

# City of Delray Beach

## Vision 2035 Strategic Plan

PROPOSAL / February 3, 2025





## Making our world better

The Raftelis Charitable Gift Fund allocates profits, encourages employee contributions, and recognizes time to charitable organizations that support:

- Access to clean water and conservation
- Affordability
- Science, technology, and leadership

Raftelis is investing in improved telecommunication technologies to reduce the firm's number one source of carbon emissions—travel.



**Diversity and inclusion are an integral part of Raftelis' core values.**

We are committed to doing our part to fight prejudice, racism, and discrimination by becoming more informed, disengaging with business partners that do not share this commitment, and encouraging our employees to use their skills to work toward a more just society that has no barriers to opportunity.

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## COVER LETTER

February 3, 2025

Mr. Terrence Moore, City Manager  
City of Delray Beach  
100 NW First Avenue  
Delray Beach, FL 33444

**Subject: Proposal for Vision 2035 Strategic Plan**

Dear Mr. Moore:

We are excited to submit this proposal to assist the City of Delray Beach (City) with strategic planning consulting services. We understand that the City seeks to partner with a consultant to lead a collaborative process to develop the City's next strategic plan. Ideally, the consultant will facilitate a process with policymakers, staff, and the community, and translate this into a shared long-term vision and strategic plan, including goals and action plans, to inform the City's operations and decision-making for the next ten years and into the future.

We believe Raftelis offers the City some distinct advantages. Our proven methods of facilitation and engagement lead to sustainable plans that provide you with a vision, mission, measurable goals, and an implementation roadmap. We are passionate about public sector strategic planning, which drives us to use innovation and creativity throughout the project. As former local government leaders, we understand the context and constraints of the public sector and can ensure a workable implementation plan. Our facilitators are skilled and in tune with stakeholder groups, and we respect and encourage all perspectives. Our deliverables are useful and engaging, and we use unique and creative graphics to keep documents concise with a focus on internal and external communication. Our project management methods ensure our team's availability and commitment to perform your project on schedule.

We have had significant success working with community members, elected officials, department leadership teams, and staff to identify priorities for the local government and achieve consensus. We are confident our approach will provide the City with the direction it seeks.

We look forward to the opportunity to serve the City of Delray Beach. Please contact me with any questions.

Sincerely,



**Michelle Ferguson**, *Executive Vice President*

P: 828.777.6588 / E: [mferguson@raftelis.com](mailto:mferguson@raftelis.com)

## FIRM PROFILE

# Who We Are

## RAFTELIS: HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE.



Since our founding in 1993, local government and utility leaders have partnered with Raftelis to transform their organizations by enhancing performance, planning for the future, identifying top talent, improving their financial condition, and telling their story. We've helped more than 700 organizations in the last year alone. We provide trusted advice, and our experts include former municipal and utility leaders with decades of hands-on experience running successful organizations. People who lead local governments and utilities are innovators—constantly seeking ways to provide better service to the communities that rely on them. Raftelis provides management consulting expertise and insights that help bring about the change our clients seek.

**We believe that Raftelis is the *right fit* for this project. We provide several key factors that will benefit the City and help to make this project a success.**

**RESOURCES AND EXPERTISE:** Our project team is passionate about strategic planning and organizational optimization. Each team member specializes in strategic planning and has devoted their career to assisting with local government strategic planning.

**DECADES OF COLLECTIVE EXPERIENCE:** Our associates and subject matter experts have decades of experience strengthening local municipalities and utilities. They've held a wide range of positions, from city manager to public works director.

**DECADES OF PUBLIC SECTOR STRATEGIC PLANNING EXPERIENCE:** They led dozens of strategic planning initiatives for municipalities and utilities across the country, many of which include extensive public and staff engagement, SWOT/SWOC analyses, and Environmental Scans.

**PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS:** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While other firms may assign your business to junior-level people, our approach provides exceptional service from senior-level consultants.

**NICHE EXPERTISE:** Our expertise lies in strengthening public-sector organizations. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a specific group of clients.

**PROVEN PROCESS:** We will implement a proven and unique facilitation process that engages internal and external stakeholders, links strategy to performance, and sets the organization up for effective implementation. We will use several techniques, some of which are innovative and others that are more classic approaches.

