



City Council Agenda

Monday, August 5, 2024

6:00 PM

City Council Chambers

(Any times listed are approximate – please note that items may be earlier or later than listed on the agenda)

- 6:00 p.m. **1. Roll Call**
Voting & Seating Order: Etten, Schroeder, Groff, Strahan, and Roe
- 6:01 p.m. **2. Pledge of Allegiance**
- 6:02 p.m. **3. Approve Agenda**
- 6:03 p.m. **4. Public Comment**
- 5. Recognitions and Donations**
- 6:08 p.m. **6. Items Removed from Consent Agenda**
- 7. Business Items**
- 6:10 p.m. a. Accept Proposal from Inspiring Sight for Strategic Planning
- 6:40 p.m. b. Fire Department Staffing Study- Consultant Deliverables
- 8. Council Direction on Councilmember Initiated Agenda Items**
- 6:55 p.m. **9. Approval of City Council Minutes**
- a. Approve Minutes from July 8, 2024 City Council Meeting
- b. Approve Minutes from July 15, 2024 City Council Meeting
- c. Approve Minutes from July 15, 2024 EDA Meeting
- 7:00 p.m. **10. Approve Consent Agenda**
- a. Approval of Payments
- b. Approve 3 Temporary Liquor Licenses
- c. Approve General Purchases Exceeding \$10,000 or Sale of Surplus Items
- d. Receive 2024 Second Quarter Financial Report
- e. Approve Issuance of Request for Proposal for Recreation Management Software
- f. Approve Arvig Utility Easement
- g. Approve Roseville Area Schools Resource Officers Agreement for the 2024-2025 School Year
- h. Authorize the Mayor and City Manager to execute the Fourth Amendment to the Joint Cooperation Agreement with Ramsey County Housing and Redevelopment Authority
- i. Accept Tareen Dermatology Donation to Fire Department
- 7:05 p.m. **11. Future Agenda Review, Communications, Reports, and Announcements - Council and City Manager**
- a. Future Agenda Review
- 7:15 p.m. **12. Adjourn**

REQUEST FOR COUNCIL ACTION

Date: 8/5/2024

Item No.: 7.a.

Department Approval

City Manager Approval



Item Description: Accept Proposal from Inspiring Sight for Strategic Planning

Background

In April 2024, the Council received results of the Community Visioning process that provided updated Community Aspirations. These aspirations were formally adopted by the Council at the April 22, 2024, meeting. At that same meeting, the Council provided next steps related to hiring a consultant to undertake a strategic planning process that links the Community Aspirations, SREAP (Strategic Racial Equity Action Plan), and departmental work plans. Since that time, staff has used the guidelines outlined in the April 22 RCA (Attachment A) to conduct information sessions with firms who may be interested in providing a proposal to complete this work.

The City staff conducted five information sessions to share details with potential firms for facilitating strategic planning. Attachment B is the presentation that was used in the information sessions. Following these sessions, the City received four proposals from the following firms (Attachment C):

1. Center for Policy, Planning, and Performance
2. Hue Life
3. Inspiring Sight
4. Rapp Consultants

A subcommittee consisting of the Mayor, Councilmember Schroeder, and various leadership staff reviewed, scored, and interviewed all the firms based on criteria shared during the information sessions. The raw scores are attached. These criteria are outlined below:

- **Understanding of City's Needs and Goals**
- **Proposed Methodology and Process**
- **Incorporation of Equity and Inclusion**
- **Qualifications and Experience of the Team**
- **Schedule and Timeliness**
- **Cost and Value for Money**
- **References and Previous Work**
- **Additional Considerations**

Following the interviews, the subcommittee reached a consensus to recommend Inspiring Sight to conduct the city's Strategic Planning process. The key reasons for this recommendation include:

1. **Change Management Focus:** Inspiring Sight integrates change management into the strategic planning process, ensuring the organization is prepared to implement the plan effectively.
2. **Supplemental Coaching:** They offer additional coaching sessions to support the organization in implementing the strategic plan.

