
City of Aurora

Strategic Planning

SCOPE OF WORK JUNE 2026



Scope of Work

THE FOLLOWING OUTLINES OUR SCOPE OF WORK FOR DEVELOPING A STRATEGIC PLAN WITH THE CITY.

Activity 1: Launch Project

A successful process will benefit from a collaborative relationship between the consulting team and the City project team from the very beginning of the process. This task is intended to begin building that relationship.

At the start of the engagement, our team will conduct a kick-off meeting with the City project leadership to discuss the project, schedule, and communication and engagement strategies for the project. We will provide the City with a document/data request for background information, such as community survey results, existing planning documents, demographic information, and more. We will carefully review the information to learn about the City's operating context and key projects and initiatives over the next several years.

Throughout the project, our team will provide regular status updates to the City and both formal and informal opportunities to discuss the process and make any necessary adjustments.

Meetings: Project kick-off meeting	Outputs: - Kick-off meeting agenda - Background and data request - Final project schedule
---	--

Activity 2: Conduct Discovery and Internal Engagement

In this activity, our team will work collaboratively with the City to engage with the organization to develop an Environmental Scan. The Scan will provide helpful background information and important context about the current state of the City and future impacts, which will serve as a foundation for developing the strategic plan.

Raftelis will solicit input from key staff about their perspectives about the strategic plan and to develop an understanding of the strengths, weaknesses, opportunities, and challenges (SWOC) for the City, as well as any external factors that might impact the City over the next five to seven years. We will also seek input regarding organizational mission and values. Similarly, an online survey will be administered to the City Council to solicit their input regarding the strategic plan.

Raftelis will facilitate a half-day workshop with the City's department directors to engage them in this process and conduct a SWOC exercise. We will also ask about planned or desired future initiatives that may occur during the next several years.

If desired, a series of focus group sessions will be held with key stakeholders to learn more about key issues facing the organization and the community.

Next, Raftelis will incorporate all information received through document review, interviews, and listening sessions into the development of an Environmental Scan. The Environmental Scan will provide helpful background information about the City's current state and potential future impacts. To finalize the Environmental Scan, we will gather existing data

about the community, such as financial trends, demographic data, statistics about housing, business, and jobs, and other relevant information. We will also benchmark the City against other similar municipalities. This information will provide important context and a foundation upon which the strategic plan can be developed. We will review the Scan with the City's project team, perform any necessary follow-up work, and finalize it.

We will then meet with the City's department directors and division leaders to review the Environmental Scan and update the City's Mission and Values statement. Our visual facilitator will transform your conversations into live graphic form, before participants leave the room, promoting a sense of shared understanding.

Meetings: • Half-day workshop with the department directors • Full-day workshop with department directors and division directors	Outputs: • Environmental scan • Organizational vision, mission, and values
--	--

Activity 3: Develop Strategic Priorities and Goals

We will develop and facilitate a Strategic Planning Workshop with the City leadership to finalize the strategic plan framework. This will include the Vision, Strategic Priorities, and Goals. We will also provide the opportunity to develop strategic initiatives and action plans that will guide implementation so the Vision can be realized. This workshop will include activities with the entire group as well as small group break-out sessions that will allow everyone to actively participate and engage in the process.

During the session, the primary role of the facilitator is to ensure that the environment is respectful and conducive to open and constructive dialogue so that the established objectives are ultimately met. While the agenda provides the structure to accomplish the tasks, we also know how important it is to pay attention to the group and make sure that conversations that need to happen actually happen, so we are flexible and in tune with the group during the process.

Meetings: • Full-day workshop with the department directors	Outputs: • Final Strategic Plan framework
--	--

Activity 4: Support Implementation and Evaluation

In order to ensure the implementation of the strategic plan, our team will prepare a custom implementation template for each Strategic Priority area identified during the City leadership workshop. These templates will help to ensure consistency across the organization and to enhance accountability to ensure that progress is made on the City's strategic objectives.

We will meet with key staff members responsible for achieving each Strategic Priority to identify specific strategies, who is accountable, estimated timeline, resources required, and performance metrics to be used to ensure forward progress. We will work with the City to develop a plan and guidelines for regularly updating these templates and the Administration on a consistent basis. Finally, we will identify specific means to integrate the strategic planning framework into key organizational processes so that City work plans are built into the foundation of the City strategic priorities and the City's new Vision.

Meetings:

- Up to two days of workshops with City staff to develop implementation plans

Outputs:

- Implementation plans

Activity 5: Prepare Final Deliverables

In our final activity, Raftelis will prepare a high-quality strategic planning document for review by the City. Based upon feedback received, our team will finalize the strategic plan document and present it to the City as desired. The strategic framework deliverable will be a succinct planning instrument using easily understandable language and high-quality graphics, worthy of posting on the City's website and dissemination to internal and external audiences. We will also conduct a final engagement debrief with the Project Team.

Meetings:

- Final presentation
- Engagement debrief meeting

Deliverable:

- Final Strategic Plan deliverables

Pricing

The total fixed fee to complete the scope of work outlined in this proposal is \$95,450, which includes all professional fees and expenses, including travel.

A breakdown of cost by project activity is provided in the table below.

Activity	Description	Cost
1	Launch Project	\$7,200
2	Conduct Discovery and Internal Engagement	\$40,725
3	Develop Strategic Priorities and Goals	\$14,750
4	Support Implementation and Evaluation	\$16,575
5	Provide final Deliverables and Communication Tools	\$16,200
TOTAL		\$95,450

Should the City wish to include focus group session, the additional fee is \$2,500 per focus group.

It is our practice to invoice clients for monthly progress payments based upon work completed.