## RAFTELIS FIRM CAPABILITIES



### **FINANCE:** Meet your goals while maintaining a financially sustainable organization

- Rate, charge, and fee studies
- Financial and capital planning
- Cost of service and cost allocation
- Customer assistance programs
- Affordability analysis
- Utility valuation
- Budget development
- Financial condition assessments
- Debt issuance support
- Economic feasibility and analysis



### **COMMUNICATION:** Communicate strategically to build an informed, supportive community

- Strategic communication planning
- Public involvement and community outreach
- Public meeting facilitation
- Graphic design and marketing materials
- Media and spokesperson training
- Risk and crisis communication
- Social media strategy
- Visual facilitation
- Virtual engagement



### **STRATEGIC PLANNING:** Set the direction for the future of your organization and community

- Organization, department, and community-based strategic planning
- Effective Board / Commission / Council governance
- Retreat planning and facilitation



### **ORGANIZATION:** Plan for long-term sustainability and operate with maximum efficiency

- Organizational and operational assessments
- Stormwater utility development and implementation support
- Performance measurement
- Staffing analysis
- Organizational climate and culture
- Asset management and operations
- Regional collaboration and service sharing
- Process improvement



### **TECHNOLOGY:** Use your data and technology to improve experience and gain valuable insights

- Billing, permitting, and customer information audits
- Business process development
- Data management, analytics, and visualization
- Performance measurement and dashboarding
- Software solutions
- Website development
- Information technology assessments and strategic planning
- Customer management assessments and optimization
- CIS selection and implementation
- AMR/AMI feasibility studies
- Mobile workforce management
- Meter data management
- CMMS selection and implementation
- GIS optimization services
- Fleet management systems



### **EXECUTIVE SERVICES:** Identify and train top talent to lead local governments and utilities

- Executive recruitment services
- Organizational development and training
- Executive coaching services
- Facilitated executive performance evaluations

PROJECT TEAM AND PROJECT ORGANIZATIONAL CHART

# Project Team

**WE HAVE DEVELOPED A TEAM OF CONSULTANTS WHO SPECIALIZE IN THE SPECIFIC ELEMENTS THAT WILL BE CRITICAL TO THE SUCCESS OF THE CITY'S PROJECT.**

With the depth of more than 180 consulting professionals, and specifically the current and anticipated workload of the individuals assigned to this project, we have the availability to provide the requested services in a timely and efficient manner to meet the scheduling requirements and objectives of the City.

An organizational chart of our project team is provided below. Michelle Ferguson will serve as Project Manager and primary contact with the City. On the following pages, we have included resumes for each of our team members as well as a description of their role on the project.



# Michelle Ferguson

## PROJECT MANAGER/LEAD FACILITATOR Executive Vice President



**ROLE:** Michelle will manage the day-to-day aspects of the project, ensuring it is within budget, on schedule, and effectively meets the City's objectives. She will also lead the consulting staff in conducting analyses and preparing deliverables for the project. Michelle will serve as the City's main point of contact for the project and as the lead facilitator and supervisor of our team.

### PROFILE

Michelle has 28 years of management experience with and for local governments across the country. As organizational assessment practice leader for The Novak Consulting Group, Michelle spearheaded the work of nearly 200 local government reviews in some of the foremost governments across the country. Michelle has completed detailed organizational reviews of entire jurisdictions and recommended improvements to the structure, staffing, and processes within departments of all sizes. Specific department reviews have included development reviews, parks and recreation, public works, human services, human resources, capital budgeting, and finance.

As a Lean-certified professional, Michelle excels at helping local governments continuously improve and rely on data to make informed choices about services to the public. She is skilled in project management, process improvement strategies, performance measurement, consent building, and public process design. Additionally, she has provided customized training in the development and use of performance measures to assist numerous organizations in continuously improving service delivery.

Michelle is also a skilled facilitator, able to bring diverse groups of people together to articulate shared visions and priorities. She has led strategic planning engagements at the community, organizational, and department levels and facilitated numerous staff and governing body retreats.