3. **Systems Focus:** Their methodology emphasizes the systems needed to advance the strategic plan.
4. **Facilitation Experience:** The firm has strong facilitation experience, crucial for effective strategic planning.
5. **Innovative Approach:** Despite limited municipal experience, the firm brings fresh ideas and processes, seen as a benefit by the subcommittee.
6. **Tailored Approach:** Inspiring Sight effectively linked the City's previous work around community aspirations to their Vision Matrix, adapting their approach based on feedback from the information sessions.
7. **Adaptability:** The firm demonstrated flexibility, ensuring their process could be tailored to the City's needs.
8. **Equity Incorporation:** Their approach to incorporating equity aligns with the City's strategy, ensuring it is integrated into the overall plan rather than treated as a separate element.

Cost Comparison:

Here is a summary of the costs and what they include for each proposal:

Firm	Total Cost	Key Inclusions
Inspiring Sight	\$28,500 + additional ala carte services (Estimated hours = 225)	Strategy sessions, focus groups, SWOT, implementation session(s) (Additional cost: supplemental coaching)
Hue Life	\$15,000 (Estimated hours = 60-70)	Data collection, vision workshops, 90 day - 1 year plan focus
Rapp Consultants	\$36,500 + travel (No Estimated hours given)	Environmental scan, SWOT analysis, strategic planning implementation sessions
Center for PPP	\$6,650 (Estimated hours = 33-38)	Details on phases and workshops

Inspiring Sight's proposal includes implementation steps, making it a comprehensive choice. In addition, staff recommends considering some of the ala carte services offered by Inspiring Sight based on how the organization adapts to new strategic processes. Strategic Planning is expected to result in a culture shift, and additional support from the facilitator may be required in order to ensure that the Strategic Plan is a living document and will be integrated and used throughout the organization for the next several years.

Policy Objectives

The policy objective is to engage a qualified consulting firm to facilitate a comprehensive strategic planning process for the City. This process aims to integrate the updated Community Aspirations, the Strategic Racial Equity Action Plan (SREAP), and departmental work plans into a cohesive and actionable strategic plan. The strategic plan will guide the City's efforts over the next three to five years, ensuring alignment with the community's vision and the Council's goals, and embedding equity and inclusion into all aspects of the City's operations and decision-making processes.

Equity Impact Summary

The strategic planning process facilitated by Inspiring Sight is designed to ensure that equity and inclusion are foundational elements of the City's strategic plan. Inspiring Sight's approach includes a strong focus on systems that support equity, change management to foster an inclusive organizational culture, and methodologies that ensure all voices are heard and considered. Their process aligns with the City's commitment to equity, as outlined in the SREAP, by making equity an integral part of the strategic plan rather than a separate initiative. This alignment will help the City address systemic inequities and promote a more inclusive and equitable community for all residents.

76

77 **Budget Implications**

78 The anticipated upfront costs are \$28,500. The proposal is based on Inspiring Sight's assessment of
79 need. The first step is to conduct a Strategy Design Session which will finalize the scope. After the
80 scope has been finalized, staff will bring forward the final contract for services for Council approval. Staff
81 also recommends Council consider authorizing additional ala carte services based on final scope design
82 or on an as-needed basis.

83

84 **Staff Recommendations**

85 Staff recommends the acceptance of the proposal from Inspiring Sight for the Strategic Planning
86 process, with consideration of additional ala carte services as needed during the implementation phase.
87 This recommendation is based on their comprehensive approach, focus on systems, and alignment with
88 the City's equity goals.

89

90 **Requested Council Action**

91 Accept the proposal from Inspiring Sight for services related to Strategic Planning. Staff will bring
92 forward a Professional Services Agreement for Council approval following the completion of the Strategy
93 Design Session.

