

**HOPKINS CITY COUNCIL
AGENDA
Tuesday, February 7, 2023
6:30 pm**

**THIS AGENDA IS SUBJECT TO CHANGE
UNTIL THE START OF THE CITY COUNCIL MEETING**

Schedule HRA Meeting, 6:30 p.m. – City Council Meeting immediately following meeting

I. CALL TO ORDER

II. ADOPT AGENDA

III. PRESENTATIONS

1. Proclamation Recognizing February as Black History Month; Imihy Bean
2. Fire Department Update; Specken

IV. CONSENT AGENDA

1. Minutes of the January 6, 2023 City Council Goal Setting Session
2. Minutes of the January 17, 2023 City Council Regular Meeting Proceedings
3. Ratify Checks Issued in January 2023; Bishop
4. Amend 2023-2027 Equipment Replacement Plan; Bishop
5. Authorize Staff to Enter into an Agreement with Raftelis for a Fire Department Staffing Study; Imihy Bean

V. PUBLIC HEARINGS

VI. OLD BUSINESS

VII. NEW BUSINESS

1. Resolution Affirming the City of Hopkins Mission Statement and Adopting the 2023 Goals and Strategic Plan for the City of Hopkins; Mornson

VIII. PUBLIC COMMENT

IX. ANNOUNCEMENTS

- Next City Council Regular Meeting: Tuesday, February 21 at 6:30 p.m.

X. ADJOURN



Administration

CITY OF HOPKINS

City Council Report 2023-021

To: Honorable Mayor and Council Members
Mike Mornson, City Manager

From: PeggySue Imihy Bean, AICP, Management Analyst

Date: February 7, 2023

Subject: Proclamation Recognizing February as Black History Month

RECOMMENDED ACTION

MOTION TO ADOPT A PROCLAMATION RECOGNIZING FEBRUARY AS BLACK HISTORY MONTH

OVERVIEW

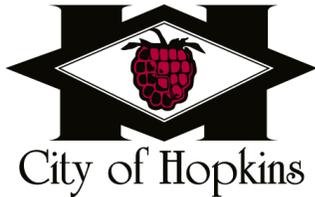
In 2022, the City Council adopted a schedule of cultural and heritage months to be recognized throughout the year by proclamation at City Council meetings. In addition to proclamations, Staff will work with partner organizations such as the Hopkins School District, Hopkins Race and Equity Initiative (HREI) and other non-profit and community organizations to lift up and promote community events. Each of the pre-designated months may also have unique City-led initiatives such as art displayed at City Hall, partnered events with other organizations, or flags/banners along Mainstreet as Staff capacity allows.

For Black History Month, and other months, Staff has connected with the Hopkins Historical Society for a list of residents and community members who have contributed to Hopkins history. City Staff will share stories about these people, and other related posts to highlight the month.

Tonight, the City recognizes February as Black History Month to honor Black residents, community members and Staff who have made meaningful contributions to Hopkins as well as acknowledge the City's role in creating and reconciling racial disparities that disproportionately affect Black residents in Hopkins.

SUPPORTING INFORMATION

- Proclamation Recognizing February as Black History Month



A Proclamation Commemorating Black History Month

WHEREAS, the City of Hopkins recognizes and proclaims the month of February 2023 as Black History Month as an annual celebration of achievements by the Black community and a time for recognizing the central role of Black people in our history; and

WHEREAS, the celebration of observing Black History Month provides opportunities to gain a deeper understanding of Black and African American history and acknowledge the centuries of struggles for equality and freedom; and

WHEREAS, the City of Hopkins in its partnership with the Just Deeds Coalition, recognizes and works to remove racially restrictive covenants which did not allow Black residents to own property in many parts of Hopkins until the Supreme Court ruled these covenants illegal in 1948; and

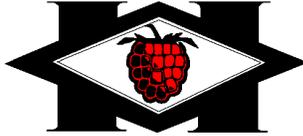
WHEREAS, the City of Hopkins believes in creating a spirit of community where all people feel safe and respected, and diversity is celebrated and that many Black residents have made, and continue to make, great and lasting contributions to the City of Hopkins and to the greater community; and

WHEREAS, while the observance of Black History Month calls our City's attention to the continued need to battle racism and to build a society that lives up to its democratic ideals, this year's celebrations and recognition of Black History Month are especially significant as we reflect on the historic challenges facing our community and our Nation at this time;

NOW THEREFORE, I, Patrick Hanlon, Mayor of the City of Hopkins in the State of Minnesota, along with my fellow Council Members, recognize, adopt, and proclaim this Proclamation to urge all to observe this month and honor the contributions of Black residents throughout the year.

IN WITNESS WHEREOF, I have hereunto set my hand and caused the Seal of the City of Hopkins, Minnesota to be affixed this 7th day of February in the year 2023.

Patrick Hanlon, Mayor



CITY OF HOPKINS

Fire Department

Memorandum

To: Honorable Mayor and Council Members
Mike Mornson, City Manager

From: Dale Specken, Fire Chief

Date: February 7, 2023

Subject: Fire Department Update

PURPOSE

Fire Chief Specken will provide an update on the Hopkins Fire Department for the year 2022 and looking ahead to 2023. In addition, a representative from the Hopkins Fire Relief Association will provide a brief overview of the association.

INFORMATION

To find out more information about the Hopkins Fire Department, please visit the City's website at <https://www.hopkinsmn.com/252/Fire>.

FUTURE ACTION

Presentation only.

**HOPKINS CITY COUNCIL
CITY COUNCIL AND STAFF RETREAT PROCEEDINGS
JANUARY 6, 2023**

ATTENDANCE

Present for the Hopkins City Council and Staff Retreat 2023 were the following: Mayor Hanlon, Council Members Balan, Beck, Garrido and Hunke, City Manager Mornson, Assistant City Manager Lenz, City Clerk Domeier, Finance Director Bishop, Interim Public Works Director Autio, Police Chief Johnson, Fire Chief Specken, Planning and Development Director Elverum, Recreational Director O'Dea and Chad Weinstein with Ethical Leaders in Action, LLC.

Welcome

Mayor Hanlon welcomed the team to the retreat. Facilitator Weinstein provided information on the proposed agenda. City Manager Mornson also provided opening comments.

Opening Exercise: Pride and Hope

Participants shared aspects of the year's achievements that were a source of pride, and one hope for future growth and improvement for the City. Staff added achievements not arising in discussion.

Debrief: Affirming Shared Commitments

Participants discussed impressions and proposed updates.

- Addressing Council Members and staff by titles and last name creates a sense of respect for the individuals and for the proceedings.
- In meetings, pause to allow the mayor to recognize speakers, information recognition is sufficient.
- Take time to listen to one another.
- Remove the no condescension and replace with a shared respect for each other.
- Speak openly and candidly to increase transparency. If you already know data or information share it. If you need more information, allow staff the option to get a response in the future. Allow Council Members to not disclose or share.
- Share questions with staff in advance. Staff wants to provide a response that is prepared and answers the question with as much information as possible.
- Staff introduce themselves when speaking at meetings.
- Staff member manage public comments and enforcement time limits. Potential options for technology settings including muting of microphones or a clock.
- The Council guides direction and strategy and establishes priorities but does not manage staff.

**HOPKINS CITY COUNCIL
CITY COUNCIL AND STAFF RETREAT PROCEEDINGS
JANUARY 6, 2023**

- Staff is responsible for management and implementation but should not make strategic decisions or speak for the City on matters of policy without direction from Council.
- Direction from individual Council Members may be time consuming, when an information request would meet the threshold to come from the entire Council.
- Elected officials generally interact with the City Manager, Assistant City Manager, and Department Heads. Direct communication to the City Manager when possible. When communication to other staff members, copy the City Manager.

Serving, Representing, and Leading

Participants discussed the different ways elected and appointed officials serve and lead the City; how constituent input informs council action; and how city officials serve and connect with constituents.

Looking Back to Look Forward

Assistant City Manager Ari Lenz along with Finance Director Bishop lead an interactive discussion on achievements made on the areas of strategic direction defined one year ago, setting the stage for 2023.

Potential discussion items for 2023:

- Parking Lot: Green building standards for developers
- Parking Lot: Source of funding for housing trust fund
- Parking Lot: Budget survey
- Parking Lot: 2024 Streets Project pacing for interest rates
- Parking Lot: Depot deficit issues and partner funding
- Parking Lot: Public Safety/Police Staffing

Strategic – Moving Forward

City Council discussed direction and guidance to modify and/or advance the current strategic priorities.

Promoting Hopkins, especially business development

- Economic Development
 - Mainstreet – end to end
- Social Media Campaigns
 - Labor intensive, on-going
 - Continuing Facebooks paid ads
 - Education/communication is valuable
 - Current focus on audience
 - Separate marking from civic communication
 - Seeking the right consultant partner
 - “Market to yourself”
- Amenities (build on our strengths)
 - Hotel (on scope)
 - Build on our strengths

**HOPKINS CITY COUNCIL
CITY COUNCIL AND STAFF RETREAT PROCEEDINGS
JANUARY 6, 2023**

- 80 bike score/cycling
- Brewpubs
- Special events

Climate and environmental sustainability

- Partners in Energy/Sustainability Committee
- Green Cost Share
- Solar on the landfill and solar garden
- Cycle track planning
 - Artery and 17th Avenue – regional trails
- Grant monitoring – nimble project selection

True inclusion

- Culture Brokers and Equity/Inclusion Plan
 - Provide recommendations for the future
- Connectivity with community faith based partners
- Hiring part-time cultural liaisons
- Proclamations throughout the year

Affordability

- Branding question: TIF
- City does not have resources to drive it alone
- Partnerships – Trellis owned land, unique situation
- NOAH – 4D Program – tax rate reduction
- Talk to sellers to match with affordable housing providers
- Market rate and luxury housing offsets costs of subsidized affordable housing
- Perspective – we have good affordable housing stock in Hopkins
- Keep taxes reasonable – realism
- Planning for tax capacity changes as subsidies expire

Public safety

- Fire Department staffing study underway
- Police Department staffing study
- Community EMS with St. Louis Park

Parking Lot Discussion/Closing Exercise

Deferred issues (“parking lot”) were discussed. The day concluded with a brief summary exercise.

Parking Lot: Green building standards for developers (Part of sustainability discussion)

Parking Lot: Source of funding for housing trust fund (Part of affordable housing discussion)

Parking Lot: 2024 Streets Project pacing for interest rates (Finance Director Bishop/Interim Public Works Director Autio)

**HOPKINS CITY COUNCIL
CITY COUNCIL AND STAFF RETREAT PROCEEDINGS
JANUARY 6, 2023**

Parking Lot: Depot deficit issues and partner funding (Finance Director Bishop)

Parking Lot: Public Safety/Police Staffing

ADJOURNMENT

There being no further discussion the retreat ended at 3:52 p.m.

Respectfully Submitted,



Amy Domeier, City Clerk

**HOPKINS CITY COUNCIL
REGULAR MEETING PROCEEDINGS
JANUARY 17, 2023**

CALL TO ORDER

Pursuant to due call and notice thereof a regular meeting of the Hopkins City Council was held on Tuesday, January 17, 2023 at 6:30 p.m. in the Council Chambers at City Hall, 1010 1st Street South.

Mayor Hanlon called the meeting to order with Council Members Balan, Beck, Garrido and Hunke attending. Others attending included City Manager Mornson, Finance Director Bishop, City Clerk Domeier and City Engineer Klingbeil.

ADOPT AGENDA

Motion by Balan. **Second** by Hunke.

Motion to Adopt the Agenda.

Ayes: Balan, Beck, Garrido, Hanlon, Hunke

Nays: None. Absent Beck. Motion carried.

CONSENT AGENDA

Motion by Garrido. **Second** by Beck.

Motion to Approve the Consent Agenda.

1. Minutes of the January 10, 2023 Regular Meeting Proceedings; Domeier
2. Approve Agency Agreement Between City of Hopkins and Minnesota Department of Transportation for Federal Participation in Construction; Klingbeil

Ayes: Balan, Beck, Garrido, Hanlon, Hunke

Nays: None. Motion carried.

NEW BUSINESS

VII.1. Approve Final Plans and Order Bids 2023 Street and Utility Improvements – City Project 2022-10; Klingbeil

City Engineer Klingbeil and Nick Amatuccio with Bolton and Menk summarized Council Report 2023-014. At its October 18, 2022 meeting, the Hopkins City Council conducted a public hearing concerning the 2023 Street and Utility Improvement Project. Council ordered final plans that are now complete. Staff requested that Council approve the final plans and authorize advertisement for bids.

Motion by Beck. **Second** by Garrido.

Motion to Adopt Resolution 2023-05, Resolution Approving Plans and Specifications and Authorizing Advertisement for Bids, 2022 Street and Utility Improvements, City Project 2022-10.

Ayes: Balan, Beck, Garrido, Hanlon, Hunke

Nays: None. Motion carried.