Michelle began her consulting career in 2005 following ten years of direct experience in local government management, including serving as assistant county manager in Arlington County, Virginia. During her tenure with Arlington County, Michelle oversaw the daily management and implementation of the County's capital program. She also led the organization-wide performance measurement initiative establishing their Balanced Scorecard. Before Arlington County, Michelle served as assistant city manager in Overland Park, Kansas.

Michelle earned a bachelor's degree in political science from Loyola University-Chicago and a master's degree in public administration from the University of Kansas. She is a member of the International City/County Management Association. She also served as the president of the Metropolitan Association of Local Government Assistants in Washington, D.C, and has presented at state and national conferences on topics such as strategic planning, effective governing bodies, and council-staff relations.

### Specialties

- Organizational assessment
- Staffing analysis
- Process improvement
- Performance management
- Capital planning
- Strategic planning
- Facilitation
- Community engagement

### Professional History

- Raftelis: Executive Vice President (2024-present); Vice President (2021-2023), Senior Manager (2020-2021); Organizational Assessment Practice Leader, The Novak Consulting Group (2009-2020)
- Management Partners: Senior Management Advisor (2005-2009)
- Arlington County, Virginia: Assistant County Manager (2002-2005)
- City of Overland Park, Kansas: Assistant City Manager (1996-2002)

### Education

- Master of Public Administration - University of Kansas (1998)
- Bachelor of Arts in Political Science - Loyola University, Chicago (1996)

### Certifications

- Lean Certified

### Professional Memberships

- International City/County Management Association (ICMA)
- Engaging Local Government Leaders (ELGL)

# Jennifer Teal

## STAFF CONSULTANT | Manager

**ROLE:** Jennifer will work at the direction of Michelle in facilitating workshops and meetings, conducting interviews, preparing recommendations, and drafting deliverables.

### PROFILE

Jennifer has over 20 years of public sector experience, including 10 years of leadership experience in local government. She has a wide array of expertise in organizational assessment, process improvement, financial management, strategic planning, and leadership development. Jennifer is a certified Lean Six Sigma Black Belt. Her commitment to empowering others has led to the implementation of numerous lean management projects that improve the efficiency and quality of government services and the development of in-house process improvement and innovation academies in multiple communities. She is a skilled facilitator, trainer, and problem solver, having led several organizations through the development of strategic plans, detailed implementation plans, and performance measurement systems.

Jennifer began her local government career as an undergraduate intern with the Village of Lincoln Heights, Ohio, where she developed a parks plan and several grant applications for the community. After working for the Department of Homeland Security and the Department of Defense, Jennifer returned to local government to manage the business operations of the City of Colorado Springs' Stormwater Enterprise. There, she oversaw the business, finance, customer service, IT, and GIS functions of a \$16 million/year utility responsible for maintaining and improving stormwater infrastructure.

In Gahanna, Ohio, Jennifer worked as the deputy finance director, chief financial officer, and finally, city administrator. In her finance roles, Jennifer was instrumental in guiding the City out of the recession while strengthening its financial position and management strategies. Jennifer led the City through a bond rating increase, multiple debt issuances, the development of key financial policies, and multiple rounds of union negotiations. Working with the elected leadership, Jennifer transformed the City's budget and financial reporting processes to align with best practices and Government Finance Officer Association award standards and developed the community's first Citywide strategic plan.

Jennifer is active in the local government industry, has presented at several conferences, and co-authored a recent peer-reviewed article on process improvement in the public sector for the *Journal of Public Integrity*. She is also a lecturer at the Ohio State University John Glenn College of Public Affairs, where she teaches graduate and undergraduate seminars in Local Government Administration.