94

95 **Prepared by:** Rebecca Olson, Assistant City Manager

Attachments:

1. April RCA
2. Information Session Presentation
3. Proposals
4. Raw Scores

ROSEVILLE

REQUEST FOR COUNCIL ACTION

Date: 4/22/2024

Item No.: 7.e.

Department Approval

City Manager Approval



Item Description: Consider Approval of Community Aspirations and Authorize Next Steps for Receiving Strategic Planning Proposals

Background

At your November 27, 2023 meeting, the City Council received the final report of the Envision Roseville community visioning project. The final report detailed the engagement process that allowed the community to express ideas about how they want their community to look and feel in the future. The themes from this engagement were further refined and vetted to become a series of aspiration statements which articulate the community's vision (Community Aspirations). Based on the final report and staff input, the following community aspirations are listed for the Council to consider formally adopting. These aspirations will serve as a foundation for the next phase of strategic planning.

Roseville aspires to be....

- A city that fosters a **strong sense of community** through effective and inclusive communication, effective engagement, and collaborative decision-making
- A community that is **welcoming and inclusive** of all people regardless of country of origin, race, ethnicity, gender, sexual preferences, age, physical ability, or socioeconomic standing
- A city where all people feel **safe and secure** and where mutual trust and respect are fostered between the community and their police, fire, and all emergency responders
- A community of **thriving and diverse neighborhoods** with quality housing and businesses that meet the needs of, and provide opportunities for, all people
- A community that **embraces diversity** through multicultural public programming, public gathering spaces, and parks in ways that are suitable for all people regardless of age, ability, or access to information
- A community that **treasures and preserves natural areas and open space** and prioritizes environmental conservation and sustainability
- **Economically prosperous** with a stable and broad tax base, vibrant small businesses, high quality employment opportunities, and a range of retail and entertainment options
- A community with a **safe, inclusive, and well-connected transportation and infrastructure systems** that support the health and well-being of residents, visitors, customers, businesses, and employees, regardless of ability, access, cultural background, or socioeconomic standing

The next step in ensuring the Community Aspirations are embedded as priorities for all the City's work is to undertake a strategic planning process to create a strategic plan that links the Community Aspirations and the Strategic Racial Equity Action Plan (SREAP) to the City Departmental work plans.

Staff would like to discuss the next steps regarding selecting a consultant to assist the City in its strategic planning. The Department Head Team discussed how to approach selecting a consultant for the strategic planning work. From the discussion, it was suggested that the best approach would be to reach out to individual strategic planning consultants for individual meetings to discuss the scope of work with them. The individual meeting would provide the consultant with an opportunity to hear a more in-depth explanation of the proposed scope of work and ask questions. The purpose of holding these meetings would be to receive more tailored and responsive proposals. Requests for Proposals tend to work best when specifics are outlined in detail (such as in bids for construction projects, etc.) There are more variables when seeking professional services, such as how to facilitate a strategic planning process. Based on the conversation and understanding of the scope, consultants would then submit a proposal for the strategic planning work. Staff suggests that one Councilmember participate in the individual meetings with consultants to provide the City Council perspective on the strategic plan.

Regarding the scope of the work and desired outcomes from the strategic planning process, staff proposes the following:

The City of Roseville recently completed a comprehensive community visioning process aimed at gathering input from residents, businesses, and stakeholders to identify priorities, values, and aspirations for the future of our city. The insights gathered from this process have laid a solid foundation for the next step, which is the development of a 3-5 year strategic plan.

The strategic plan will be the primary vision-setting and policy-directing strategy to lead the ongoing evolution of Roseville for the next 3–5 years. As the city's resident population grows more diverse, the City has also created a strategic racial equity action plan (SREAP) which can be found [here](#). The City is seeking a strategic plan which includes measurable objectives that align with the City's inclusion and respect statement and encompass all City functions.