**HOPKINS CITY COUNCIL
REGULAR MEETING PROCEEDINGS
JANUARY 17, 2023**

VII.2. Authorize Sale of \$8,365,000 General Obligation Bonds Series 2023A; Bishop Finance Director Bishop summarized Council Report 2023-015. Adopting the resolution will allow staff to work with its municipal advisor to prepare an official statement for the bond sale. City Council is scheduled to award the sale of bonds on February 14, 2023.

Motion by Balan. **Second** by Hunke.

Motion to Adopt Resolution 2023-006: Providing for the Sale of \$8,365,000 General Obligation Bonds, Series 2023A.

Ayes: Balan, Beck, Garrido, Hanlon, Hunke

Nays: None. Motion carried.

ANNOUNCEMENTS

Mayor Hanlon reviewed the upcoming meeting schedule. Brief discussion was held about upcoming legislative initiatives and priorities.

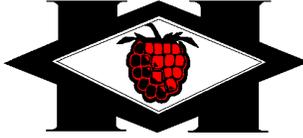
ADJOURNMENT

There being no further business to come before the City Council and upon a motion by Hunke, second by Beck, the meeting was unanimously adjourned at 6:49 p.m.

Respectfully Submitted,



Amy Domeier, City Clerk



CITY OF HOPKINS

Finance Department

City Council Report 2023-019

To: Honorable Mayor and Council Members
Mike Mornson, City Manager

From: Nicholas Bishop, Finance Director

Date: February 7, 2023

Subject: Ratify Checks Issued in January 2023

RECOMMENDED ACTION

MOTION TO Ratify Checks issued between January 6, 2023 and January 31, 2023 numbered 129536 thru 129751 for total distribution of \$792,659.68.

OVERVIEW

The checks issued, along with the purpose for those payments are attached for your review.

The check registers and detail of those checks can be reviewed at any time in the Finance Department.

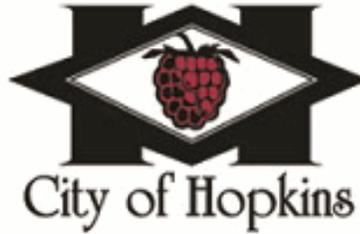
SUPPORTING INFORMATION

- Check Register

Accounts Payable

Checks by Date - Summary by Check Date

User: cdahlstrom@hopkinsmn.com
 Printed: 2/2/2023 8:43 AM



1010 First Street South
 Hopkins, MN 55343

952-935-8474
 M-F, 8 am-4:30 pm
www.hopkinsmn.com

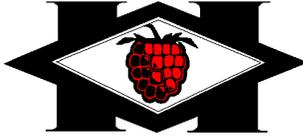
Check No	Vendor No	Vendor Name	Check Date	Void Checks	Check Amount
1082023	29950	CREDIT CARD - WELLS FARGO	01/08/2023	0.00	28,229.03
Total for 1/8/2023:				0.00	28,229.03
129536	31129	ACTIVE911 INC	01/12/2023	0.00	750.00
129537	02047	BADGER METER INC	01/12/2023	0.00	131.04
129538	27822	BRADS PRO AUDIO	01/12/2023	0.00	550.00
129539	30035	CAMP JORDAN FARM, LLC	01/12/2023	0.00	1,000.00
129540	26951	COMCAST	01/12/2023	0.00	14.70
129541	26951	COMCAST	01/12/2023	0.00	10.50
129542	26951	COMCAST	01/12/2023	0.00	145.97
129543	26951	COMCAST	01/12/2023	0.00	106.08
129544	29731	DATA CENTER SYSTEMS INC.	01/12/2023	0.00	292.00
129545	28898	ECM PUBLISHERS INC	01/12/2023	0.00	659.20
129546	05483	EMBEDDED SYSTEMS, INC	01/12/2023	0.00	871.74
129547	31407	FIRST ARRIVING IO INC	01/12/2023	0.00	3,751.00
129548	08001	HACH COMPANY	01/12/2023	0.00	258.57
129549	08038	HAWKINS, INC	01/12/2023	0.00	2,701.64
129550	31222	MATTHEW HEGER	01/12/2023	0.00	86.34
129551	08573	HOPKINS COMMUNITY EDUCATION	01/12/2023	0.00	20,000.00
129552	08576	HOPKINS F.D. RELIEF ASSOC	01/12/2023	0.00	900.00
129553	08576	HOPKINS F.D. RELIEF ASSOC	01/12/2023	0.00	120.00
129554	08620	HOPKINS ROTARY	01/12/2023	0.00	250.00
129555	09085	MISSION SQUARE - ROTH IRA - 70626	01/12/2023	0.00	1,041.40
129556	30087	INTEGRITY EMPLOYEE BENEFITS, LL	01/12/2023	0.00	2,970.24
129557	03369	LEAGUE OF MN CITIES	01/12/2023	0.00	125.00
129558	27050	METRO CITIES	01/12/2023	0.00	6,941.00
129559	13354	MN BENEFIT ASSOCIATION	01/12/2023	0.00	84.18
129560	13377	MN DEPT OF NATURAL RESOURCES C	01/12/2023	0.00	8,488.05
129561	13404	MN STATE FIRE DEPARTMENT ASSOC	01/12/2023	0.00	450.00
129562	17806	QWEST CORP	01/12/2023	0.00	60.75
129563	09084	MISSION SQUARE RETIREMENT TRUS	01/12/2023	0.00	2,603.71
129564	28779	SAFEASSURE CONSULTANTS INC	01/12/2023	0.00	8,038.86
129565	30973	JAKE SODERBERG	01/12/2023	0.00	135.00
129566	29254	TARGETSOLUTIONS LEARNING LLC	01/12/2023	0.00	1,000.00
129567	31408	KEVIN EUGENE WASHINGTON	01/12/2023	0.00	1,000.00
129568	28600	APPLE VALLEY FORD LINCOLN	01/12/2023	0.00	141.72
129569	02031	B & W SPECIALTY COFFEE CO	01/12/2023	0.00	394.87
129570	31400	BZDOK INSPECTIONS INC	01/12/2023	0.00	1,084.50
129571	31410	CARLSON PRINTING COMPANY	01/12/2023	0.00	2,222.00
129572	28981	CHESTNUT CAMBRONNE PA	01/12/2023	0.00	14,706.19
129573	04690	DRISKILLS FOODS	01/12/2023	0.00	46.56
129574	29520	ECOLAB	01/12/2023	0.00	215.06
129575	06351	ROBERT B FINE	01/12/2023	0.00	405.09
129576	31346	PAULA FINNEY	01/12/2023	0.00	80.00
129577	07564	GOPHER STATE ONE-CALL, INC	01/12/2023	0.00	43.20
129578	07681	GRAINGER, INC	01/12/2023	0.00	94.26

Check No	Vendor No	Vendor Name	Check Date	Void Checks	Check Amount
129579	29820	GROUP HEALTH PLAN INC	01/12/2023	0.00	327.00
129580	31143	SARA HALPERN	01/12/2023	0.00	195.00
129581	31222	MATTHEW HEGER	01/12/2023	0.00	147.58
129582	31342	HI-LINE ELECTRIC COMPANY INC	01/12/2023	0.00	141.72
129583	09521	INDELCO	01/12/2023	0.00	10.50
129584	31059	INTEGRATED FIRE & SECURITY INC	01/12/2023	0.00	14,806.44
129585	09002	I-STATE TRUCK CENTER	01/12/2023	0.00	304.46
129586	30269	JANELLE JASPERS JONES	01/12/2023	0.00	280.00
129587	13012	MACQUEEN EQUIPMENT INC	01/12/2023	0.00	180.06
129588	31305	MARY MCCALLUM	01/12/2023	0.00	240.00
129589	30363	MINNEAPOLIS OXYGEN COMPANY	01/12/2023	0.00	94.12
129590	13399	MN SAFETY COUNCIL, INC	01/12/2023	0.00	345.00
129591	30300	NORDIC SOLAR HOLDCO LLC	01/12/2023	0.00	2,333.21
129592	29852	NORTHERN SAFETY & INDUSTRIAL	01/12/2023	0.00	113.77
129593	31306	TERRI OSLAND	01/12/2023	0.00	192.00
129594	16337	PIRTEK PLYMOUTH	01/12/2023	0.00	765.17
129595	04573	QUALITY RESOURCE GROUP INC	01/12/2023	0.00	55.62
129596	31409	DON RADEMACHER	01/12/2023	0.00	135.20
129597	19004	SAMARITAN TIRE COMPANY	01/12/2023	0.00	1,097.28
129598	31393	LYNNE SARNOFF-CHRISTENSEN	01/12/2023	0.00	339.50
129599	29594	SEH DESIGN/BUILD	01/12/2023	0.00	3,127.50
129600	30973	JAKE SODERBERG	01/12/2023	0.00	117.50
129601	29200	SPRINGBROOK SOFTWARE INC	01/12/2023	0.00	1,360.50
129602	31157	THOMPSON INSPECTIONS INC	01/12/2023	0.00	1,917.00
129603	31344	TREE TRUST	01/12/2023	0.00	7,500.00
129604	20687	TRI-STATE BOBCAT INC	01/12/2023	0.00	852.74
129605	30819	VERIZON WIRELESS	01/12/2023	0.00	527.40
129606	22321	VIKING ELECTRIC SUPPLY INC	01/12/2023	0.00	215.64
129607	25080	XCEL ENERGY	01/12/2023	0.00	314.55
129608	25080	XCEL ENERGY	01/12/2023	0.00	41.60
129609	25080	XCEL ENERGY	01/12/2023	0.00	28.05
129610	25080	XCEL ENERGY	01/12/2023	0.00	41.64
129611	25080	XCEL ENERGY	01/12/2023	0.00	1,236.44
129612	25080	XCEL ENERGY	01/12/2023	0.00	189.30
129613	25080	XCEL ENERGY	01/12/2023	0.00	1,122.97
129614	25080	XCEL ENERGY	01/12/2023	0.00	618.39
Total for 1/12/2023:				0.00	126,285.27
129616	01493	AMERICAN PRESSURE, INC	01/19/2023	0.00	649.95
129617	30899	BAUERS MINNOCO	01/19/2023	0.00	36.77
129618	30127	CINTAS CORPORATION NO. 2	01/19/2023	0.00	299.89
129619	26951	COMCAST	01/19/2023	0.00	404.74
129620	26951	COMCAST	01/19/2023	0.00	142.38
129621	26951	COMCAST	01/19/2023	0.00	168.35
129622	31032	COVERALL NORTH AMERICA	01/19/2023	0.00	5,423.50
129623	03800	CULLIGAN - METRO	01/19/2023	0.00	81.50
129624	29006	ENTERPRISE FLEET MANAGEMENT	01/19/2023	0.00	2,409.39
129625	30549	FRONTLINE PUBLIC SAFETY SOLUTIC	01/19/2023	0.00	1,000.00
129626	08186	HENNEPIN CTY TREASURER	01/19/2023	0.00	87.00
129627	29818	HIAWATHA TREE SERVICE INC.	01/19/2023	0.00	8,925.00
129628	09539	INTERNATIONAL CODE COUNCIL	01/19/2023	0.00	358.00
129629	30440	LEADSONLINE LLC	01/19/2023	0.00	3,773.00
129630	03369	LEAGUE OF MN CITIES	01/19/2023	0.00	535.00
129631	29025	METERING & TECHNOLOGY SOLUTIC	01/19/2023	0.00	6,164.80
129632	28665	METRO ALARM & LOCK	01/19/2023	0.00	900.00
129633	13179	METROPOLITAN COUNCIL	01/19/2023	0.00	145,973.17