### Specialties

- Strategic Planning
- Facilitation
- Organizational assessment
- Training and curriculum development
- Performance management
- Business process improvement
- Lean process development and implementation

### Professional History

- Raftelis: Manager (2022-present) Senior Consultant (2020-2022); Associate, The Novak Consulting Group (2019-2020)
- The Ohio State University: Lecturer (2019-present)
- J Teal Consulting: Principal Consultant (2017-2019)
- City of Gahanna, Ohio: City Administrator (2016-2017), Chief Financial Officer (2011-2015), Deputy Finance Director (2009-2011)
- City of Colorado Springs, Colorado - Stormwater Enterprise: Business Administrator (2007-2009)
- Missile Defense Agency: Financial Manager (2006-2007)
- Department of Homeland Security: Budget Analyst (2003-2006)
- George Mason University: Budget Assistant (2001-2003)
- Village of Lincoln Heights, Ohio: Economic Development Intern (1999)

### Education

- Master of Public Administration - George Mason University (2003)
- Bachelor of Arts in Urban Planning and Public Administration - Miami University (2000)

### Certifications

- Lean Six Sigma Black Belt Certification
- Everything DiSC® Certification

### Professional Memberships

- International City/County Managers Association (ICMA)
- Ohio City/County Management Association (OCMA)
- Engaging Local Government Leaders (ELGL)
- Water Environment Federation (WEF)

# Maddie Shea

## STAFF CONSULTANT | Consultant

**ROLE:** Maddie will work at the direction of Michelle in facilitating workshops and meetings, conducting interviews, preparing recommendations, and drafting deliverables.

### PROFILE

Maddie has over six years of experience working with local governments in consulting and research roles. She brings expertise in strategic planning, project management, stakeholder engagement, meeting facilitation, and qualitative research. With a keen focus on meeting design, Maddie works with clients to develop effective methods to create spaces that foster collaboration, keep participants engaged, and produce meaningful outcomes.

In her previous role at Fountainworks, Maddie led facilitation efforts for municipal nonprofit and education clients, including the Town of Cary (NC), Orange County (VA), the Town of Black Mountain (NC), and institutions such as Oregon State University, Texas A&M University, and Purdue University. Her strategic planning engagements have included work with the City of Hendersonville (NC), the Town of Rolesville (NC), the Town of Zebulon Economic Development Department (NC), various departments at North Carolina State University, and the Dix Park Conservancy. In addition, she has supported culture and climate assessments for organizations such as Warren County (NC) and MCNC.

Previously, Maddie served as a policy fellow with ncIMPACT, a non-partisan policy initiative at the School of Government, where she focused on research and public sector problem-solving. She also served as a research assistant for two years while completing graduate school, contributing to the master's program's updated strategic plan. During this time, she worked closely with local government staff on issues such as drinking water incident response and leadership development programs.

Maddie earned a Master of Public Administration from the University of North Carolina at Chapel Hill and a Bachelor of Advertising from the University of Georgia.



### Specialties

- Strategic planning
- Strategy monitoring and implementation
- Community engagement
- Facilitation
- Program implementation
- Organizational assessment
- Process improvement
- Data analysis

### Professional History

- Raftelis: Consultant (2024-present)
- Fountainworks: Project Director (2021-2024); Program Coordinator (2020-2021); Contractor (2020)
- North Carolina Rural Center, Thread Capital: Contractor (2020)
- University of North Carolina at Chapel Hill: Research Assistant (2018-2020), Program Fellow, ncIMPACT (2019)
- Project Safe: Administrative Intern (2017)
- Warner Brothers Appraisal: Administrative Assistant (2014-2018)

### Education

- Master of Public Administration - University of Carolina at Chapel Hill (2020)
- Bachelor of Arts in Journalism, Advertising - University of Georgia (2017)

## PROJECT APPROACH

# Approach

At its best, strategic planning engages individuals and strengthens a sense of community that undergirds strong civic engagement. Tapping individuals who are content, and even perhaps apathetic, creates new leaders for the future and energizes people in a positive way toward their local government. We believe communities function best when there is engagement during *good* times, not just when people oppose something. By creating constructive dialogue, the community is much more likely to react productively and civilly when something occurs that might otherwise bring out nonproductive forms of engagement.

Our approach is based on our understanding of the unique roles of each stakeholder. Each participant in this process comes with a different perspective and perhaps conflicting priorities. Each of these viewpoints is important and valuable. It is our responsibility to work in partnership with the City to synthesize this information, and facilitate a process that does the following:

- Honors and respects the diversity of opinions of participants, including elected officials, community members, staff, or others
- Promotes group communication and collaboration through inclusivity and community-building
- Provides useful information and direction for decision-making and priority-setting



Effective and efficient project management will be critical for ensuring the successful completion of this engagement. Therefore, our approach is to work collaboratively with the City to ensure all expectations are articulated from the start. We remain in close contact with our clients throughout all phases of each engagement to ensure these expectations are met. This also allows us to address any contingencies that may arise quickly.

