CALL FOR IMPACTFUL PROJECTS:
THREE SAMPLE SCOPES OF WORK FOR EXPLORATORY SCENARIO PLANNING
Fall 2020

THIS SCOPE:
SAMPLE SCOPE OF WORK #1:
One Day Workshop: Introduction to Exploratory Scenario Planning

SAMPLE SCOPE OF WORK #2:
Developing a Smart City Roadmap

SAMPLE SCOPE OF WORK #3:
Stakeholder Outreach for Climate Emergency Planning

SAMPLE SCOPE OF WORK #1:
Workshop: Introduction to Exploratory Scenario Planning

Overview

The Consortium for Scenario Planning, an initiative of the Lincoln Institute of Land Policy, promotes the use of next generation planning methods to help organizations better incorporate trends and uncertainties into their programs. To meet the growing demand for scenario planning, the Consortium is making these three **sample scopes of work available to provide a template for designing and procuring exploratory scenario planning services.**

The Challenge of Planning for Change
Traditional planning processes carried out by public, private and non-profit entities tend to acknowledge, rather than explore and incorporate, change. To reduce complexity, analysts have historically extrapolated trends lines from past to forecast future conditions. To reduce legal liability, planners often rely on existing assumptions that have endured regulatory scrutiny. For expediency, plans cover extended time horizons.

This conventional approach however is ill-suited to building effective preparation and responses for disruptive trends including new technologies, economic restructuring, climate change, and now COVID-19.

Public, private, and non-profit sector entities are seeking ways to explore and integrate uncertainties into plans, policies, and projects. The following vignettes outline applications and outcomes for an exploratory scenario planning workshop:

- A metropolitan planning organization (MPO) uses a workshop to explore how emerging transportation technologies could alter assumptions used in a regional plan update. The result is improved assumptions and an adaptive planning approach that captures technology's benefits while limiting risks.
- A non-profit dedicated to affordable housing gathers stakeholders to examine near, medium, and long term trends affecting housing security. The workshop's outcome is a series of new plans, (as opposed to one 10-year plan), that better adapts to changing conditions, particularly related to COVID-19.
- A local government uses a one-day workshop to convene a wider array of stakeholders around building resiliency into local programs. The end result is not only to develop a memo to the city manager, but to also tackle sensitive (and sometimes controversial) topics through the lens of exploring, identifying and managing uncertainty.

Why Sample Scopes of Work for Exploratory Scenario Planning?

The shift in planning requires new approaches, skills, and processes to understand forces of change, articulate impacts, and identify next steps. Because these new planning approaches are new, there are few "go bys" or templates. These scopes are intended to facilitate the process for:

1) Developing a Request for Qualifications (RfQ) or Request for Proposals (RfP) to hire scenario planning consultants, or

2) provide a work plan for developing scenario planning workshops in-house.

The scopes are written to provide (1) educational information on scenario planning and (2) copy-and-paste (and customizable) language for RfP and work plan development. Within the scopes, we provide rough estimates on level of effort and hours, as well as factors that drive costs/resources.

There are three sample scopes of work for three topics:

Scope 1 (*this document*) a one-day workshop addressing trends
Scope 2: developing a technology roadmap
Scope 3: planning for a climate emergency planning

Who Can Use These Scopes?
Example users: Entities whose mission will be affected by numerous trends and technology
- States, cities and counties that are in the first stages of plan and policy updates
- Metropolitan Planning Organizations (MPOs) and other Regional Agencies
- Non-profit organizations
- Regional Task Forces (Climate, Autonomous Vehicles, Strategic Planning)
- Private Sector entities (transportation, real estate development, asset management)
- Campus managers

How Can My Organization Use This Workshop Scopes?
Example uses: A one-day workshop can be used:
- as a first step in an organization's Strategic Planning
- to "stress test" decisions and how they work under various scenarios
- to develop "future-ready" updates to Comprehensive, Climate, Transportation and Economic Development plans, as well as smaller sector plans or projects
- to engage stakeholders on areas of rapid change and uncertainty
- to determine whether to initiate a larger exploratory scenario planning process

Glossary

Terms

Scenario Planning refers to developing a set of plausible futures.

Visioning typically refers to selecting a single preferred future.

Forecasting describes the most likely future.

Technology Foresight enlists experts knowledgeable on how technologies may evolve over time.

Normative Scenario Planning describes working backwards from a defined goal or vision.