Check No	Vendor No	Vendor Name	Check Date	Void Checks	Check Amount
129634	31411	MID-AMERICA BUSINESS SYSTEMS II	01/19/2023	0.00	227.97
129635	29437	NORTH AMERICAN SAFETY	01/19/2023	0.00	2,218.55
129636	15880	OWENS SERVICE CORP- CHEMTEX	01/19/2023	0.00	862.25
129637	30199	PULSE ELECTRIC	01/19/2023	0.00	583.00
129638	28834	SHI INTERNATIONAL CORP	01/19/2023	0.00	3,652.23
129639	31391	SIEMENS INDUSTRY INC	01/19/2023	0.00	4,820.40
129640	30381	WL HALL COMPANY	01/19/2023	0.00	752.00
129641	28123	WRAP CITY GRAPHICS INC	01/19/2023	0.00	270.00
129642	29535	ADVANCED ENGINEERING	01/19/2023	0.00	6,658.50
129643	01328	AIRGAS USA	01/19/2023	0.00	87.20
129644	02563	BOLTON & MENK, INC	01/19/2023	0.00	147.00
129645	28987	CENTER FOR ENERGY & ENVIRONME	01/19/2023	0.00	150.00
129646	03160	CENTERPOINT ENERGY MINNEGASC	01/19/2023	0.00	19,431.71
129647	31267	CINTAS CORPORATION	01/19/2023	0.00	305.44
129648	31412	CONWAY SHIELD INC	01/19/2023	0.00	3,935.00
129649	03800	CULLIGAN - METRO	01/19/2023	0.00	216.00
129650	04004	DALCO ENTERPRISES INC	01/19/2023	0.00	833.55
129651	07185	GENUINE PARTS	01/19/2023	0.00	1,497.97
129652	08004	HANCE HARDWARE, INC	01/19/2023	0.00	787.98
129653	29748	HENNEPIN COUNTY PUBLIC WORKS	01/19/2023	0.00	10,404.81
129654	08166	HENNEPIN CTY TREASURER	01/19/2023	0.00	1,887.12
129655	08166	HENNEPIN CTY TREASURER	01/19/2023	0.00	257.40
129656	08192	HENNEPIN CTY TREASURER	01/19/2023	0.00	10,054.52
129657	08223	HENNEPIN CTY TREASURER	01/19/2023	0.00	10,052.64
129658	08627	HOME DEPOT CREDIT SERVICES	01/19/2023	0.00	72.24
129659	31064	MR CUTTING EDGE LLC	01/19/2023	0.00	175.00
129660	29317	OFFICE OF MN IT SERVICES	01/19/2023	0.00	123.90
129661	30575	PREMIER LIGHTING INC	01/19/2023	0.00	3,558.10
129662	30125	PROJECT COMPANY FINCO PHASE III	01/19/2023	0.00	6,179.97
129663	31120	REPUBLIC SERVICES INC	01/19/2023	0.00	31,310.56
129664	31301	SMSC ENTERPRISES	01/19/2023	0.00	16,748.50
129665	19681	SRF CONSULTING GROUP INC	01/19/2023	0.00	1,153.50
129666	20560	TOLL GAS & WELDING SUPPLY	01/19/2023	0.00	72.17
Total for 1/19/2023:				0.00	316,819.62
129667	01045	ABM EQUIPMENT & SUPPLY LLC	01/26/2023	0.00	1,083.96
129668	31117	ACUITY SPECIALTY PRODUCTS INC	01/26/2023	0.00	1,465.08
129669	30728	AFSCME COUNCIL 5	01/26/2023	0.00	838.90
129670	30933	ANCHOR SOLAR INVESTMENTS LLC	01/26/2023	0.00	3,556.20
129671	20883	API GARAGE DOOR INC	01/26/2023	0.00	945.00
129672	27782	BOUND TREE MEDICAL LLC	01/26/2023	0.00	3,433.74
129673	31267	CINTAS CORPORATION	01/26/2023	0.00	139.60
129674	30127	CINTAS CORPORATION NO. 2	01/26/2023	0.00	213.16
129675	26951	COMCAST	01/26/2023	0.00	286.85
129676	26951	COMCAST	01/26/2023	0.00	2.10
129677	31384	CONSOLIDATED COMMUNICATIONS	01/26/2023	0.00	166.57
129678	05524	ENTENMANN-ROVIN CO	01/26/2023	0.00	1,262.40
129679	29398	ENTERPRISE FLEET MANAGEMENT	01/26/2023	0.00	2,626.28
129680	07564	GOPHER STATE ONE-CALL, INC	01/26/2023	0.00	50.00
129681	29377	GRAINGER, INC	01/26/2023	0.00	80.43
129682	08001	HACH COMPANY	01/26/2023	0.00	669.52
129683	08038	HAWKINS, INC	01/26/2023	0.00	30.00
129684	31342	HI-LINE ELECTRIC COMPANY INC	01/26/2023	0.00	685.46
129685	08625	HOPKINS POLICE ASSOCIATION	01/26/2023	0.00	1,080.00
129686	30941	HOPKINS POLICE CRIME FUND	01/26/2023	0.00	29.70
129687	09801	I.U.O.E. CENTRAL PENSION FUND	01/26/2023	0.00	1,760.00

Check No	Vendor No	Vendor Name	Check Date	Void Checks	Check Amount
129688	09085	MISSION SQUARE - ROTH IRA - 706260	01/26/2023	0.00	986.40
129689	31037	IDENTITY AUTOMATION LP	01/26/2023	0.00	3,000.00
129690	30717	IMAGETREND INC	01/26/2023	0.00	2,786.46
129691	09534	INTERSTATE BATTERY SYSTEM	01/26/2023	0.00	154.95
129692	11013	KATH FUEL OIL SERVICE	01/26/2023	0.00	1,020.89
129693	12012	LAW ENFORCEMENT LABOR SERVICE	01/26/2023	0.00	472.50
129694	30392	CIGNA LIFE INS COMP OF AMERICA -	01/26/2023	0.00	742.06
129695	30023	CIGNA LIFE INS COMP OF N AMERICA	01/26/2023	0.00	862.07
129696	12328	LITTLE FALLS MACHINE INC	01/26/2023	0.00	810.16
129697	30391	THE HARTFORD LTD	01/26/2023	0.00	2,383.98
129698	29059	MANSFIELD OIL COMPANY	01/26/2023	0.00	26,108.48
129699	13173	METRO CHIEF FIRE OFFICERS ASSN	01/26/2023	0.00	100.00
129700	13446	MN DEPT OF LABOR & INDUSTRY	01/26/2023	0.00	100.00
129701	29598	MN DVS RENEWAL/TITLE & REGISTR	01/26/2023	0.00	410.25
129702	13564	MOTOROLA	01/26/2023	0.00	3,840.00
129703	28540	OAK RIDGE COUNTRY CLUB	01/26/2023	0.00	552.93
129704	30199	PULSE ELECTRIC	01/26/2023	0.00	489.00
129705	18164	RED WING BUSINESS ADVANTAGE AC	01/26/2023	0.00	481.48
129706	08568	RESOURCE WEST	01/26/2023	0.00	17.08
129707	09084	MISSION SQUARE RETIREMENT TRUS	01/26/2023	0.00	2,624.81
129708	31338	SCHAEFER SYSTEMS INTERNATIONA	01/26/2023	0.00	9,632.61
129709	29143	SHRED IT USA	01/26/2023	0.00	77.15
129710	19520	SNAP PRINT INC	01/26/2023	0.00	104.35
129711	30635	ZACHARY STANTON	01/26/2023	0.00	300.00
129712	30390	THE HARTFORD STD	01/26/2023	0.00	3,264.42
129713	19777	STREICHERS	01/26/2023	0.00	1,884.91
129714	19824	SUNSHINE CAR WASH	01/26/2023	0.00	10.75
129715	20687	TRI-STATE BOBCAT INC	01/26/2023	0.00	556.92
129716	21523	UNION LOCAL 49	01/26/2023	0.00	770.00
129717	21529	UNITED WAY	01/26/2023	0.00	38.46
129718	30017	VERIZON WIRELESS	01/26/2023	0.00	1,962.40
129719	31361	VIQ SOLUTIONS INC	01/26/2023	0.00	83.22
129720	29480	CHARLES WEINSTEIN	01/26/2023	0.00	5,000.00
129721	01328	AIRGAS USA	01/26/2023	0.00	238.70
129722	04328	DISPLAY SALES	01/26/2023	0.00	262.75
129723	04690	DRISKILLS FOODS	01/26/2023	0.00	187.65
129724	30431	EHLERS INVESTMENT PARTNERS LLC	01/26/2023	0.00	1,687.96
129725	30330	FAE LSE 6 LLC	01/26/2023	0.00	2,024.12
129726	30601	FAE LSE 8 LLC	01/26/2023	0.00	1,932.58
129727	30428	GALLAGHER BENEFIT SERVICES INC	01/26/2023	0.00	800.00
129728	08166	HENNEPIN CTY TREASURER	01/26/2023	0.00	3,357.00
129729	08179	HENNEPIN CTY TREASURER	01/26/2023	0.00	1,993.71
129730	27248	HENNEPIN CTY TREASURER	01/26/2023	0.00	3,119.12
129731	27454	HENNEPIN CTY TREASURER	01/26/2023	0.00	15,000.00
129732	27454	HENNEPIN CTY TREASURER	01/26/2023	0.00	9,538.40
129733	29345	IMPACT MAILING OF MN	01/26/2023	0.00	10,553.37
129734	03369	LEAGUE OF MN CITIES	01/26/2023	0.00	60.00
129735	31257	SCOTT ANDREWS MARKS	01/26/2023	0.00	180.00
129736	13167	MENARDS	01/26/2023	0.00	66.24
129737	29025	METERING & TECHNOLOGY SOLUTIC	01/26/2023	0.00	189.76
129738	30605	METROPOLITAN COMPANIES LLC	01/26/2023	0.00	3,439.52
129739	13179	METROPOLITAN COUNCIL	01/26/2023	0.00	132,848.10
129740	31413	OUTDOOR INNOVATIONS LLC	01/26/2023	0.00	275.00
129741	29468	PARALLEL TECHNOLOGIES	01/26/2023	0.00	3,437.84
129742	16566	POMPS TIRE SERVICE INC	01/26/2023	0.00	2,206.28
129743	28245	QUADIANT FINANCES USA INC	01/26/2023	0.00	2,000.00
129744	28533	RODNEY J RODMAN	01/26/2023	0.00	3,500.00

Check No	Vendor No	Vendor Name	Check Date	Void Checks	Check Amount
129745	19777	STREICHERS	01/26/2023	0.00	4,665.82
129746	29458	VERIZON WIRELESS	01/26/2023	0.00	3,337.55
129747	29490	VERIZON WIRELESS	01/26/2023	0.00	800.55
129748	28123	WRAP CITY GRAPHICS INC	01/26/2023	0.00	380.00
129749	25080	XCEL ENERGY	01/26/2023	0.00	6,086.64
129750	25080	XCEL ENERGY	01/26/2023	0.00	12,663.31
Total for 1/26/2023:				0.00	318,865.61
129751	13179	METROPOLITAN COUNCIL	01/31/2023	0.00	2,460.15
Total for 1/31/2023:				0.00	2,460.15
Report Total (216 checks):				0.00	792,659.68



CITY OF HOPKINS

Finance Department

City Council Report 2023-018

To: Honorable Mayor and Council Members
Mike Mornson, City Manager

From: Nick Bishop, Finance Director

Date: February 7, 2023

Subject: Amend 2023-2027 Equipment Replacement Plan

RECOMMENDED ACTION

MOTION TO approve an amendment to the 2023-2027 Equipment Replacement Plan increasing the cost of the log truck by \$68,000.

OVERVIEW

The City Council approved the 2023-2027 Equipment Replacement Plan (ERP) on September 6, 2022. The approved ERP included the purchase of a log truck at an estimated cost of \$163,600. Staff has obtained quotes for the purchase of a new truck, which are higher than estimated in the ERP. The difference in price is attributed to supply chain issues and rising inflation.

The actual price of the truck will be \$231,600, which is a \$68,000 increase from the ERP. The estimated trade in value of the current truck is \$30,000. The net cost of a new truck after trade in would be a \$38,000 increase from projected. The log truck will be funded through equipment certificates as part of the 2023A GO bonds.

SUPPORTING INFORMATION

- Project Detail for 01-ERP-804 (as amended)
- Projected Cashflows (as amended)

EQUIPMENT REPLACEMENT PLAN

2023 *thru* 2027

Department Public Works: Parks/Forestry

City of Hopkins, MN - ERP

Contact Public Works Director

Project # 01-ERP-0804
Project Name Log Truck

Type Equipment

Useful Life 15 years

Category Vehicles

Priority n/a

Future

Total Project Cost: \$591,484

Description

Truck is used for hauling brush and logs in the Forestry department.

Current vehicle: 2007 International LP4600 Log Truck (#811)

Justification

Expenditures	2023	2024	2025	2026	2027	Total
Vehicles	231,600					231,600
Total	231,600					231,600

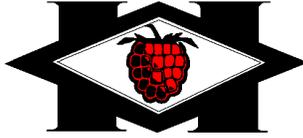
Funding Sources	2023	2024	2025	2026	2027	Total
Equipment Replacement Fund	115,800					115,800
RF - Refuse Fund	115,800					115,800
Total	231,600					231,600

Budget Impact/Other

Increased amount by \$68,000 from original 2023-2027 ERP to reflect actual cost. Amendment approved on February 7, 2023.