The selected consultant will be responsible for facilitating a strategic planning process that engages City Council members and city staff in a collaborative effort to:

- 1. Review and analyze the findings from the community visioning process.*
- 2. Identify key strategic priorities and goals based on the community's vision and values.*
- 3. Conduct a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis to assess the city's current position and future opportunities.*
- 4. Develop actionable strategies and initiatives to achieve the identified goals.*
- 5. Facilitate consensus-building among stakeholders and ensure buy-in for the strategic plan.*
- 6. Draft a comprehensive strategic plan document outlining the vision, goals, strategies, action plans, and performance measures.*

7. *Present the draft strategic plan to the City Council and staff for feedback and revisions.*

8. *Finalize the strategic plan based on feedback received and present it for adoption by the City Council.*

Staff suggests that as part of the proposal, consultants should provide a suggested time commitment in regard to the strategic planning sessions. Staff suggests that the City Council and Department Heads be open to meet in either an all-day or in half-day sessions. In order to accommodate schedules, a Saturday session should also be considered.

Some additional details that should also be discussed by the City Council regarding the strategic planning process include:

- Day of the retreat – Week Day/Weekend
- Time of retreat-Morning/Afternoon/Evening
- Length of retreat – Half day/full day/two days
- Potential dates for the retreat
- Location – City Hall Council Chambers/Other location
- Recording of meeting – Nine North Broadcast/Minutes

Depending on the timeline for selecting a consultant and completing the work, it is hoped that a new strategic plan can be in place by the end of summer or early fall.

Policy Objectives

Once adopted, the aspirations identified in the Envision Roseville community visioning project will help guide the City Council and City staff in meeting the priorities of the community. A strategic plan centered around the community-identified aspirations will guide the work of the City Council and City staff and make sure the aspirations are put into action through City programs, services, and allocation of resources in a measurable and accountable way.

Equity Impact Summary

The Envision Roseville visioning project was initiated with the overarching policy objective of fostering an inclusive and participatory approach to review and update the City's community aspirations, taking into consideration the evolving needs and demographics of the city. There was significant awareness, intent and actions taken to target all segments of the community, with an emphasis on those populations that are traditionally, and historically underrepresented in civic processes. A strategic plan aligned with the community's aspirations will help ensure community-driven outcomes are realized. The City's Strategic Racial Equity Action Plan (SREAP) and the City's inclusion and respect statement will be factored in as part of the strategic planning process.

Budget Implications

The 2024 budget contains \$30,000 for strategic planning purposes.

Staff Recommendations

Staff recommends that the City Council review the proposed aspirations, make any necessary changes, and formally adopt the Community Aspirations as identified by the

Envision Roseville community visioning process and authorize the next steps for receiving proposals for strategic planning.

Requested Council Action

Motion to formally adopt the Community Aspirations as identified by the Envision Roseville community visioning process

-and-

Authorize next steps for receiving proposals for strategic planning.

Prepared by: Patrick Trudgeon, City Manager (651) 792-7021 pat.trudgeon@cityofroseville.com

Attachments: 1. Bench Handout, Envision Roseville Report

Roseville Strategic Plan



- I. Welcome and Introductions
- II. Desired Outcome of Strategic Planning Process
- III. Background
- IV. Community Aspirations
- V. Defining Success
- VI. Next Steps
- VII. Questions

Outcome:

A strategic plan that will guide the City Council, staff, and community in making informed decisions for the future that builds upon the recently completed community visioning process - **Envision Roseville**