Exploratory scenario planning explores the "what-ifs" and possible and plausible multiple futures.

Predictive (or anticipatory) scenarios uses current information that tracks not only a future state, but the increments or stages over time.

Performance based planning establishes benchmarks, and monitors progress in meeting performance metrics at each stage to determine whether to move forward with, adjust, or abandon a scenario's path.

Change Drivers are internal or external pressures shaping change to a community or an organization.

Cascading Impacts occur when a significant change in one factor triggers a chain of subsequent impacts to other factors in interlinked systems (e.g., ecological, environmental, social, economic).

Levers are actionable responses such as regulations, incentives, and funding. Responses can be robust (work well under any scenario) or contingent (applied only after a key trigger point is reached).

What is a Scope of Work?

Scopes of Work are used for planning a project, describing the work to be completed under an established budget and time frame. Scopes typically contain detailed information on project tasks, schedules, reports, and deliverables. Scopes also establish the roles and responsibilities of the project team members.

Agencies often hire consultants through a competitive process. They will issue a Request for Qualifications (RfQ) or Request for Proposals (RfP) that describes the work to be done (the Scope of Work). Experts develop a response and the agency will evaluate and score submittals based on a submitter's expertise and approach to developing deliverables.

Sample scopes of work can help provide a template, especially for emerging topics or new planning approaches. A Scope of Work typically includes:

Background: This includes history, trends, and purpose/need statements, project outline, and expected activities and products (deliverables). A background statement may also include expected outcomes.

Project Management: This section describes project oversight and can include meeting schedules, stakeholder identification and work plan development.

Stakeholder Engagement: This section describes how stakeholder education, participation and input will be integrated into project design. Alternatively, engagement may be presented task-by-task.

Research: Scenario development will require basic knowledge of local climate impacts, vulnerable communities, trends/projections, and associated legal and regulatory frameworks. If modeling is to be used, researchers will need to understand applicable variables and data sources.

Product Development: A scope of work will delineate tasks and subtasks for building deliverables (e.g. workshops, maps, reports). This will include number of drafts, a review schedule, and coordination with stakeholder outreach.

Project Close out – This step describes delivery of the final product(s), file transfers, meetings, and any agreed-upon follow up.

Introduction

Why Conduct a One-Day Workshop on Scenario Planning?

Engagement: Use to convene a group of multidisciplinary stakeholders, using a third-party facilitator, to introduce exploratory scenario planning and conduct a small exploratory scenario planning exercise. This can be limited to internal stakeholders, or a method for public engagement with external stakeholders.

Planning: Use as a beginning step of larger planning process (e.g. Long-Range Transportation Plan, organizational strategic plan) that needs to incorporate trends and uncertainty (e.g. technology, climate change, loss of a major employer).

Futureproofing: Use to learn how to "stress test" current plans, policies, and project design to determine how effective these efforts will be in the face of change.

Variables that Drive Level of Effort & Cost

Number of participants

Number of professional staff - and their level of expertise

Product – the complexity of the product desired will drive costs (typically recommendations for a plan, policy, or project design)

Venue - including food and audio-visual equipment

Customization – How an organization may customize the workshop to meet specific needs (e.g. multiple workshops, use of modeling software for the workshop)

COVID-19 – Whether the workshop will be 100% virtual, in-person, or both

Table of Contents for this Scope of Work (beginning page 6)

Before You Get Started

Resources
The Consortium for Scenario Planning has several resources listed on its site. Please visit scenarioplanning.io.

Overview of Steps for an Exploratory Scenario Planning Workshop

Step 1 - Direction Setting: This first step (1) establishes purpose and need; (2) defines driving forces of change; (3) identifies stakeholders; (4) defines the outcome and product; and (5) develops the work plan.

Step 2 - Approach Development: This next step charts the process to include (1) when and how to engage stakeholders; (2) a focused list of driving forces of change; (3) research needs; and (4) workshop development options.

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> *Customizing tip*: the team may create scenarios in this step or design the workshop to have participants create scenarios.

Step 3 - The Workshop: This last step is exploratory planning workshop development to include (1) identifying a scenario planning process lead; (2) creating a workshop format; (3) creating a list of final driving forces of change and related impacts; (4) identifying levers and responses; and (5) creating recommendations and final product. If the product is a roadmap or plan, include milestones, tasks, and roles.