Equipment Replacement Fund - Projected Cash Flows
As Amended on February 7, 2023

	2023	2024
Beginning Fund Balance	990,652	560,917
Revenues & Other Financing Sources		
Tax Levy	250,000	250,000
Equipment Charges	709,940	752,536
Sale of Equipment	50,000	35,000
Interest Earnings	9,906	5,609
Equipment Certificates (Bonds)	100,800	318,100
Transfer In	220,564	-
Total Revenue & Other Financing Sources	1,341,210	1,361,245
Expenditures & Other Financing Uses		
Current Expenditures	35,600	35,956
Capital Projects		
Community Services - Activity Center	-	-
Community Services - Information Technology	416,085	255,954
Fire Vehicles & Equipment	156,000	-
Police Vehicles & Equipment	948,160	311,500
Public Works: Parks/Forestry	151,200	10,000
Public Works: Streets/Traffic	63,900	318,100
Total Expenditures and Other Financing Sources	1,770,945	931,510
Increase (Decrease) in Fund Balance	(429,735)	429,735
Projected Ending Fund Balance	560,917	990,652



Administration

CITY OF HOPKINS

City Council Report 2023-020

To: Honorable Mayor and Council Members
Mike Mornson, City Manager

From: PeggySue Imihy Bean, AICP, Management Analyst

Date: February 7, 2023

Subject: Authorize Staff to Enter into an Agreement with Raftelis for a Fire Department Staffing Study

RECOMMENDED ACTION

MOTION TO AUTHORIZE STAFF TO ENTER INTO AN AGREEMENT WITH RAFTELIS NOT TO EXCEED \$98,500 FOR A FIRE DEPARTMENT STAFFING STUDY.

OVERVIEW

In 2022, the City Council authorized spending up to \$100,000 for a Fire Department Staffing Study to evaluate the current and future staffing needs of the department.

In November 2022, Staff issued a requests for proposals (RFP) which sought consultants who could:

- Evaluate the current staffing model and its ability to provide for projected higher service demand in future years.
- Evaluate several staffing scenarios including transitioning to a full-time department, a larger fire district, or outsourcing, and maintaining the current model or any other staffing model recommended by the consultants.
- Recommend an optimal staffing model for the fire department that effectively meets community expectations.
- Evaluate the financial impact of staffing changes, including any impact to apparatus or fleet, equipment, facilities, and capital demands.

The City received 10 total RFP responses, which were reviewed by Staff from the Fire Department, Finance and Administration. Three (3) consultants were interviewed by Staff who ultimately chose to recommend Raftelis for the project.

Staff and Raftelis have been working on a contract and tonight seek approval from the Council to enter into this agreement when it is finalized in an amount not to exceed the proposal price of \$98,500.

SUPPORTING INFORMATION

- Technical and Cost Proposal from Raftelis

City of Hopkins

Fire Department Staffing Study

TECHNICAL AND COST PROPOSAL / DECEMBER 15, 2022





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/STATEMENT OF PROJECT UNDERSTANDING AND APPROACH

December 15, 2022

Ms. PeggySue Imihy Bean, AICP
Management Analyst
City of Hopkins
1010 1st Street South
Hopkins, MN 55343

Subject: Proposal for Fire Department Staffing Study

Dear Ms. Imihy Bean:

We are pleased to submit this proposal for a Fire Department Staffing Study for the City of Hopkins (City). Our focus has always been to help local government and utility clients solve their financial, organizational, and technology challenges. We appreciate the opportunity to submit our proposal, which has been developed to provide the City with concise yet thorough information that introduces our approach to public safety organizational assessments and staffing analyses.

Raftelis was established in 1993 to provide financial and management consulting services of the highest quality to local governments and utilities. The Raftelis brand strengthened with the 2020 acquisition of The Novak Consulting Group (TNCG), which deepens our management consulting expertise specific to local governments. Our mission is to strengthen organizations, for those they serve and those who work in them.

We believe our firm offers the City several distinct advantages:

- **A workable and insightful approach:** Our team's approach specifically addresses the City's needs and will help develop a best practice-level plan to evaluate the staffing levels and model for the Fire Department (Department) to ensure the Department is optimized to meet current and future local service demand and expectations. The City's desire for gained organizational/operational efficiencies and effectiveness is the exact type of consulting work our firm performs.
- **An experienced team who knows challenges and opportunities faced by local governments:** We are skilled professionals with direct experience in all facets of local government and utility operations. We work solely for local governments and utilities, and many of our team members were local government leaders in some of the best organizations across the country. Our team members understand what is required to deliver effective public services. Our project manager has over 20 years of local government experience, including leading numerous public safety projects like yours. Our subject matter expert is a former Fire Chief with over 30 years of fire service expertise.
- **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 some firms may assign your business to junior-level people, we offer exceptional service from senior-level consultants.

We are proud of the resources that we can offer and welcome the opportunity to assist the City in this engagement. I am authorized to represent the firm.

If you have any questions, please do not hesitate to contact our Organizational Assessment Practice Lead using the following contact information:

Michelle Ferguson, Vice President – Organizational Assessment
Phone: 828.777.6588 / Email: mferguson@raftelis.com

Sincerely,

A handwritten signature in black ink, appearing to read "J. Novak". The signature is fluid and cursive, with the first name "Julia" and last name "Novak" clearly distinguishable.

Julia Novak
Executive Vice President

Who We Are

RAFTELIS AND THE NOVAK CONSULTING GROUP, HELPING LOCAL GOVERNMENTS AND UTILITIES THRIVE

Local government and utility leaders partner 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 600 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 that our clients seek.

TNCG is Now Raftelis

The Novak Consulting Group and Raftelis have always shared a focus on delivering lasting solutions for local government agencies. In January 2020, TNCG joined Raftelis. Today, we provide our clients with wide-ranging capabilities and resources in financial, management, technology, and communications consulting for all areas of local government. Our clients now have the expertise of more than 140 of the country's leading local government and utility consultants, who have decades of experience. We know that our combined capabilities and resources will provide added value to our clients, and we're excited about what we can accomplish together.

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 & EXPERTISE: This project will require the resources necessary to effectively staff the project and the skillsets to complete all of the required components. With more than 140 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide the City with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.

DECADES OF COLLECTIVE EXPERIENCE: Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to fire chief.

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.

29 years
serving local
governments
and utilities

How we stack up

OUR TEAM INCLUDES

140+ consultants focused on
finance/management/communication/
technology for local governments and utilities

RAFTELIS HAS PROVIDED ASSISTANCE FOR

1,200+ local governments
and utilities

that serve more than

25% of the
U.S. population

including the agencies serving

38 of the nation's
50 largest cities

in the past year alone, we worked on

1,000+ projects for **600+** agencies in **46** states

CONSULTANT/TEAM DESCRIPTION, STAFFING AND CAPABILITIES

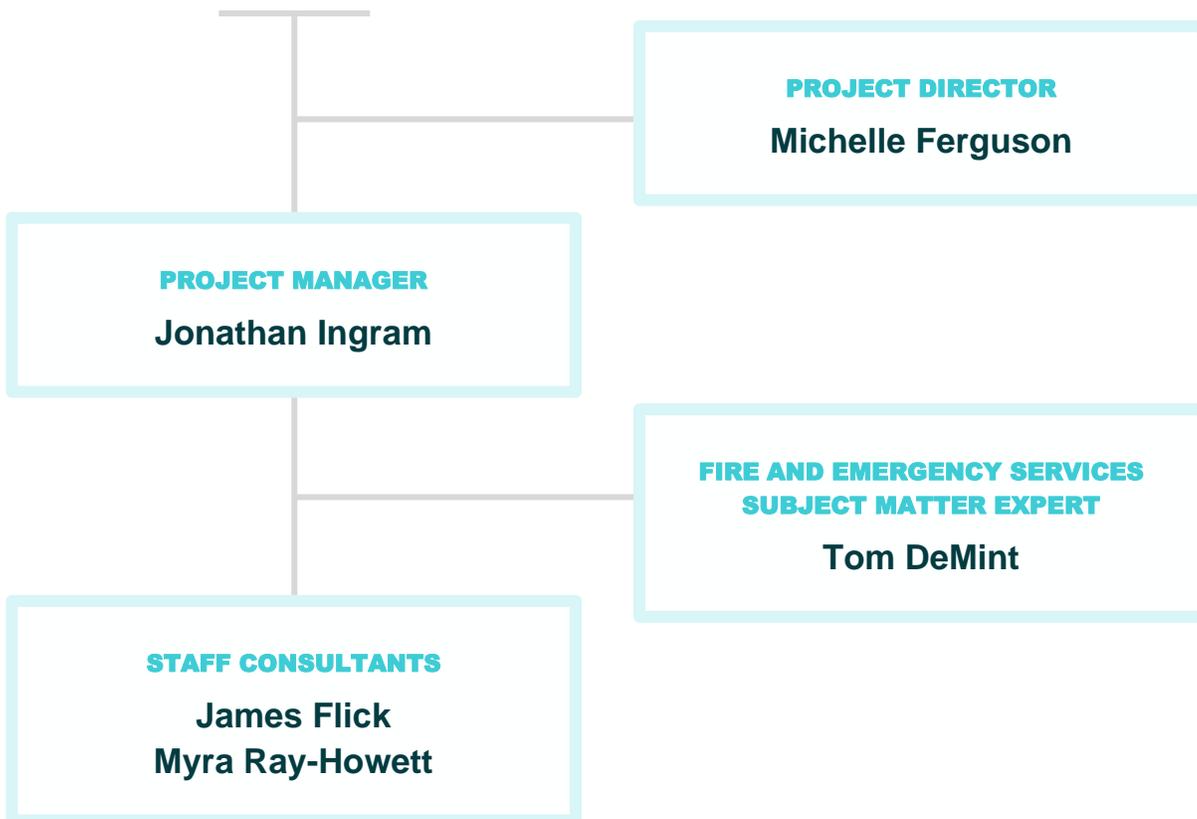
Project Team

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.

Our project team is made up of senior-level consultants with direct local government experience. What sets our project team apart is our ability to explore and relate to local community values while at the same time, investigating realistic approaches for cost-effective solutions.

An organizational chart of our project team is as follows. All staff are Raftelis employees; no subconsultants will be used for this work. The engagement will be managed out of our Cincinnati office (address and contact information on cover letter.)

City of Hopkins



Michelle Ferguson

PROJECT DIRECTOR

Vice President

ROLE

Michelle will be responsible for overall project accountability and will be available to provide quality assurance and control, industry perspective, and insights into the project.

PROFILE

Michelle has nearly 25 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 review, 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 continuously improve 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 she has facilitated numerous staff and governing body retreats.

Michelle began her consulting career in 2005 following ten years of direct experience in local government management, which included 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: Vice President (2021-present), 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)

Jonathan Ingram

PROJECT MANAGER

Senior Manager

ROLE

Jonathan will manage the day-to-day aspects of the project ensuring it is within budget, on schedule, and effectively meets the City's objectives. He will also lead the consulting staff in conducting analyses and preparing deliverables for the project. Jonathan will serve as the City's main point of contact for the project.

PROFILE

Jonathan has 16 years of experience in management consulting and local government management, most recently as budget manager in the City of Cincinnati, Ohio, budget office. Before that, Jonathan served as a management consultant and worked in the city manager's office for the City of Highland Park, Illinois.

Jonathan is a skilled financial analyst in the areas of budget and revenue analysis and has led our work with fiscally distressed communities, supporting their efforts to restore operational and financial sustainability. Additionally, he has extensive experience as a management and operations consultant to local governments in the United States and abroad.

Jonathan is a skilled consultant who has developed an expertise in public safety operations and staffing; in fact, Jonathan developed our firm's police patrol staffing methodology. He has completed operations reviews for over 200 local governments and has helped to improve service delivery for a broad range of departments – from police to public works. He has developed staffing and deployment plans for city operating departments, analyzed and facilitated intergovernmental consolidations, helped local governments develop custom performance management systems, and facilitated the development of long-term strategic plans and financial models.

Jonathan's areas of expertise are in local government budgeting and finance, public safety staffing analysis, operations analysis, project management, process improvement, and performance measurement. He is adept at quickly assessing strengths and opportunities within a municipality, analyzing and developing actionable recommendations for improvement, and communicating findings and next steps to a wide variety of audiences, including staff, elected officials, and the public.

During his tenure with the City of Cincinnati, Jonathan managed the development and administration of a \$1 billion operating budget. He also conducted special analysis projects, served on the City's collective bargaining team, and co-managed the implementation of an enterprise budget system.

Jonathan earned a bachelor's degree in political science from Aurora University and a master's degree in public administration from Northern Illinois University. He is a member of the International City/County Management Association and the Ohio City/County Management Association.



Specialties

- Staffing and operations assessment
- Public safety staffing and operations
- Financial management and planning
- Process improvement

Professional History

- Raftelis: Senior Manager (2021-present) Manager (2020-2021); Senior Associate, The Novak Consulting Group (2012-2020)
- City of Cincinnati, Ohio: Budget Manager (2010-2012)
- Management Partners: Senior Management Advisor (2005-2010)

Education

- Master of Public Administration - Northern Illinois University (2005)
- Bachelor of Arts in Political Science - Aurora University (2003)

Professional Memberships

- International City/County Management Association (ICMA)
- Ohio City/County Management Association (OCMA)

Tom DeMint

FIRE AND EMERGENCY SERVICES

SUBJECT MATTER EXPERT

Principal Consultant – Fire and Emergency Medical Services

ROLE

As Fire and Emergency Services Subject Matter Expert, Tom will work at Jonathan's direction to provide input and technical guidance for the project.

