

2022-009 EXHIBIT A SCOPE OF SERVICES

Project: Summit County Upward Mobility Program

Project Overview

The goal of the Summit County Upward Mobility project is, in partnership with several stakeholder organizations and Summit County residents, to uncover the elements that contribute to poverty and those elements that boost mobility for Summit County residents. The Summit County Mobility Team will document elements with the highest primacy in order to address them and ultimately to create a mobility plan that Summit County can collaboratively implement.

Synergy has been engaged to assist in the development of this plan. We will aid in the convening of stakeholder discussions across the Summit County ecosystem, document the outcomes of those discussions, participate in dialogue with the Urban Institute, and direct the Summit County Mobility Team on strategy. Through trust-building stakeholder engagement and rigorous analysis, we will assist in the creation of the Mobility Plan in collaboration with the Center for Marketing & Opinion Research, who will conduct analysis and quantitative data collection.

Description of Services

The services Synergy will be engaged in will include:

- Review extant data from Urban Institute, Summit County and other stakeholder groups with evidence of the determinants of poverty and those that boost economic, social and internal mobility. Synergy will also work together with all stakeholders to determine the most pressing of each that can be tackled within the next 3-5 years.
 - This will include documenting the short-term goals to eradicate the determinants of poverty, and elevate the determining factors that provide economic success, social value in the community, and those that increase individual power and autonomy.
 - We will also provide some medium-term stretch goals that both eradicate poverty and boost mobility.
 - Finally, we will provide some aspirational goals that we know may not be accomplished in the short-term, but are worth the effort and will benefit the community greatly.
 - Some of the positive mobility goals may not be part of the **immediate** plan, but we will put them in a “parking lot” to re-address them after the initial plan period.
- Conduct focus group discussions with a variety of community stakeholders to determine the most pressing determinants of poverty in Summit County, as well as the most impactful determinants of economic and social mobility.
 - Currently there are over 70 community stakeholders involved in this planning process. We expect to narrow that to a more palatable number and provide specific assignments to individual stakeholders in their area of strength, to ensure the mobility plan’s success.
- Conduct focus group discussions with a cross-section of Summit County residents. It is critical that *all* voices are heard in this process, so we will ensure we hold periodic

discussions, in addition to collecting survey data from across the County. Here is where we will implement the “data walk” framework developed by the Urban Institute.

- Communicate to the community quarterly – where we are, what we have accomplished, where mistakes have been made, and how Summit County plans to move forward in the future. Ask for the community’s help and their feedback (a trust-building mechanism).
 - Trust-building is a *key* element of this assignment. We need to ensure transparency, openness, and engagement throughout this process. The viability of a mobility plan lies not only in the strategy we create and communicate, but in how the stakeholders are engaged, and that community members feel as though this plan is about them. *They must feel they are the beneficiaries of our work.*
 - *Some of this work will be “herding cats.” Communicating across disparate organizations and stakeholders with differing views about how we should move forward. Our job will be to diplomatically communicate with each stakeholder to ensure they feel engaged.*
- Convene a Community Advisory Board, made up of a cross-section of community leaders, residents with lived experience, and stakeholder group representatives to provide feedback and insights throughout the process.
- Collaborate with CMOR to communicate the data analysis findings. Synergy will collect qualitative data and share that with CMOR. CMOR will collect quantitative data and conduct all data analysis. In other words, Synergy is the face and CMOR is the back office.
- Create a workable Summit County Mobility Plan that ensures the program is conducted professionally, empathetically, and centered on data and insights.
- Other tasks as assigned and identified...

Payment Terms & Invoicing

The payment terms are \$120,000 for 180 days. Synergy will invoice once per month for \$20,000.00. Travel and other material expenses will be billed separately as appropriate. Net payment will be due 30 days from the invoice date.

Any additional variable expenses, with the exception of travel expenses, will be discussed with Summit County in advance for approval.