Assumptions
- *The tasks can be used to develop a Request for Proposal (RfP) or as a workplan for developing an exploratory scenario planning workshop in-house.*
- *If COVID-19 restrictions on in-person meetings are in place, the consultant and organization will use a virtual workshop platform such as Zoom or Microsoft Teams.*
- *This scope assumes that a public agency is the key sponsor, though tasks apply to non-profits and for-profit organizations as well.*
- *To manage costs, sponsoring organizations should assist in gathering research materials, developing participant lists, and providing the venue and materials (printing, easels, poster paper). The sponsoring organization should also enlist volunteers to serve as table leads and discussion leaders during the workshop (live or virtual).*
- *The scope assumes a combination of presentations and interactivity (e.g. an exercise).*
- *This workshop is designed around developing a product. In this scope, the "product" is a short report on (1) incorporating scenario planning into standard planning workflow, and (2) the results of a group exercise on managing uncertainty affecting the organization. This assumes some research on the consultant's part on local conditions. This scope assumes the audience includes one or more key decision makers.*
- *[Organization] refers to client and consultant refers to a chosen vendor or the lead for an internal scenario planning exercise.*

Sample RfP/RfQ: One Day Workshop: Introduction to Exploratory Scenario Planning

Purpose Statement *(may be modified to fit local conditions and context)*
With many lines of potentially disruptive changes underway, communities need methods to better understand trends and forces driving change, and more importantly, approaches to managing change. Exploratory scenario planning is emerging as a method to develop possible, plausible, and/or desired scenarios of the future based on several change drivers – either alone or in combination. Common drivers include technology (e.g. autonomous vehicles, e-commerce, communications) and climate change.

Because [*organization*] is responsible for helping our community plan and prepare for the future, we are seeking qualified expertise in exploratory scenario planning to design and conduct a one-day workshop. The aim is to educate and engage key stakeholders in new planning techniques to better understand change drivers, related impacts, and actions our community can take to limit risks and proactively plan.

How scenarios play out often boils down to "it depends." A community may see benefits or negative impacts from change drivers. While many factors can be out of our organization's control, scenario planning can help identify a multitude of available "levers" to manage risk. These levers can be regulations, funding, policy operational changes, mitigation measures, or other management techniques.

This all-day workshop is intended to prepare key stakeholders for change and disruption, some of which is already underway. The main goal is to help stakeholders understand change and their role in harnessing the opportunities offered with disruption while limiting risks up front. The product will be a report containing the presentation material, participant input on change drivers and impacts, and 3-5 next steps for our organization.

Task 1. Project Kick-off

Task 1 is a kick-off meeting outlining workshop details and a workplan.

Customizing tip: In developing the workshop, the sponsoring organization should consider how to use the information developed in the workshop. Products can include:

- A short report on local change drivers, impacts (e.g., climate, automated vehicles), and levers to manage impacts (e.g., regulations, incentives, budgets)
- Key considerations to incorporate into an upcoming plan update
- Information for a strategic planning process
- Recommendation to launch a larger exploratory scenario planning process

Task 1.1. Establish the client organization's need: This 1.5 hour *[meeting, call, video call]* will explore workshop goals, key change drivers with the organization and affirm a desired outcome and/or product. From this call, the consultant and organization will develop the research plan, workshop focus, stakeholder groups, process map, and deliverable(s). The [*organization*] will send notes and edits.

Task 1.2. Participant lists: Advise on list of scenario workshop participants developed by [*organization*]. This advice will ensure we invite critical stakeholders who understand change drivers, impacts and levers to manage impacts.

Task 1.3. Develop work plan: The consultant will deliver a work plan to guide research, initial list of change drivers, process development, initial list of workshop participants, the workshop agenda, ideas for the interactive exercise, summary of the product and follow up.
>   *Task 1 Level of Effort: Plan for 15-25 hours*
>   *Task 1 Deliverable*: Exploratory scenario planning workshop workplan

Task 2. Pre-Workshop Planning

Task 2 lays the groundwork for the scenario planning workshop. Components are described below. The pre-planning will include background research and a scenario planning workgroup call.

> *Assumption:* The sample below assumes the workshop will include a presentation, lunch, an interactive scenario planning exercise, report out and closing remarks.

Task 2.1. Research: Based on the workplan, Consultant will conduct research on the (1) the short list of drivers of change, (2) impacts (possible, plausible, likely; high, medium, low) and (3) local plans, policies and programs potentially impacted.