PROFILE

Tom DeMint was the fire chief of the Poudre Fire Authority (PFA) in Fort Collins, Colorado from June 2011 to June 2021. He is respected as an effective leader that is driven, versatile and enthusiastic. As a highly experienced trainer, teacher and mentor, focused on continued growth and improvement, Tom saw the PFA receive accreditation from the Commission of Fire Accreditation International (CFAI) twice, reduced the community's ISO rating, developed two strategic plans, implemented collective bargaining, opened new stations and new services, and led the initial responses to COVID-19 pandemic. Tom has broad experience with emergency management as he led the PFA through the two largest wildfires in Colorado history (the High Park and Cameron Peak Fires) as well as the devastating floods of 2013.

Aware of current local social, economic, and political priorities, Tom has been a reliable, efficient, resourceful, innovative, proactive, and responsive leader. He reported directly to the Poudre Fire Authority Board of Directors, the Fort Collins City Council, and the Poudre Valley Fire Protection District Board of Directors. Tom is the immediate Past President of the Colorado State Fire Chiefs (CSFC).

For five years, Tom served as the President of the Board of Directors for the Front Range Fire Consortium Authority. This public board oversees fire recruit and incumbent training for fire departments throughout Northern Colorado, Wyoming, and Montana. This organization continued to grow under Tom's leadership. Tom is the Co-Chair of the Fort Collins 9-11 Memorial fund raising committee and a member of the Fort Collins Fire Museum Committee. He also has extensive experience with fire prevention and fire code instruction, having conducted classes through the United States, the Middle East, and the Caribbean.

Tom has been a member of the International Association of Fire Chiefs (IAFC), National Fire Protection Association (NFPA), Metro Fire Planners, Fire Marshals Association of Colorado, the International Code Council, and Partnership for Aging Friendly Communities. He is recognized as a Credentialed Chief Fire Officer by the Commission on Professional Credentialing and is a Level 2 Peer Assessor for the CFAI.



Specialties

- Fire Department and Emergency Medical Services assessment
- Consolidation/shared services evaluation
- Staffing studies

Professional History

- Consultant – Emergency Services Consultants International, Chantilly, VA (2021-Present)
- Fire Chief – Poudre Fire Authority (2011-2021)
- Shift Battalion Chief – Poudre Fire Authority (2005-2011)
- Training Chief – Poudre Fire Authority (2003-2005)
- Strategic Plan Coordinator – Poudre Fire Authority (2002-2003)
- Assistant Fire Marshall – Poudre Fire Authority (1998-2002)
- Captain – Poudre Fire Authority (1997-1998)
- Firefighter – Poudre Fire Authority (1998-1998)
- EMT/Paramedic – Stormont Vail, Topeka, LS & Poudre Valley Hospital (1977-1988)

Education

- Bachelor's Degree in Public Administration – Regis University
- Associates of Applied Sciences, Paramedic – Pratt Community College
- National Fire Academy Executive Fire Officer – United States Fire Administration
- Center for Public Safety Chief Fire Officer Designation

Professional Memberships

- International Association of Fire Chiefs (Missouri Valley Division)
- National Fire Protection Association
- Metro Fire Planners
- Fire Marshals Association of Colorado

James Flick

STAFF CONSULTANT

Senior Consultant

ROLE

James will work at the direction of Jonathan in conducting interviews, directing research and analysis, preparing recommendations, and drafting deliverables.

PROFILE

James has over 10 years of organizational leadership experience, including five years in local government. Most recently, James served as the Director of Economic Development and Public Information Officer for Deerfield Township in Warren County, Ohio. Previously, he was a Development Officer and oversaw the Policy and Communication Division for the Department of Community and Economic Development at the City of Cincinnati.

James' areas of expertise include economic development, project management, and performance measurement. In addition, he is a skilled communicator, analyst, and creative problem solver.

During his tenure at Deerfield Township, James worked closely with entrepreneurs looking to start a business, assisted existing companies with relocations and expansions, and managed development projects of varying scales. He also served on the Executive Board of the Warren County Small Business Development Alliance.

At the City of Cincinnati, James was instrumental in developing strategic plans to address smart city initiatives, small business growth, retail revitalization in the urban core, and foreign direct investment.

James has presented at several state and regional conferences on smart cities, data and demographics, and economic development's relationship to parks. He is also an Adjunct Instructor for the Northern Kentucky University Master of Public Administration program, where he teaches Community Development, Public Policy, and Budgeting.

James earned a bachelor's degree in political science from Eastern Michigan University and a master's degree in public administration from Northern Kentucky University.



Specialties

- Organizational assessment
- Strategic Planning

Professional History

- Raftelis: Senior Consultant (2021-present)
- Northern Kentucky University: Adjunct Instructor (2017-2021)
- Deerfield Township, Ohio: Economic Development Director/Public Information Officer (2018-2021)
- City of Cincinnati: Development Officer /Interim Division Manager, Policy and Communication (2016-2018)
- Cushman and Wakefield: Vice President of Research and Marketing (2010-2016)

Education

- Master of Public Administration – Northern Kentucky University (2010)
- Bachelor of Arts in Political Science – Eastern Michigan University (2006)

Professional Memberships

- Economic Development Finance Professional Certification (NDC)

Myra Ray-Howett

STAFF CONSULTANT

Associate Consultant

ROLE

Myra will work at the direction of Jonathan in conducting research and analysis and assisting with deliverables in support of the project.

PROFILE

Myra holds public sector experience in best practice research, policy analysis, and grant management at both the state and local level. Prior to the start of her consulting career, Myra worked as a management analyst for the City of Cambridge, Maryland. In her role, Myra worked directly with the City Manager to provide the City Council with well-informed reports and policy recommendations on topics such as municipal marina and utility rate increases. She also managed the review and award process for the City's American Rescue Plan Act (ARPA) non-profit grant program of approximately \$870,000.

Before her role with the City of Cambridge, Myra worked with the Anne Arundel County Partnership for Children, Youth and Families where she assisted in researching and writing the 2021 Community Health Needs Assessment, helped to facilitate community engagement meetings, and created a grant management and tracking system for the organization. In addition to her experience with city and county government, Myra has worked for the Delaware General Assembly as a legislative fellow by staffing the House Administration Committee and writing policy memorandums for lawmakers on issues such as voting rights, housing affordability, and education. Further, she spent a year and a half as a research fellow with the University of Delaware's Institute for Public Administration, where she conducted over forty program evaluations for senior centers to help the Delaware General Assembly determine each center's eligibility for Grant-In-Aid funding.

Myra also has experience in communications and environmental policy. She previously interned with the Alliance for the Chesapeake Bay, spending months writing articles to inform the public on issues impacting the health of the Chesapeake Bay watershed, our nation's largest estuary. She also conducted various case studies on funding sources for municipal green infrastructure projects.

Myra earned a bachelor's degree in anthropology from St. Mary's College of Maryland and a master's degree in public administration from the University of Delaware. She also served as co-president for the University of Delaware's ICMA student chapter.



Specialties

- Best practice research
- Grant management
- Program evaluation

Professional History

- Raftelis: Consultant (2022-present)
- City of Cambridge, Maryland: Management Analyst (2022)
- Anne Arundel County Partnership for Children, Youth and Families: Executive Administrative Coordinator (2021-2022)
- Delaware General Assembly: Legislative Fellow (2021)
- Alliance for the Chesapeake Bay: Communications Intern (2020)
- Biden Institute for Public Administration: Research Fellow (2019-2021)
- Willow Construction: Contract Administrator (2017-2019)

Education

- Master of Public Administration - University of Delaware (2021)
- Bachelor of Arts in Anthropology – St. Mary's College of Maryland (2017)

Professional Memberships

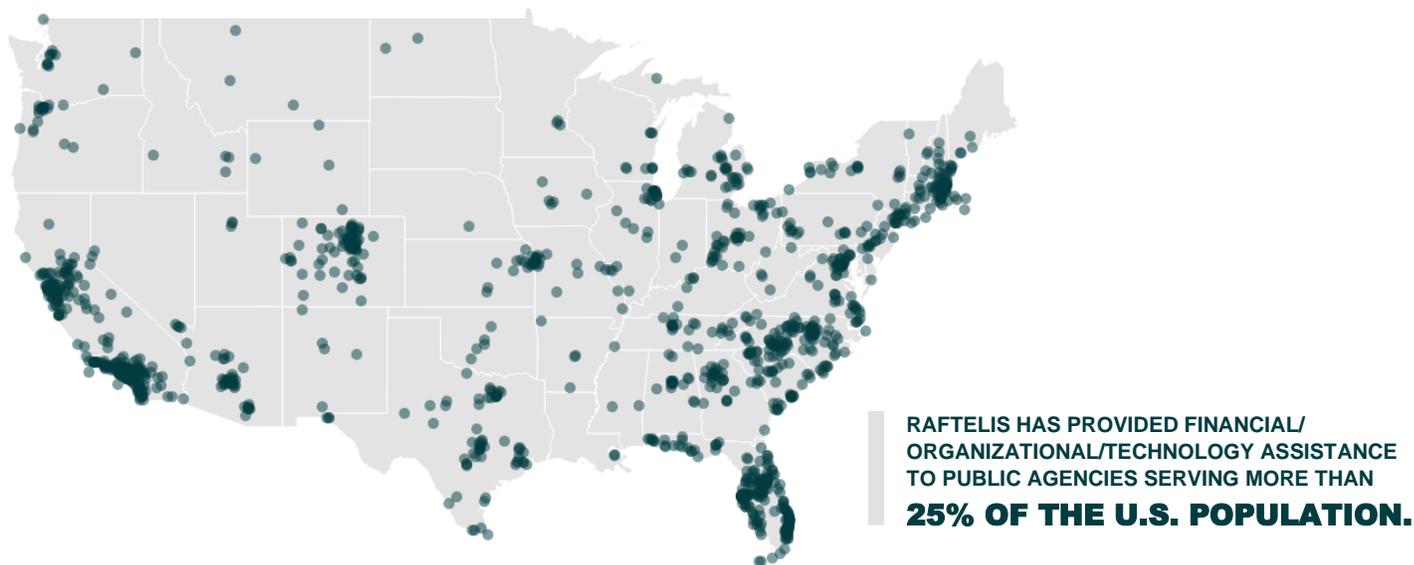
- International City/County Management Association (ICMA)

WORK EXAMPLES AND REFERENCES

Work Examples and References

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

Our staff has assisted more than 1,200 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 1,200 strategic planning, financial, management, and/or technology consulting projects for over 600 public-sector agencies in 46 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.



City of Edina MINNESOTA

Reference: Scott Neal, City Manager

4801 W. 50th Street, Edina, MN 55424 / P: 952.927.8861 / E: sneal@edinamn.gov

Budget: \$59,800

Completion Date: March 2017

Staff Involved: Michelle Ferguson (Project Director), Jonathan Ingram (Project Manager)

The City of Edina (City) engaged TNCG, now part of Raftelis, to complete a comprehensive staffing and operational assessment of the Police and Fire Departments. Edina, which is a first-tier inner-ring suburb of the Twin Cities, was experiencing increases in demand for police and fire services, as well as changes in the type of service required in the community. Edina is similar to Hopkins as a suburb of Minneapolis projecting changing service needs for its fire operations.

We worked closely with Police and Fire Department personnel to develop a detailed understanding of the public safety service delivery context and priorities in the community. We then analyzed workload trends and patterns within the framework of those priorities and developed staffing and structure recommendations that better positioned the departments to meet their service level targets. Also, we identified several process and technology improvements that serve to increase the available capacity of existing personnel. The result is a clearly articulated staffing and deployment model that has positioned the City to elevate public safety service levels.

City of Cedar Rapids IOWA

Reference: Chief Greg Smith, Fire Department

P: 319.431.3807 / E: g.smith@cedar-rapids.org

Budget: \$75,500

Completion Date: In process – not yet complete

Staff Involved: Jonathan Ingram (Project Manager), Tom DeMint (Subject Matter Expert), James Flick (Staff Consultant)

The firm was engaged this year by the City of Cedar Rapids (City) to conduct a deployment analysis and operational review of the Cedar Rapids Fire Department (Department). The goal of this engagement is to identify opportunities for improved efficiency and effectiveness of operations, staffing, structure, technology, processes, and policies, as well as a review of staffing and deployment models, including the physical location of the City's fire stations.

Work recently began on a scope that includes assessing current Department operations, visiting each of the City's nine fire stations, interviewing staff in each, meeting with dispatch staff, and reviewing GIS mapping and response data. We will review the age, condition, and maintenance of all facilities and equipment. At conclusion, we will present a report including recommendations on staff deployment and recommendations for organizational and operational improvement. The scope of this work is very similarly to that in Hopkins.

City of Bloomington INDIANA

Reference: Caroline Shaw, Director of Human Resources

401 N. Morton Street, Bloomington, IN 47404 / P: 812.349.3404 / E: shawcaro@bloomington.in.gov

Budget: \$47,900

Completion Date: August 2020

Staff Involved: Michelle Ferguson (Project Director), Jonathan Ingram (Project Manager)

The City of Bloomington (City) began a systematic process of assessing each City department, under the leadership with Mayor John Hamilton. The City engaged Raftelis to lead these efforts. To date, detailed assessments have been completed for the following departments: Finance/Controller; Public Works; Utilities; Transportation and Planning; Legal; Human Resources; Information Technology; and the Police and Fire Departments. Assessments were also completed for the Housing and Neighborhood Development Department; Economic and Sustainable Development Department; the Office of the Mayor; and the City's various Boards and Commissions.

In January 2020, Raftelis began an operational assessment of the City's Fire Department. The purpose of this assessment was to evaluate the Department's staffing, structure, and operations, and to identify opportunities to

enhance efficiency and effectiveness. The firm conducted individual interviews and focus groups with Fire Department staff. Focus groups and interviews included Command Staff, Captains, Chauffeurs, and Firefighters from each shift, as well as Inspection Officers, Shift Training Officers, representatives from the Union Board, and Battalion Chiefs. In total, this engagement resulted in interactions with approximately 80 Department staff.

In addition to interviewing staff, the firm toured each of the Department's five fire stations, requested and reviewed call data and performance indicators provided by the Department, and analyzed the Department's practices and operations. The information gathered during this process, along with relevant best practices provided by the National Fire Protection Association (NFPA), International Association of Fire Chiefs (IAFC), and International Association of Fire Fighters (IAFF), was used to inform and develop 19 recommendations.

Bloomington is relevant to the Hopkins work in that it provides a sample of best practices for larger departments and one model for modern fire service in a Midwestern community.

Clearcreek Township OHIO

Reference: Jack Cameron, Former Township Administrator

Current Township Administrator of Delhi Township, OH

943 Neeb Road, Cincinnati, OH 45233 / P: 513.922.3111 / E: jcameron@delhi.oh.us

Budget: \$45,000

Completion Date: July 2015

Staff Involved: Michelle Ferguson (Project Director), Jonathan Ingram (Project Manager)

Clearcreek Township (Township) engaged the firm to conduct an operations and management assessment of its Fire Department (Department). The purpose of this study was to evaluate the structure and operations of the Clearcreek Fire Department, including staffing levels, command structure, administrative responsibilities, and space utilization in current facilities, and to identify operating and capital needs. The Township also requested that the firm review compensation practices for Department personnel. Recommendations were designed to improve the Department's overall organization and service levels, assess resource constraints, and address concerns regarding space needs. As a smaller Department, the Clearcreek review is similar to Hopkins in its desire to review the model of service provision from a new perspective and to creatively use limited resources to best address local service needs.

Beavercreek Township OHIO

Reference: Alex Zaharieff, Township Administrator

851 N. Orchard Lane, Suite C, Beavercreek, OH 45434

P: 937.429.4472 / E: azaharieff@beavercreektownship.org

Budget: \$64,500

Completion Date: October 2014

Staff Involved: Michelle Ferguson (Project Director), Jonathan Ingram (Project Manager)

The Beavercreek Township retained the firm to conduct an organizational analysis that included a complete review of Fire Department operations and a staffing analysis. Recommendations were made for mechanisms to improve communication, ensure FLSA work schedule compliance, and assess the use of part-time firefighters within the department. Like Hopkins, Beavercreek Township was evaluating its service provision model using part-time firefighters.

National Experience

This matrix shows some of the communities throughout the U.S. that Raftelis/TNCG staff has assisted and the services performed for these clients.

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
AL Birmingham Water Works Board	●		●
AK Municipality of Anchorage	●		
AR Central Arkansas Water	●		●
AR El Dorado	●		
AR Little Rock Wastewater	●		
AZ Alliance for Innovation			●
AZ Avondale			●
AZ Bullhead	●		
AZ Central Arizona Project		●	●
AZ Clarkdale		●	
AZ Cottonwood		●	
AZ Goodyear			●
AZ Oro Valley		●	
AZ Payson		●	
AZ Peoria		●	
AZ Scottsdale		●	
AZ Sierra Vista			●
AZ Yuma		●	●
CA California City	●		
CA Coachella	●		
CA Dublin San Ramon Services District	●		
CA Central Contra Costa Sanitary District	●		
CA Delta Diable Sanitation District	●		
CA Fullerton	●		
CA Gilroy	●		
CA Hanford			●
CA Hayward			●
CA Hollister	●		
CA Huntington Beach	●		
CA Los Angeles	●		
CA Long Beach Transit Authority	●		
CA Manhattan Beach			●
CA Malibu	●		
CA Montecito Water District	●		
CA Monte Vista Water District	●		
CA Oceanside	●		
CA Oceanside Water Utilities			●
CA Palo Alto			●

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
CA Placer County			●
CA Rincon del Diablo	●		
CA Roseville			●
CA Sacramento Area Sewer District/Sacramento Regional County Sanitation District			●
CA Sacramento Suburban Water District	●		
CA San Gabriel	●		
CA San Luis Obispo			●
CA San Marino			●
CA Santa Ana Watershed Project Authority	●		
CA Santa Barbara	●		●
CA Seaside			●
CA Southern California Edison - Catalina Operation	●		
CA Yountville			●
CA West Hollywood	●		
CO Adams County			●
CO Aspen	●	●	●
CO Aurora	●		●
CO Boulder	●	●	●
CO Boulder County	●		
CO Brighton			●
CO Centennial	●		●
CO Denver		●	
CO Denver Metro Water Recovery	●		
CO Denver Wastewater	●		
CO Elbert County	●		
CO Erie			●
CO Evans			●
CO Fort Collins	●	●	●
CO Golden			●
CO Greeley	●		
CO Health District of Northern Larimer County		●	
CO La Plata County	●		
CO Lafayette		●	●
CO Louisville	●	●	●
CO Loveland		●	
CO Metro Water Reclamation District			●
CO Northglenn		●	
CO Pueblo West Metropolitan District		●	

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
CO	Routt County		●
CO	Thornton		●
CO	Timnath		●
CO	Westminster	●	●
CO	Windsor	●	●
CT	Connecticut Town & City Management Association	●	
CT	Enfield	●	
CT	Greenwich	●	
CT	Groton	●	
CT	Manchester	●	●
CT	Mansfield	●	●
CT	Meriden	●	
CT	Windsor	●	
DC	DC Water		●
DC	District of Columbia Department of Public Works		●
DC	International City/County Management Association	●	●
DC	National League of Cities	●	
DC	USAID - Moldova	●	
DE	Kent County	●	
DE	Lewes	●	
DE	Milford	●	
DE	Milton	●	
DE	Rehoboth Beach	●	
DE	Wilmington	●	●
DE	Wilmington Utilities	●	●
FL	Boca Raton		●
FL	Deerfield Beach		●
FL	Palmetto Bay		●
FL	Palmetto County	●	
FL	Pinellas County	●	
FL	Pompano Beach Utility Department	●	
FL	Sanford		●
FL	Tampa Bay Water	●	
FL	Tampa Water Department	●	●
FL	Winter Haven	●	
GA	Decatur		●
GA	Jackson County Water & Sewerage Authority	●	
GA	Roswell		●

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
IA	Cedar Rapids	●	●
IL	Carbondale	●	
IL	DuPage County	●	
IL	Elgin		●
IL	Evanston	●	
IL	Geneva		●
IL	Gurnee		●
IL	Lisle		●
IL	Peoria County	●	
IL	Schaumburg	●	
IL	Warrenville	●	
IL	Woodridge		●
IN	Bloomington	●	●
IN	Indianapolis	●	
IN	Monroe County	●	
IN	Munster	●	●
KS	Baldwin City	●	●
KS	Bonner Springs	●	
KS	Edgerton	●	
KS	Edwardsville		●
KS	Eudora		●
KS	Garden City	●	
KS	Gardner		●
KS	Hutchinson	●	
KS	Johnson County	●	●
KS	Lawrence		●
KS	Merriam	●	
KS	Olathe	●	●
KS	Roeland Park		●
KS	Saline County		●
KS	Shawnee	●	●
KS	Tonganoxie	●	●
KS	United Government of Wyandotte County & Kansas City		●
KS	Water District No. 1 Johnson County (WaterOne)		●
KY	Lexington-Fayette Urban County Government	●	
KY	Louisville Water Company	●	
KY	Paducah		●
KY	Sanitation District #1 of Northern Kentucky		●

Client		Organizational Assessment	Executive Search	Strategic Plan Facilitation
LA	New Orleans	●		
LA	Orleans Parish School Board		●	
LA	Sewerage & Water Board of New Orleans			●
MA	Franklin County	●		
MA	Lexington			●
MA	Methuen	●		
MA	Nantucket	●		●
MA	Pioneer Valley Planning Commission	●		
MA	Sherborn	●		
MA	Shrewsbury			●
MA	Westborough	●		●
MD	Aberdeen	●	●	●
MD	Baltimore Department of Public Works	●		●
MD	Berwyn Heights		●	
MD	Cambridge		●	
MD	Charles County		●	
MD	College Park	●		●
MD	Gaithersburg		●	●
MD	Garrett Park		●	
MD	Greenbelt	●		●
MD	La Plata		●	●
MD	Maryland Municipal League	●	●	
MD	Maryland State Judiciary			●
MD	Mount Rainier	●	●	
MD	New Carrollton		●	
MD	Ocean City			●
MD	Ocean Pines Association		●	
MD	Riverdale Park		●	
MD	Rockville	●	●	●
MD	Somerville	●		
MD	St. Michaels		●	
MD	Sykesville		●	
MD	Takoma Park		●	
MD	Talbot County	●		
MD	University Park			●
MD	Westminster		●	●
MD	Worcester County			●
MI	Ada			●

Client		Organizational Assessment	Executive Search	Strategic Plan Facilitation
MI	Ann Arbor			●
MI	Ann Arbor Transportation Authority			●
MI	Canton Township	●		
MI	Ferndale			●
MI	Holland	●		
MI	Jackson County			●
MI	Midland			●
MI	Midland Community Foundation			●
MI	Novi		●	●
MI	Rochester Hills	●	●	
MI	Royal Oak			●
MI	Saline	●		
MI	Three Rivers	●		
MN	Cloquet	●		
MN	Edina	●		
MN	Lake Elmo	●		
MN	Minnesota Municipal League	●		
MN	Northfield	●		
MO	Chesterfield		●	
MO	Clayton		●	●
MO	Lee's Summit	●	●	●
MO	Maryville			●
MO	Metropolitan St. Louis Sewer District	●		
MO	Missouri Municipal League			●
MO	North Kansas City			●
MO	Parkville			●
MO	Platte City	●		
MO	Sikeston			●
MO	St. Joseph			●
MO	St. Louis County			●
MO	University City			●
MO	Wentzville			●
MT	Helena		●	
NC	Albemarle			●
NC	Asheville	●		
NC	Brevard			●
NC	Brunswick	●		
NC	Cary			●

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
NC Charlotte	●		
NC Charlotte Water			●
NC Creedmoor	●		
NC GoTriangle Transit	●		●
NC Greensboro	●		
NC Guilford County	●	●	
NC Harnett County			●
NC High Point		●	
NC Matthews		●	
NC Lowell			●
NC Onslow Water & Sewer Authority (ONWASA)			●
NC Orange County	●		
NC Orange Water and Sewer Authority			●
NC Raleigh	●		●
NC Raleigh Public Utilities Department	●		
NC Rolesville	●	●	
NC Swansboro			●
NC Wake County	●		●
NC Wake Forest			●
NC Wilmington	●		
NC Winston-Salem			●
NC Winston-Salem/Forsyth County Utilities			●
NC Zebulon			●
ND Minot			●
NE Hastings	●		
NE La Vista	●		
NE Lincoln	●		
NE Reno	●		
NH Hanover		●	
NH Keene		●	
NJ Jersey Water Works	●		
NJ New Jersey Health Initiative	●		
NM Las Cruces		●	
NY Batavia		●	
NY Edgemont	●		
NY Ithaca	●		
NY Livingston County Water and Sewer Authority (LCWSA)		●	
NY Oneonta		●	

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
NY Rochester	●		
NY Wainscott	●		
OH Avon Lake	●		
OH Beavercreek Township	●		●
OH Blendon Township			●
OH Blue Ash	●		●
OH Centerville		●	
OH Cincinnati	●		●
OH Clearcreek Township	●		●
OH Cleveland Heights	●	●	●
OH Dayton	●	●	
OH Delaware	●		
OH Delaware County		●	●
OH Delaware County EMS			●
OH Delaware County Transit		●	
OH Dublin	●	●	●
OH Eastgate Regional Council of Governments	●		
OH Franklin County	●		
OH Gahanna	●		●
OH Georgetown			●
OH Granville		●	
OH Greater Cincinnati Water Works			●
OH Greene County	●		
OH Hilliard		●	●
OH Hudson		●	
OH Jackson Township		●	
OH Miami Township		●	
OH Miami University	●		
OH Miami Valley Risk Management Authority			●
OH Montgomery County Environmental Services	●		●
OH Monroe			●
OH Moraine		●	
OH National Association of State & Local Equity Funds			●
OH Newark	●		
OH Oberlin	●	●	●
OH Ohio City/County Management Association	●		●
OH Owens-Corning			●
OH Piqua			●

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
OH Portsmouth		●	
OH Powell			●
OH Prairie Township		●	
OH Preservation Parks of Delaware County			●
OH Riverside	●		
OH Sandusky		●	
OH Sharonville			●
OH Solid Waste Authority of Central Ohio (SWACO)	●	●	
OH Solon	●		
OH The Port, an Ohio Port Authority	●	●	●
OH Toledo			●
OH Troy	●		
OH Union County		●	
OH Upper Arlington		●	●
OH Washington Township	●	●	●
OH West Chester Township		●	
OH Westerville		●	●
OH Worthington	●	●	●
OH Wyoming		●	
OH Xenia	●		
OK Lawton	●		
OK Norman	●		
OR Beaverton		●	●
OR Bend			●
OR Gresham		●	●
OR Hillsboro	●	●	●
OR Hood River		●	
OR Lake Oswego		●	
OR Lane County		●	
OR McMinnville			●
OR Newberg		●	
OR Salem	●	●	●
OR Scappoose		●	
OR Sunrise Water Authority		●	
OR Tigard		●	
OR Tualatin		●	
OR Tualatin Hills Park & Recreation District		●	
OR Washington County	●	●	●
OR Wilsonville	●		●

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
PA Abington Township			●
PA Allentown	●		
PA Association for Pennsylvania Municipal Management (APMM)			●
PA Bethel Park	●		
PA Breakneck Creek Regional Authority		●	
PA Capital Region Water			●
PA Carlisle Borough		●	●
PA Duquesne	●		
PA East Buffalo	●		
PA East Whiteland Township	●		
PA Falls Authority	●		
PA Farrell	●	●	
PA Ford City Borough	●		
PA Harrisburg	●		
PA Hazleton	●		
PA Lancaster County	●		
PA Lehigh County Authority			●
PA Lewisburg	●		
PA Lower Paxton Township			
PA Nanticoke	●		
PA Pittsburgh Water & Sewer Authority	●		●
PA Reading	●		
PA St. Marys	●		
PA State College			●
RI Westerly	●		
SC Charleston	●		
SC Hilton Head			●
SC Mount Pleasant Waterworks		●	
SC Renewable Water Resources (ReWa)	●		
SC Spartanburg Water System	●		
TN Farragut			●
TN Johnson City	●		
TN Johnson County			●
TN Metro Government of Nashville and Davidson Co.	●		
TN Metro Water Services of Nashville and Davidson County	●		●
TX Abilene		●	
TX Allen			●
TX Anna			●
TX Austin	●		●

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
TX	Brownsville Public Utilities Board		●
TX	Cedar Hill		●
TX	Cedar Park	●	
TX	Dallas		●
TX	Denton		●
TX	Harris County	●	
TX	Lancaster		●
TX	Laredo		●
TX	League City		●
TX	Marshall		●
TX	New Braunfels	●	
TX	North Texas Municipal Water Department		●
TX	Pearland	●	●
TX	Plano		●
TX	Prosper		●
TX	Sugar Land		●
TX	Temple		●
TX	The Woodlands	●	●
TX	University Park		●
UT	Murray		●
UT	South Jordan		●
VT	Burlington Water Resources	●	
VT	Montpelier		●
VA	Albemarle County	●	●
VA	Alexandria		●
VA	Appomattox River Water Authority	●	
VA	Arlington County		●
VA	Ashland		●
VA	Bedford County		●
VA	Charlottesville	●	
VA	Fairfax		●
VA	Fairfax County		●
VA	Fairfax County Water Authority		●
VA	Fairfax Water	●	
VA	Fredericksburg	●	
VA	Gloucester County	●	
VA	Hampton		●
VA	Harrisonburg	●	

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
VA	Harrisonburg-Rockingham Regional Sewer Authority (HRRSA)		●
VA	Leesburg		●
VA	Loudoun County	●	●
VA	Newport News		●
VA	Newport News Waterworks		●
VA	Prince William County		●
VA	Purcellville	●	
VA	Rivanna Water & Sewer Authority		●
VA	Suffolk	●	
VA	Vienna		●
VA	Virginia Beach		●
VA	Virginia Retirement System		●
VA	Warrenton	●	●
VA	Washington County Service Authority		●
WA	Bellevue	●	●
WA	Bothell	●	●
WA	Camas	●	●
WA	Central Piece Fire and Rescue		●
WA	Kirkland	●	
WA	Mercer Island		●
WA	Richland		●
WA	Sammamish		●
WA	Sequim	●	●
WA	Shoreline	●	●
WA	Spokane Regional Health District		●
WI	Eau Claire		●
WI	Central Brown County Water Authority		●
WI	Green Bay/Central Brown County	●	
WI	Mequon		●
WI	Milwaukee Metropolitan Sewerage District		●
WI	Oak Creek		●
WI	Shorewood	●	
WI	Washington County		●
WI	Wauwatosa	●	
WV	Monongalia County		●
WV	Morgantown		●
WY	Sheridan		●
PR	Puerto Rico Aqueduct & Sewer Authority (PRASA)	●	

APPROACH TO THE SCOPE OF SERVICE

Approach to the Scope of Service

The City of Hopkins is seeking a professional consultant to prepare a comprehensive staffing study for the Fire Department. The goal of this engagement is to evaluate current staffing and its ability to meet future projected service demands, to review various alternative service delivery models such as a full-time department, fire district, or outsourcing, and to recommend an optimal model and identify associated financial impacts.

Our team has extensive experience working with local government clients, including in Minnesota and surrounding states. Our focus is on providing solutions that work within the available resources and culture of the organizations we assist. The most innovative solutions in the world are valueless if they cannot be implemented or will not be accepted by the community. We pride ourselves on our ability to listen, analyze, and work with our clients to find not just a random selection of best practices taken from a manual, but real solutions that can be implemented effectively. We are pleased that our prior engagements have resulted in corresponding actions by our clients to implement the recommendations that we have jointly developed.

One of our strengths is the ability to build on existing capabilities and resources and to help organizations see things from a different perspective. We do this by listening to our clients and really understanding what they have to say. We do not operate with a pre-packaged set of recommendations, and we diligently work to avoid trying to fit our clients into a standard mold.

We recognize that there will always be competing interests between the levels of service and their costs. Defining “good enough” is a significant challenge that is aided by knowing that the work is both necessary and delivered as efficiently as possible. As resources diminish, we often find that organizations become increasingly reactive at a significant cost both to current and future operations. Maintaining planned, proactive approaches consistently generates a better, more cost-effective result, particularly when evaluated over time.

Every organization develops traditions, practices, and routines. To a certain extent, these provide stability and consistency. It is essential that these are subject to regular review and analysis to ensure that they continue to represent best practices that meet the needs of the community. Our staff has substantial experience in developing performance measurement systems so that communities and departments can track progress over time. We have helped our clients create benchmarks that establish a baseline for performance and objectives for the future.



We are excited about the opportunity to assist the City proactively plan and prepare for the future. We understand the importance of respecting the staff who are in place to serve the public. We assume good intent and will work

with the City to collaboratively develop recommendations for improvement. Without this, implementation of recommendations and lasting improvements are not typically successful. We believe this intentional approach, coupled with our extensive expertise in all facets of public operations, makes us uniquely qualified to assist the City on this project within the timeframe requested.



To complete this work, our team will apply a project approach, focusing on these specific objectives using our “Six R” approach. This involves soliciting and collecting information on City **Responsibilities**, **Resources**, **Requirements**, and **Results** in order to identify possible organizational and operational **Revisions** with an associated **Roadmap** to implement positive change. This approach is depicted in the following graphic.

Responsibilities – **What drives the need for your services?** It might be the organization’s vision or mission, Federal, State, or local ordinance, or community service standards or expectations. We review these drivers to better understand service level constraints and opportunities for change.

Resources – **What assets are available to achieve your responsibilities?** These may include time, human resources, staffing, management capacity, financial position, contractual services, technology, and equipment and facilities. We assess the adequacy of these resources based on the service level expectations.

Requirements – **What direction is provided to staff?** The method by which staff approach service delivery is often guided by laws, codes, policies and procedures, or informal mechanisms like past practices or on-the-job training. These sources provided staff with direction on how they approach tasks and complete their work. We review these business processes to determine opportunities for improvement.

Results – **What are the outcomes of your services?** Our approach connects your responsibilities, resources, and requirements with the outcomes expected of your services. We assess measures of efficiency and effectiveness to assist in data-driven decision-making.

Recommendations – **Are there opportunities for improvement?** Based on our qualitative and quantitative analysis of your programs and services, we develop recommendations for improving organizational performance. These

changes can range from high-level considerations (i.e., should we be in this business) to strategic issues (i.e., should we consider alternative service sources) to tactical issues (i.e., how can we improve the productivity, efficiency, and effectiveness of the activity or service).

Roadmap – How do we get there? We develop a plan that will guide the organization through the implementation of the recommendations for improvement. The Roadmap offers the recommended priority order of implementation, suggestions for phasing, and key milestones for success. The Roadmap also serves as a valuable tool for the organization as well as the community to promote accountability and communicate progress toward implementation.

THE FOLLOWING DETAILS THE PROPOSED WORK PLAN FOR THE CITY.

Activity 1: Begin and Manage Engagement

We will begin this engagement by conducting a project kick-off meeting with the City Manager and Fire Chief to review the details and expectations of this effort, and to finalize the project schedule. We will discuss the City's interest in this study, the perceived strengths and weaknesses of current City Fire Department operations, processes, and structure, as well as other issues that may be relevant to our work.

We will also meet with the Fire Department command staff as a group to review the project approach and schedule, hear their perspectives, and to begin to engage them in this process.

We will request and review all relevant and available background information including Department organization charts, budgets, annual reports, workplans, CAD dataset, emergency response data by work unit, GIS, any documentation on facilities and assets, and more. We will provide a secure online drive onto which Fire Department staff can easily upload documents electronically.

Throughout the project, we will provide the City with regular project status reports designed to maintain planned project progress and budget, identify and resolve project issues, and review project work products. In addition to formal status reporting, we anticipate numerous informal opportunities for the City to discuss various project and operating issues with our project manager and team leaders. We welcome the opportunity to have this informal dialogue since we believe it will contribute to a more successful project.

DELIVERABLES:

- Kick-off meeting agenda
- Document/data request
- Draft and final project schedules

Activity 2: Understand Community Expectations

Raftelis will individually interview members of the City Council. During these interviews, we will discuss the Six R components of responsibilities, resources, requirements, and results as noted earlier. More specifically, we will discuss organizational structure, staffing levels, management systems, workload and workload drivers, known future initiatives or changes, policy and labor agreement impacts on operations, processes, auto/mutual aid agreements, inter-relationships with other departments and the community, use of technology, and more.

Working with the City's project team, Raftelis will plan and facilitate a series of four community summits to gather input from residents and stakeholders on Fire Department services, service levels, and expectations. We will hold

two summits in-person and two remotely (virtual). We have found that a combination of in-person and remote options improves access to a broader audience, reducing potential barriers to participation such as transportation or childcare. Raftelis has developed numerous tools to ensure engagement even with remote participants. We will document all input received and summarize everything learned.

Activity 3: Document Existing Conditions

In order to ensure a thorough operational analysis for optimal staffing and operations, the Raftelis team will employ our Six R approach, as introduced previously. The approach guides our efforts through data development, issue identification, operational analysis, and creation of recommendations tailored to improve Fire Department deployment for the City.

Our team will submit a request for any additional supplemental data not already provided in Activity 1 above. Our team will interview all full-time Fire Department staff to gain their perspectives on Department strengths, weaknesses, opportunities, and challenges. We will ask about planned future initiatives and anticipated workload or service changes in the future. Raftelis will also conduct a series of focus groups with paid on-call Fire Department staff to gain their perspectives on similar topics.

Our team will assess operational policies and procedures, including relevant personnel rules and provisions that impact the efficient operations of the organization and delivery of program services. We will review workers compensation and overtime rates, the use of mutual aid, and the number of false or other alarms. We will identify best practices and determine where gaps may exist in the City's current delivery of services. We will develop recommendations for closing those gaps and improving efficiency, based on available resources. Additionally, recommendations for streamlining processes, reallocating personnel, and other appropriate recommendations will be prepared and reviewed with the City.



As part of our onsite work, the project team will visit the fire station and facility to review apparatus and facility age, condition, and maintenance data. We will review what technology is in existing facilities and assess what is required for current and future operational needs. We will specifically assess current fire, medical, and technical rescue training areas, current needs, and future plans.

Our team will document baseline services provided by the Department in a matrix table that outlines services provided, workload and volume, budgeted staffing, and more. We will analyze call data and response times, and we will conduct a gap analysis to assess where current levels of service do not meet or exceed community expectations.

We will summarize everything learned and review with the City's project team.

Activity 4: Analyze Staffing and Structure

Our team will evaluate the organization and structure of the Fire Department in order to assess its impacts on program operations now and in the future. This includes operations, inspections, investigations, public education, technical services, administration, and support. We will conduct the assessment from the following aspects of organizational design:

- The number of organizational levels and reporting procedures
- Alignment of leadership, management, and supervision
- Relative importance of specific operations in regard to organizational placement
- Adequacy of communication and coordination between and among operating units
- Spans of control and management supervision
- Overlapping or duplicated functions
- Clear lines of authority and responsibility
- Sufficiency of supervisory ratios
- Distinct work units to carry out important functions

Raftelis will analyze various staffing models for the Department, including standing up a full-time Department, creating a Fire Services District, outsourcing fire protection, and continuing with the current model. For each option, we will identify and quantify related costs and optimum staffing levels and organization.

Our team will review this analysis and the various options with the City's project team. Based upon feedback provided, we will perform necessary follow-up and finalize our recommendations.

DELIVERABLES:

- Preliminary and final staffing and structure observations and recommendations

Activity 5: Analyze Operations

In this phase of work, we will analyze Fire Department operations to ensure optimization to meet future service delivery needs. As part of our analysis, we evaluate the structure and operations of the Department as it compares to industry standards of performance. We have developed industry best management practices (BMPs) in many areas of local government service, including the fire service. This information was developed from our previous work with professional associations and industry groups, as well as other sources.

We will compare and contrast management practices, structures, staffing, and services in the City's Fire Department with the best practices of other successful organizations. In particular, we will review inspections, fire marshal services, and other key services provided by the Fire Department. We will analyze and map calls for service data to assist in evaluating and analyzing response times which, in turn, will impact staffing model recommendations. Our team will identify best practices and determine where gaps may exist in the City's current delivery of services. We will develop recommendations for closing those gaps and improving efficiency, based on available resources. Additionally, recommendations for streamlining processes, reallocating personnel, and other appropriate recommendations will be prepared and reviewed with the City.

Based upon the outcomes of our analysis, Raftelis will develop preliminary recommendations for review with the City's project team. Based upon feedback provided, we will perform necessary follow-up and finalize our operational recommendations.

DELIVERABLES:

- Preliminary and final operational observations and recommendations

Activity 6: Prepare and Present Project Deliverables

Once all recommendations are finalized, our team will prepare a comprehensive draft report. The report will include an executive summary, our methodology and approach, a description of current operations and areas of strength, and a thorough description of all recommendations for improvement, including classification and organizational design recommendations. The draft report will be provided to the City for review and discussion.

The final report will include the Roadmap, introduced previously, to provide additional detail on recommendations and to support implementation efforts by the City. The Roadmap includes a plan for implementation of each recommendation, including timeline, person accountable, resources required, and steps.

Based upon feedback received, we will finalize and present the project report as requested by the City. The final report will be presented in both printed and electronic form.

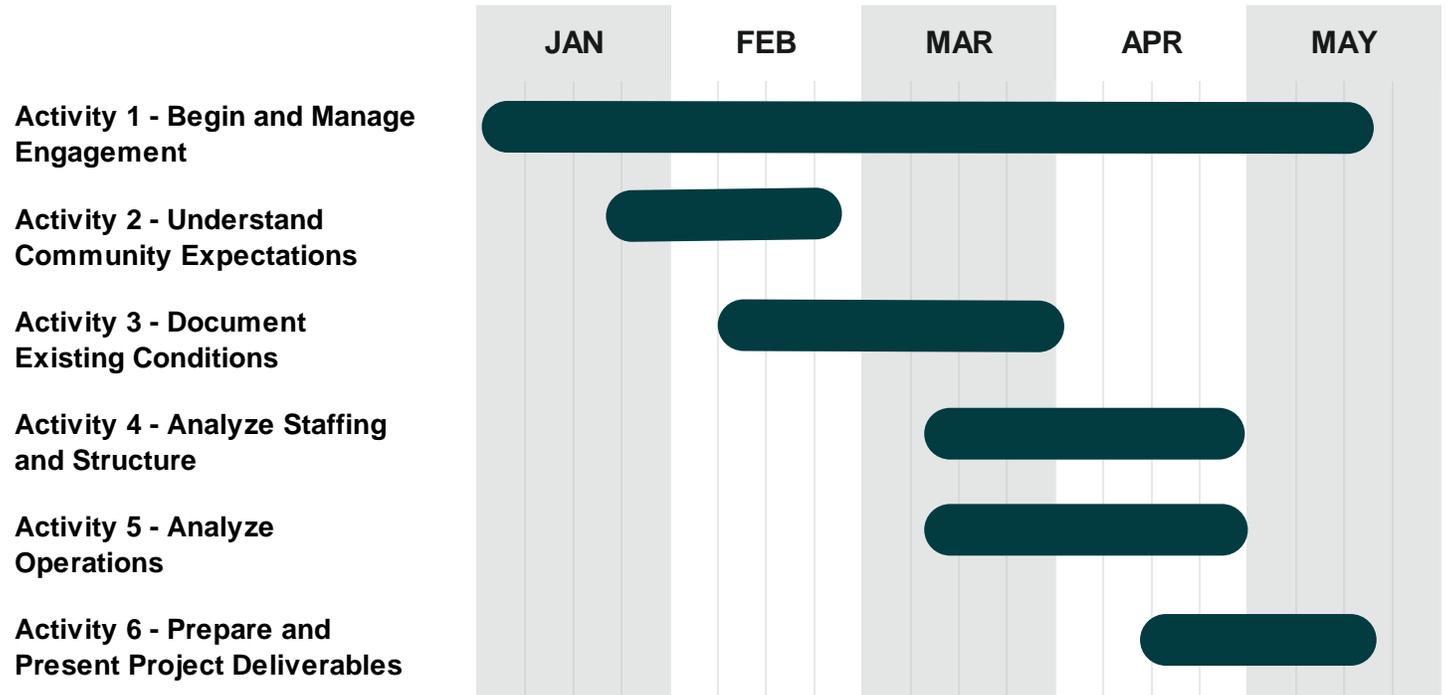
DELIVERABLES:

- Draft and final report
- Implementation Roadmap

PROJECT TIMELINE

Project Timeline

A proposed project schedule is included. We expect to refine this with the City during Activity 1.



COST PROPOSAL AND APPROACH TO BUDGET

Cost Proposal and Approach to Budget

The total fixed fee to complete the scope of work outlined in this proposal is \$98,500, which includes all professional fees and expenses. This includes \$84,925 for consultant labor costs and \$13,575 for expenses including travel, lodging, and office supplies.

Activity	Description	Cost
1	Begin and Manage Engagement	\$11,775
2	Understand Community Expectations	\$10,750
3	Document Existing Conditions	\$21,225
4	Analyze Staffing and Structure	\$14,650
5	Analyze Operations	\$12,525
6	Prepare and Present Project Deliverables	\$27,575
TOTAL		\$98,500

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

Hourly rates for each member of our team are provided below by job classification.

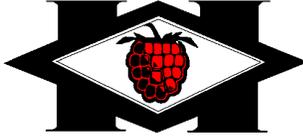
Classification	Estimated Project Hours	Hourly Rate
Vice President	8	\$350
Senior Manager	82	\$285
Principal / SME	82	\$275
Senior Consultant	50	\$225
Associate Consultant	100	\$165

Throughout the project, Raftelis will conduct ongoing project management and administration. The Project Director and Project Manager will plan, coordinate, monitor, and control all project tasks in concert with all other appropriate project team members. By keeping all activities coordinated, the team can adhere to the agreed upon project schedule.

Raftelis includes regular and consistent project team and communications with our clients consisting of a combination of email and phone correspondence as well as virtual meetings. The most important aspect of communications is the approvals process and having a clear understanding of the client’s approval protocols. This ensures the client is involved with the project progress needs and prevents surprises in deliverables and invoicing.

Raftelis has internal safeguards to track and project forward all personnel hours and expenses incurred on each task. For this project, the Project Director and Project Manager will track such expenditures. Analyzing weekly costs helps prevent cost overruns and provides the client with the option to shift allocated funding from one task to another if the need should arise. Raftelis believes that the client should be made aware of any “assignment creep” where approved tasks are expanded beyond what was initially contracted. In our monthly invoicing of services to the client, we typically indicate the dollar value of project work completed so our clients can see where the work stands in any given month. As necessary, the regular reporting will provide an indication of how the project schedule is proceeding and whether there are issues that need to be addressed relative to analysis, approach, assumptions, schedule, and/or administration.

Raftelis is proud of its history of bringing projects in on time and on budget. We encourage the City to contact any of our current or past clients to learn more about our commitment to quality and timeliness.



CITY OF HOPKINS

Administration

City Council Report 2023-016

To: Honorable Mayor and Council Members
From: Mike Mornson, City Manager
Date: February 7, 2023
Subject: Resolution Affirming the City of Hopkins Mission Statement and Adopting the 2023 Goals and Strategic Plan for the City of Hopkins

RECOMMENDED ACTION

MOTION TO Adopt Resolution 2023-007 Affirming the City of Hopkins Mission Statement and Adopting the 2023 Goals and Strategic Plan for the City of Hopkins.

OVERVIEW

The City Council and Department Directors held their annual goal setting retreat on January 6. The purpose of the retreat is to discuss and evaluate previous goals, consider new goals and develop the strategic plan. The goals and strategic plan publicly state items the City Council wishes to accomplish above and beyond the normal operations and everyday services provided by the City.

SUPPORTING INFORMATION

- Resolution 2023-007
- Summary of Goals

**CITY OF HOPKINS
HENNEPIN COUNTY, MINNESOTA**

RESOLUTION 2023-007

**RESOLUTION AFFIRMING THE CITY OF HOPKINS MISSION STATEMENT AND
ADOPTING THE 2023 GOALS AND STRATEGIC PLAN FOR THE CITY OF HOPKINS**

WHEREAS, the Hopkins City Council believes it is necessary for an effective local government to clearly establish its overall mission and to prescribe the goals and objectives necessary to accomplish that mission; and

WHEREAS, the Hopkins City Council has reviewed and will be following its mission to inspire, educate, involve and communicate; and

WHEREAS, the Hopkins City Council has previously adopted the following goals:

- Goal I: Preserve the Home Town Feel of Hopkins
- Goal II: Promote a Resilient Community
- Goal III: Take it to Them,

WHEREAS, the Hopkins City Council has identified certain goals, objectives and action steps for the year 2023.

NOW THEREFORE BE IT RESOLVED, that the City Council of the City of Hopkins hereby adopts the mission statement and formally adopts the listed goals, and that the City Council, City Manager and staff are hereby committed to the accomplishment of these goals and its action plan

Adopted by the City Council of the City of Hopkins this 7th day of February, 2023.

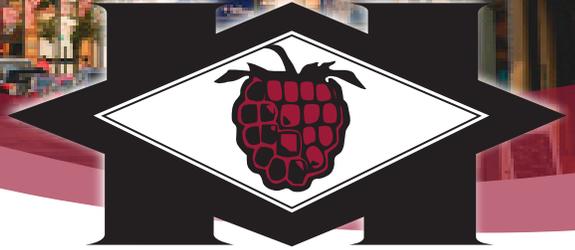
By: _____
Patrick Hanlon, Mayor

ATTEST:

Amy Domeier, City Clerk



City of Hopkins 2023



MISSION

Inspire. Educate. Involve. Communicate.

VISION

Creating a spirit of community where...

All people feel safe and respected, and diversity is celebrated.

Business growth is supported and a vibrant downtown is maintained.

People enjoy exceptional government services, neighborhoods and outstanding schools.

GOALS

STRATEGIES

Preserve the Hometown Feel of Hopkins

Enhance community pride by providing accessible, friendly and efficient services

Support a vibrant business community

Promote Hopkins as a destination and enhance city events

Maintain high quality public safety services

Promote a Resilient Community

Maintain physical assets and infrastructure

Practice environmental responsibility

Strengthen walking and biking infrastructure in the city

Support a range of housing options and opportunities for affordability

Support transit-oriented sustainable development and growth

Take It To Them

Foster true inclusion through community engagement and involvement

Engage underrepresented populations: communities of color and rental community

Embrace and strengthen partnerships

ACTION STEPS

Priorities for the year ahead

Develop multi-modal policy

Update Zoning Code

Roll out Think Hopkins marketing campaign

Review climate and sustainability goals

Explore affordable housing policy options

Create parks master plan

Develop American Rescue Plan Act Spending Plan

Reduce Art Center debt

Discuss History Center/907 Mainstreet

Prioritize community engagement and equity strategies