990
- PMP, 2007
- ITIL v.3, 2008
- TOGAF v.9, 2011

Presentations and Publications

- T.H.E. Journal Publication – Author... “A Journey Across the Fiber”, 1984.
- Educause Presentation – Speaker ...“Assessment for Efficiency”, 2008.
- ISTE Presentation – Keynote... “Designing a Better Educational Data Center”, 1996.
- TechSig Presentation – Keynote... “Outsourcing Data Center Practices”, 1992.
- SETL Presentation – Keynote... “Why Assessments Work”, 2010.
- ATLE Presentation – Keynote...“How to Increase Efficiency in your Data Center”, 2011.
- ASCD Presentation – Speaker...“Integrating classroom computers in to the curriculum”, 1996.
- MISA Presentation – Keynote...“Creating a climate of Efficiency in the Data Center”, 2013.
- SETL Presentation – Facilitator ... “Cloud Computing and BYOD”, 2013

Termination

Customer may terminate this SOW for convenience upon providing Company with thirty (30) days written notice. Upon any termination of this SOW or the associated Agreement, Customer shall pay all of Company’s unpaid fees and out-of-pocket expenses accrued to the effective date of such termination. If Customer fails to perform any payment obligations hereunder and such failure remains un-remediated for fifteen (15) days, Company may suspend its performance until payment is received or terminate this SOW and the associated Agreement upon written notice.

Pricing

Pricing is provided as a fixed fee engagement with all travel inclusive.

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Signature and Acceptance

By signature below, Customer and Martin Yarborough and Associates acknowledge and agree to this statement of work (SOW).

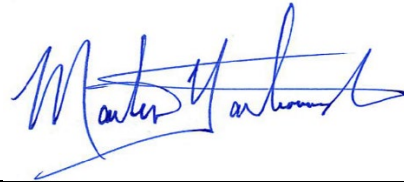
Client Contact Signature

Printed Name

Title

Company Name

Date



Martin Yarborough and Associates Contact Signature

Martin Yarborough

Printed Name

Principal Consultant

Title

Martin Yarborough and Associates LLC

Company Name

January 2, 2020

Date

Please fax a copy of your Purchase Order and this signed SOW (with all pages in full) to 1-817-887-3371. The Purchase Order amount should include estimated expenses if they are billable.

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Quote

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