Task 2.1.1. Consultant call: During this 1-hour call, the consultant and [*organization*] will review the research and refine the participant list for scenario planning workshop.

Task 2.1.2. Research report: With the participant list and research, consultant will compile a research report for the [*organization*].

Task 2.1.3. Presentation: The consultant will prepare the background presentation. This presentation should include, at a minimum, (1) planning and forecasting in general, and various types of scenario planning, (2) drivers of change with focus on locally-relevant drivers, (3) possible and likely impacts, both positive and negative, (4) typical levers to manage impacts, and (5) instructions for the interactive exercise.

Task 2.1.4. Instructions for interactive exercise: Based on the product chosen and scenario planning needs, the [*organization*] and consultant will decide on how to structure a meaningful interactive exercise. In general, workshop design will revolve around critical questions or discussion prompts. These prompts should be crafted in ways that build to the product. For example, if the product explores fiscal trade-offs, develop a series of question prompts that reveal both financial costs and returns.

The consultant will prepare detailed instructions for the exercise including (1) materials, (2) the exercise schedule, (3) instructions to participants, (4) report out forms.

> *Customization tip -* Examples of interactive scenario building activities:
> **Table rounds**: Groups of 6-8 are given a task (e.g. examine change drivers, impacts and policies for an upcoming comprehensive plan update or to a geographic location such as a corridor). The exercise gathers participants' ideas on boards or on maps. If maps are used, make sure to include directional indicators, scale, and any key landmarks or boundaries are printed on the maps. If the workshop is virtual, use annotation tools that allow participants to mark up maps. For table rounds, it helps to have easels, post-it notes and poster paper to document ideas. On virtual formats, participants can use chat for online post-it notes.
> **Role Playing**: In this version, participants are given personas and asked to respond to questions and prompts for the assigned persona. This approach builds understanding and empathy, as well as insights on potential trade-offs.
> **Walk audits**: Participants are sent on a walk tour of the focus area (e.g. transit station, downtown) to document possible impacts. Make sure the walk is safe – you may need to get safety releases from participants, enlist public safety officials, and/or provide reflective vests.
> **Forecasting and trade-offs**: Groups assemble around tables with a technician who feeds participants' ideas into forecasting software to compare changes, tradeoffs or other factors.

Task 2.2. Workshop Agenda

Task 2.2.1. Workshop plan: Based on workshop goals developed under Task 1, consultant and [*organization*] will discuss workshop details (time, location or virtual workshop platform, set-up, supplies, dates). During this task, the [*organization*] will also assemble a list of volunteers for the interactive activities (e.g. table leads).

Task 2.2.2. Final Workshop Agenda: Working with the [*organization*],* consultant will send a final, detailed agenda with a "run of show." The agenda will include opening remarks from [*organization or invited dignitaries*] and background on the topics to be covered in the scenarios. The final agenda will also include instructions for volunteers.

Task 2 Level of Effort: Plan for 30-50 hours for planning
Task 2 Deliverables: Research Report*, Draft Workshop Agenda, Final Workshop Agenda with run of show, Instructions for Volunteers, Final Presentation

Task 3: Conduct Scenario Planning Workshop & Final Report

Task 3.1. Set up and Dry Run (in person): Consultant will carry out room (or walk tour) set up and conduct a dry run either the night before or 1.5 hours before the session begins. This includes testing AV equipment and Wi-Fi connections. The organization will also invite table leads and revise instructions if needed.

Alternative Task 3.1. Set up and Dry Run (virtual): Consultant will conduct a dry run the night before on a virtual workshop platform, using the session to train breakout leads and test tools.

> *Note: If the workshop is videotaped or recorded, obtain releases from participants, or let them know by participating in the workshop they agree.*

Task 3.2. Conduct Workshop: Consultant, working with the organization, will conduct the workshop. The consultant will help lead the workshop, monitor break out groups, conduct reports out, and gather information from table leads.

Task 3.3. Compile Findings: Based on the results from the report out, the consultant will compile scenario planning results, next steps, and any issues to be resolved. The consultant will format this report to fit the desired product. *(Note, to save costs, the client organization can compile results and produce the report).*

Task 3.4. Final report: Based on input Task 3.3, the consultant will deliver the final report.
Task 3 Level of Effort: Plan for 30-50 hours
Deliverables: Workshop materials, Workshop report