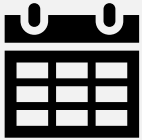
Roseville Strategic Plan

Desired Outcome

Attachment B



Primary Vision-Setting and Policy-Directing Strategy



3-5 Years



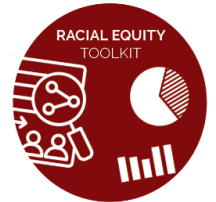
Embeds equity concepts to advance SREAP



Workforce Diversity
Workforce Diversity



Board and Commission Diversity
Board and Commission Diversity



Implement a Racial Equity Toolkit
Implement a Racial Equity Toolkit

Roseville Strategic Plan

Background

Attachment B



36,000 Residents



Retail & Entertainment
destination



Full-service City



202 FTEs
125 Seasonal EEs



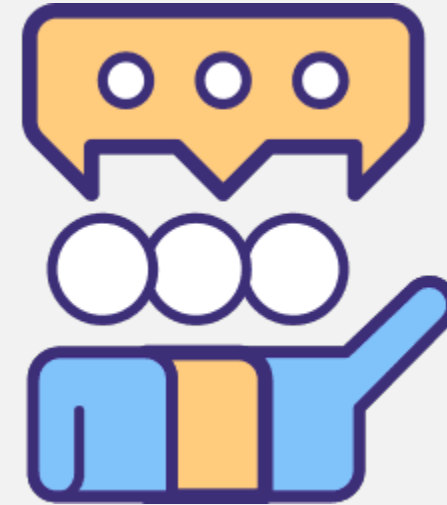
\$69.2 million budget

- 2015 Strategic Plan
- Policy Priority Planning document (PPP)
- Envision Roseville
- Community Aspirations



Roseville Aspires to Be...

A city that fosters a **strong sense of community** through effective and inclusive communication, effective engagement, and collaborative decision-making.



A community that is **welcoming and inclusive** of all people regardless of country of origin, race, ethnicity, gender, sexual preferences, age, physical ability, or socioeconomic standing.



Roseville Aspires to Be...

A city where all people feel **safe and secure** and where mutual trust and respect are fostered between the community and their police, fire, and all emergency responders.



A community of **thriving and diverse neighborhoods** with quality housing and businesses that meet the needs of, and provide opportunities for, all people.



Roseville Aspires to Be...

A community that **embraces diversity** through multicultural public programming, public gathering spaces, and parks in ways that are suitable for all people regardless of age, ability, or access to information.



A community that **treasures and preserves natural areas and open space** and prioritizes environmental conservation and sustainability.



Roseville Aspires to Be...

A community that is **economically prosperous** with a stable and broad tax base, vibrant small businesses, high quality employment opportunities, and a range of retail and entertainment options.



A community with a **safe, inclusive, and well-connected transportation and infrastructure system** that supports the health and well-being of residents, visitors, customers, businesses, and employees regardless of ability, access, cultural background, or socioeconomic standing.



As part of the Envision Roseville process, the community told us what would indicate success to the community in meeting our aspirations.

Roseville Aspires to Be...

A community that is **economically prosperous** with a stable and broad tax base, vibrant small businesses, high quality employment opportunities, and a range of retail and entertainment options.

Where...

- A healthy, vibrant mix of businesses, large and small, in all sectors is intentionally cultivated
- The city seeks to understand the challenges and opportunities facing businesses in Roseville and creates a supportive, business friendly environment
- There is strong collaboration with the private sector to address economic, workforce, and infrastructure and other challenges and opportunities
- The city supports small, locally-owned businesses with access to finance and technical assistance tools that enable them to own, maintain, and improve owner-occupied properties



Success looks like:

- A plan that clearly outlines strategic goals and provides guidance on how they are implemented
- A plan that embeds equity concepts and the city's SREAP
- A plan that creates clear methods to track success in implementing strategic goals
- A process that strengthens City Council and staff relationships
- A plan that leads to focused priority to guide policy and budgetary decisions

If interested in working with the City of Roseville to create a strategic plan, we would welcome your firm providing a response to our request that includes the following:

1. Describe the process with City Council and staff to create a strategic plan
2. A schedule to complete the process and adopt the strategic plan
3. Identification of personnel from your firm that will work on the project
4. The costs for your firm to do the work as described in your response
5. Any other details that are important for the City to consider when evaluating your response

Responses due June 28

Interviews the week of July 8

City Council award decision – July 22

Questions?

Mayor Dan Roe
dan.roe@cityofroseville.com

City Manager Pat Trudgeon
pat.trudgeon@cityofroseville.com

Councilmember Robin Schroeder
robin.schroeder@cityofroseville.com

Assistant City Manager Rebecca Olson
rebecca.olson@cityofroseville.com

Center for Policy, Planning, and Performance

Barbara E. Raye, Executive Director

2233 University Avenue West–Suite 380

Saint Paul, MN 55411

Phone: 651-448-2595

Web: www.effective.org

Email: Barbara.raye@effective.org

June 27, 2024

City of Roseville

Patrick Trudgeon | City Manager

Tel: 651.792-7021

Email: pat.trudgeon@cityofroseville.com

2660 Civic Center Drive

Roseville, MN 55113

Dear Pat and Committee,

This letter serves as a draft proposal to provide consultation services to the City Roseville for its strategic planning process. I have included a brief section on context, goals of the process, a draft work plan, and budget.

All items are subject to negotiation to better meet your needs. If you have any questions, please let me know.

I look forward to working with you and am honored to be able to support your work.

Regards,

Barbara E. Raye, Executive Director

Center for Policy, Planning, and Performance

Proposal to City of Roseville

From
Center for Policy, Planning, and Performance

June 27, 2024

Barbara E. Raye, Executive Director
Center for Policy, Planning, and Performance
Office: 651-448-2595 Cell: 612-723-6529
Email: barbara.raye@effective.org
Web: www.effective.org
2233 University Avenue West – Suite 380
Saint Paul, MN 55114

Strategic Plan Proposal

June 26, 2024

This is a draft proposal submitted to the City of Roseville (CITY) by the Center for Policy, Planning, and Performance (CENTER) to provide consultant services for strategic planning. The contents are subject to change to better meet your needs.

Context

The CITY recently completed a community-wide vision and aspiration process. This included extensive community engagement and participation. The results are updated vision, values and aspiration statements that guide the CITY and represent its residents. It now seeks to translate these higher-level statements into a strategic plan that identifies specific goals and measurements approved by the Council and Department Heads. The strategic plan will be used to inform the 2025 budget and organizational priorities for the next three to five years.

Roseville's mission is "To provide ethical, efficient, and responsive local government, in support of community aspirations, guided by policies of the City Council, and implemented by professional staff, to ensure that Roseville remains strong, vibrant, and sustainable for current and future generations."

Roseville is a vibrant suburban community conveniently located just north of Minneapolis and St. Paul with nearly 700 acres of public parks and some of the best shopping, dining and lodging in the Twin Cities. Roseville has 36,810 residents, but the community doubles in size everyday with visitors and workers venturing into the city. Located on I-35W & State Highway 36, Roseville borders Minneapolis and St. Paul, and is a quick commute to both downtowns. It is a flourishing community with established neighborhoods, 32 parks, and thriving retail and commercial development.

Goals for Strategic Planning

- Engage Department Heads and Council members in strategic discussions to identify priorities and key goals that interpret the vision and aspirations of the community.
- Develop three to five-year strategic priorities with high level outcomes that include all the work of the CITY.
- Ensure opportunity for advisory input from City Commissions and other key individuals.
- Align the strategic priorities with the current community survey data that express community priorities, satisfaction, and suggestions for the future.

Approach

The Strategic planning process will engage Council members and Department Heads in reflective and strategic discussions to prepare a plan for final consideration, budgeting, and ongoing decision-making.

- The consultant will:
 - Help design the planning process,
 - Draft documents for work sessions and strategic discussion,
 - Consult the City Manager and planning committee regarding the process and seek interim feedback regarding needs of the group,
 - Facilitate the strategic planning-related Council/Department meetings, and
 - Provide a draft of the new plan.

The plan will be provided in electronic format in word document or PDF or as negotiated by the parties.

Draft Timeline and Work plan

Task	Responsible Party	Month for Completion
1. Discussion of proposal and modifications	Strategic Planning Committee and/or Council Consultant	July, 2024
2. Initial meeting of Council/Department Heads who will serve as the strategic planning committee • Planning process • Roles • Schedule • Tasks throughout process • Expectations • Ground rules • First assignment (Review community data and staff survey (if available) input.)	City Manager, Department Heads and Council Consultant	August 2024
3. Role of Committee will be: • Identify key questions for the planning process and criteria for success • Review community survey and employee input (if available) to identify key areas of focus • Generate the content of the strategic plan through discussion • Assist in gathering advisory input from Commissions and other key individuals • Engage in final edits and prepare document for final approval • Distribute plan and use it for budgeting/administration steps	Planning Committee and Consultant (Committee will meet 4 or 5 times approximately every 3 weeks for 1.5 to 2 hours.)	August, September, October, November, and early December 2024. Schedule to be developed based on availability
4. Second Committee meeting to: • Summarize community data and highlight 5-6 opportunities and challenges • Review results of employee survey (if done). Goal is to ensure internal issues are in the plan and at least one goal is about internal culture/or administration	Committee	September
5. Third meeting to: • Review initial draft of strategic goals • Includes: Improve, Maintain, Explore/Initiate • Generate performance/results indicators	Consultants prepare draft Committee	September/October

6. Fourth meeting to: - Review draft of plan and performance measures - Check draft against criteria and fit with mission/aspiration data - Ensure all City work is included	Committee	October
7. Share draft goals and outcome measures with commissions and other individuals and department staff.	City Manager and assigned staff	October/November
8. Fifth meeting to: Make final edits and approve final plan and outcomes as edited.	Committee	November
9. Format/prepare plan for final approval	Finalize plan Staff prepare/format for approval and distribution	November/December
10. Communicate final plan as needed.	City Manager, staff, and Committee	December/January

Budget Assumptions

The work plan assumes the CENTER will:

- Prepare for and facilitate 4-5 Committee, meetings (1.5 to 2 hours each approximately three weeks apart.)
- Prepare worksheets, agendas, and notes from all meetings as needed.
- Review and suggest strategic highlights of employee (if available) and community surveys.
- Draft initial and final strategic plan for adoption.
- Assist leadership staff in final editing of outcomes and measures as needed.

The estimated number of hours for the full process is based on the following assumptions and billed at the standard rate of \$175/hour. These assumptions are open to negotiation and will be clarified before official launch of the project. Billing will be submitted monthly by the CENTER only for hours worked with a summary of activities. The estimated costs are based on five Committee meetings. However, if the final meeting is not needed, the costs will be reduced.

Task	Hours	Costs
Community and employee surveys	- Pre-work. Review results from employees (if available) and community surveys to identify potential strategic items and propose areas for alignment with vision/aspirations documentation. - Establish meeting schedule in consultation with CITY 6 hours	\$1,050.00
Consultation	Prepare materials, facilitate four to five 1.5 to 2-hour committee meetings, develop agendas and pre-planning+ documentation 20 to 25 hours	\$3,500.00 to \$4,375.00
Advisory Input	Prepare questions for advisory input on draft plan. 1 hour	\$175.00
Draft and final plans	Prepare draft strategic plan, edit plan for final approval. 6 hours	\$1,050.00
Total Estimated Consultation Budget	33 to 38 hours @ \$175/hour	\$5,775.00 to \$6,650.00

Additional Costs and City Staff Role

The CITY will absorb costs for meetings including space and food (if needed). It will also cover costs of photocopying materials for meetings of Committee. (An original document will be provided by consultant.). If used, the city will pay for postage and printing for any materials provided in paper form for the advisory input etc. The CITY will also handle internal and external communications and do final formatting of the plan to fit internal needs and expectations.

Consultant

Barbara Raye, