

**EXHIBIT 2
TO CONTRACT
BETWEEN CITY OF ROANOKE AND ERNST & YOUNG U.S, LLP
FOR CONSULTANT SERVICES RELATED TO THE DEVELOPMENT
OF A STRATEGIC PLAN**

REFERENCE: RFP No. 22-09-27

SCOPE OF WORK

The following are the services and/or items that Contractor is required to provide.

A. Vision Development

Work with City leaders, Economic Development staff, business owners, and members of the community to craft a vision and strategy centered on job creation, increasing business investment, fostering innovation and entrepreneurship, and ensuring more inclusive opportunities for all residents and business leaders.

B. Organizational Structure Review and Analysis

Review existing departmental operations and provide insights and recommendations on how best to restructure the Department to meet the needs of citizens, businesses, and entrepreneurs, as well as to ensure maximum competitiveness in the 21st Century.

C. Strategy Development

1. Determine departmental role in supporting economic and community partners, including businesses, entrepreneurs, nonprofits, and the Economic Development Authority of the City of Roanoke.
2. Give structure to departmental initiatives that are community development in nature, including efforts to expand business opportunities and services in traditionally underrepresented communities, implementation of the neighborhood centers plan, and counseling services intended to improve the financial literacy and stability of our residents.
3. Develop a roadmap defining the City's commitment to innovation and entrepreneurship, including the role to be played by the Innovation Manager, development of the Innovation Corridor, strategic use of the Roanoke Innovates platform, and efforts to support the City's innovation ecosystem partners.
4. Formalize the Department's approach to the three traditional legs of the economic development "stool" – business attraction, retention, and expansion – with

particular focus on strengthening attraction efforts.

5. Draft and Develop a Five-Year Strategic Plan.

From outreach data and facilitated strategic planning sessions, draft and develop a five-year strategic plan for the Department of Economic Development.

This plan will include the following:

- a. Findings from the public outreach;
 - b. Mission statement and vision that reflects the community's current and future needs;
 - c. Prioritized goals and objectives for meeting those goals;
 - d. Evaluation of current priorities and recommendations for development of different or new priorities as needed;
 - e. Performance criteria to measure the success of strategic directives;
 - f. Recommendations for method and timeline for plan updates and revisions;
 - g. Action items with a recommended schedule and strategies for implementing the recommendations.
6. Present Draft Strategic Plan to City Leadership (including the Economic Development Director) for input and recommended changes.
7. Finalize and Deliver Final Strategic Plan.
8. Future Consultation As Needed. Consultant shall make themselves available for future consultation as to alignment of Strategic Plan with other, related City plans and other major planning documents. (Compensation for this service is not included in the contract amount, but will be negotiated at the time service is requested.)

END