A strategic planning process involves several steps:

- Articulating a clear vision for the community and mission for the organization
- Preparing an Environmental Scan that identifies the factors affecting the community and organization
- Establishing goals
- Identifying priority strategies
- Creating implementation plans that become the focus of activity and engagement long after the process itself has finished

The process of developing a strategic plan explores three specific questions:

- What do we know to be true? – *Who are we?*
- What do we hope will be true in the future? – *Where are we going?*
- What must go well in order to make it so? – *How are we going to achieve it?*

In this way, a strategic plan is a roadmap to move a community toward its intended vision.

# Scope of Work

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

### Activity 1: Understand the Context

A successful project will benefit from a collaborative relationship between the consulting team and the City from the very beginning of the process. This task is intended to begin building that relationship. At the start of this engagement, we will request and review background information, including all other planning documents such as any department work or strategic plans, internal goals or objectives, comprehensive plans, master plans, demographics, and other relevant data. We will provide a shared online drive onto which City staff can upload documents electronically.

Our team will meet with the City's Steering Committee to gain input on the strategic planning process and the City's strengths, weaknesses, opportunities, and challenges. We will also discuss any upcoming initiatives that should be considered in the strategic planning process. We will review and finalize the project schedule.

To engage them in the process, Raftelis will next hold a workshop with the City's Department Directors as a group. We will review our process and timelines and learn about perceived City strengths, weaknesses, opportunities, and challenges (SWOC).

We will also interview the Mayor and each member of the City Council to learn about their expectations for this process and their perceptions of City SWOC.



### DELIVERABLES:

- Data/document request

### Activity 2: Engage the Community and City Employees

The strategic plan is best when touched by as many people as possible. In this activity, we will engage the community and the City employees.

Raftelis will develop an online presence by utilizing a community engagement platform or “virtual town hall” called Zencity™ where we will seek community input and responses to a variety of questions to inform the City's priorities.

We will also conduct up to four focus group sessions with key community partners such as the Chairs of Boards and Commissions, neighborhoods, business owners, and more. These can be community meetings, focus groups or a combination thereof based upon discussion with the Steering Committee. During the sessions, we will learn about community priorities which will help shape the strategic plan.



To engage City staff in the process, we will develop and administer an employee survey to solicit their input on an organizational mission and values, and other priorities that should be considered as part of the strategic planning process.

At this point, we will analyze all community and employee input gathered, identify key themes, and prepare an Environmental Scan for the City, which summarizes the current context of the organization. This information will provide valuable information to serve as a foundation for the development of the strategic plan framework.

Our team will plan and facilitate a strategic planning session with the Mayor, City Council, City executive leadership, and the Steering Committee to articulate a desired future for the Delray Beach community. The Environmental Scan will be reviewed to provide context for the Vision and Goals.

The session will include activities with the entire group as well as small group breakout 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. Our visual facilitator will assist in transforming the discussion into graphic form to build a shared understanding of outcomes.

#### DELIVERABLES:

- Online community platform
- Environmental Scan
- Draft strategic plan framework

### Activity 3: Gather Input and Finalize the Framework

Using the online Zencity™ platform, Raftelis will continue to seek input from the community on the strategic plan framework drafted during the previous workshop. We will summarize all community feedback received on the draft framework.

Raftelis will develop and facilitate a final session with the Mayor, City Council, City executive leadership, and Steering Committee in order to review the community input and finalize the strategic plan framework based upon this new feedback.

#### DELIVERABLES:

- Final strategic plan framework

### Activity 4: Strategy, Alignment, and Measurement

Achievement of the strategic plan will rest on successful implementation. Therefore, we will work with City staff to align existing programs and service initiatives with strategic outcomes. We will jointly develop specific strategies needed to achieve each strategic plan goal and identify potential performance metrics and key performance

indicators (KPIs) that will allow the Mayor, City Council, City staff, and the community to track progress on the achievement of the new strategic plan.

Once the strategies and metrics are developed, Raftelis will develop an initial implementation plan that outlines the steps to be taken, persons accountable, timeline, and resources needed to assist the City in implementing its new strategic plan.

### **Activity 5: Provide Deliverables and Accountability Guidelines**

In this last activity, Raftelis will prepare a public-facing deliverable that includes the results of the strategic planning process. We will review the draft deliverable with the City and make any necessary changes or modifications before finalization. Our team will also provide the accompanying implementation plan developed in Activity 4.

Raftelis will provide the City with guidance on the ongoing reporting of the progress of the strategic plan implementation to ensure that the community is kept apprised of the progress made.

#### **DELIVERABLES:**

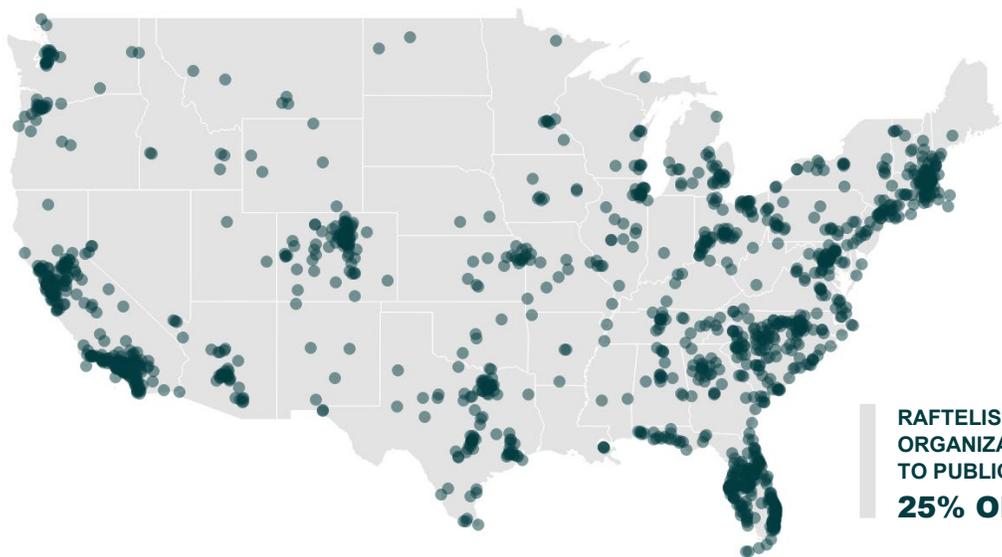
- Draft and final strategic plan deliverable
- Implementation plan, including strategies and performance metrics

EXAMPLES

# Examples

## RAFTELIS HAS ONE OF THE MOST EXPERIENCED LOCAL GOVERNMENT FINANCIAL AND MANAGEMENT CONSULTING PRACTICES IN THE NATION.

Our staff has assisted more than 1,700 local government organizations across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,300 strategic planning, financial, management, and/or technology consulting projects for over 700 public-sector agencies in 47 states, the District of Columbia, and Canada. Our team has extensive experience with strategic planning throughout the country. Our clients tell us we are more than just consultants—we are trusted advisors. We point to a strong repeat customer base as part of the evidence, as well as the many clients who have hired us numerous times to do vital work for their organizations. Other clients have told us that our contacts are “enthusiastic” when providing a reference to potential clients, and they point to actionable and practical solutions.



RAFTELIS HAS PROVIDED FINANCIAL/ ORGANIZATIONAL/TECHNOLOGY ASSISTANCE TO PUBLIC AGENCIES SERVING MORE THAN **25% OF THE U.S. POPULATION.**

### City of Elgin IN

**Reference:** Rick Kozal, City Manager  
 P: 847.931.5590 / E: [citymanager@cityofelgin.org](mailto:citymanager@cityofelgin.org)

In 2022, the firm was contracted to assist with creation of a strategic plan for the City of Elgin, a diverse community of 115,000 people located 35 miles from Chicago. This work included the facilitation of a series of community input sessions to support ongoing efforts to gather feedback on the draft Strategic Planning Framework developed by the Mayor and Council. The process included development of an Environmental Scan of the community and development of implementation plans for each goal area.



Four community sessions were held in October, two in person and two remote. These sessions were open to all members of the community, advertised in English and Spanish language with Spanish language interpreters available for each session. Over 75 community members participated in the sessions, during which the Strategic Planning Framework was shared, and participants asked a set of questions to learn which specific initiatives or projects resonated with them.



**City of Salisbury NC**

**Reference:** Jim Greene, City Manager  
 P: 704.638.5228 / E: jim.greene@salisburync.gov

In 2024, the City of Salisbury (City) engaged Raftelis to assist with the development of the City’s first ever strategic plan. The City Council and City leadership were actively engaged in a process to develop a vision for the City, as well as six focus areas and key strategies for each focus area. The City had recently completed a significant update to its comprehensive plan, and the new strategic plan was designed to align with and operationalize key elements of the comprehensive plan.

**City of Lawrence KS**

**Reference:** Craig Owens, City Manager  
 P: 785.832.3400 /  
 E: craigowens@lawrenceks.org

The City of Lawrence (City) engaged the firm to conduct the City’s strategic planning process. The engagement included two retreats with the City Commission, several sessions and focus groups with City staff, and two community engagement forums based on the World Café™ model. The input process was summarized and documented for the Commission’s use in the development of the City’s vision, critical success factors, and key initiatives.



Our team worked with the City of Lawrence, Kansas, in 2016 to establish its first strategic plan. In 2020, the City turned to us again to expand the level of community engagement and work with the new City Manager and City Council to clarify the outcomes that the City would deliver, and the commitments necessary to deliver those outcomes efficiently, effectively, and equitably. The 2020 strategic plan included training City Staff to conduct extensive community outreach. “Lawrence Listens” was established to partner with our consultants in conducting outreach that informed the strategic plan. In 2019, we returned to update the original strategic plan.

City of Piqua  
**Strategic Framework**

**Vision**  
 Building an inclusive, innovative, and collaborative community that propels Piqua forward.

**Organizational Mission**  
 Dedicated public servants who take pride in providing essential services that promote the quality of life for the Piqua community.

**Values**  
 Piqua excels through our commitment to:  
**Accountability:** Demonstrating ownership, transparency, and responsiveness to ourselves, our colleagues, and our community.  
**Integrity:** Living our values, being authentic, and doing the right thing, no matter the situation.  
**Professionalism:** Supporting the people and building the systems that make the City resilient, efficient, and forward-thinking.  
**Teamwork:** Working collaboratively to achieve shared goals in a respectful, inclusive, and positive environment.

**Strategic Outcome Areas**

- Unified Community**  
 Piqua unites residents, businesses, and government in community advancement.
- Responsive Services**  
 Piqua promotes continuous improvement in the delivery of City services that meet the evolving needs of our community.
- Thriving Economy**  
 Piqua cultivates a diverse business environment that supports local economic opportunities for future growth and enhances quality of life.
- Reliable Infrastructure**  
 Piqua maintains modern and cost-effective infrastructure while supporting future growth opportunities.

City of **PIQUA**

## City of Piqua OH

Reference: Paul Oberdorfer, City Manager  
 P: 937.778.2053 / E: poberdorfer@piquaoh.gov

In 2019, the City of Piqua (City) engaged the firm to facilitate a governance workshop with the City Council and key staff. In 2022, the City again contracted with the firm to prepare its new strategic plan. This work included development of an Environmental Scan to provide important context, four community forums to gather stakeholder input on local priorities, and an online survey of City employees. We then facilitated a workshop with the City Council and key staff to review input and develop the strategic plan framework. Raftelis met with staff teams to develop specific strategies and metrics for each goal area. The plan was finalized in summer 2023.

## City of Grand Junction CO

Reference: Anna Stout, current Council Member (Mayor during project)  
 P: 970.244.1504 / E: annas@gjcity.org

Raftelis assisted the City of Grand Junction (City) with creation of a new 2023 strategic plan framework and implementation plan. The new framework resulted in five strategic outcome areas: Placemaking; Thriving and Vibrant; Welcome, Livable, and Engaging; Safe and Healthy; and Resource Stewardship. The implementation plan included specific strategies to achieve each outcome area, department lead, and status update. Raftelis is currently assisting the City with executive search for its city manager position.

**Grand Junction**  
 2023 Strategic Plan

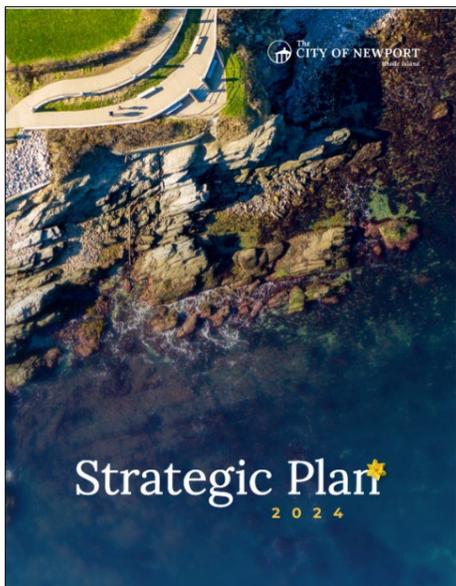
City of Grand Junction COLORADO

**Vision Statement:**  
 Grand Junction is a safe, welcoming, healthy, and accessible city that builds on its collective character to be a place where opportunity abounds, resources are well-managed, and people are connected and engaged in their community.

**Strategic Outcome Areas:**

- Placemaking**  
 Grand Junction catalyzes projects and investments that emphasize people-centric spaces with inclusive infrastructure that promotes vibrant, multi-use environments to ensure people can comfortably live, recreate, and move throughout our community.
- Safe and Healthy**  
 Grand Junction public safety departments are exemplary providers of police, fire and emergency medical services and work in close collaboration with community partners to ensure a safe and healthy community.
- Thriving and Vibrant**  
 Grand Junction is recognized for its economic vitality, innovative and visionary policies, intentional growth, talented workforce, and for fostering a thriving environment for all.
- Resource Stewardship**  
 Grand Junction is committed to balancing fiscal responsibility and environmental health and fosters a unique blend of natural beauty and urban innovation by maintaining an accessible well-kept environment, enhancing an outdoor lifestyle, and preserving community character.
- Welcoming, Livable, and Engaging**  
 Grand Junction fosters a sense of belonging, where people are accepted as themselves and have access to the amenities and services they need to thrive, and actively seeks participation from our community.

RAFTELIS



### City of Newport RI

Reference: Laura Sitrin, City Manager (Interim)  
 P: 401.845.5430 / E: citymanager@cityofnewport.com

The City of Newport (City), Rhode Island engaged Raftelis in 2023 to develop their strategic plan. The process included community meetings and robust online engagement from Newport residents. This comprehensive process engaged City Department Directors in developing strategies and tactics that align with the strategic priorities identified by the City Council. City review and finalization of the strategic plan are currently underway. The City has asked to retain our services for an additional year to support ongoing implementation.

### City of Gaithersburg MD

Reference: Tanisha Briley, City Manager  
 P: 301.258.6300 / E: tanisha.briley@gaithersburgmd.gov

In 2021, the City of Gaithersburg (City) engaged Raftelis to prepare a strategic plan for the City. The work included staff engagement, a workshop to develop the strategic planning framework, significant community engagement, and staff implementation teams to develop specific strategies for all goal areas. This also involved work sessions with the Mayor, City Council, City Manager, and Senior Leadership Team; an employee survey with 315 responses; two virtual meetings attended by 93 community stakeholders; and implementation meetings for each outcome area.



**PROJECT COSTS**

# Project Costs

The total fixed fee to complete the scope of work outlined in this proposal is \$88,650, which includes all professional fees and expenses, including use of the Zencity™ online platform.

Should the City have its own interactive community engagement platform available for use, the total fixed fee can be reduced by \$12,000 for a total cost of \$76,650.

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

<b>Activity</b>	<b>Description</b>	<b>Cost</b>
1	Understand the Context	\$14,075
2	Engage the Community and City Employees	\$26,400
3	Gather Input and Finalize the Framework	\$16,975
4	Strategy, Alignment, and Measurement	\$11,225
5	Provide Deliverables and Accountability Guidelines	\$7,975
<b>TOTAL</b>		<b>\$76,650</b>

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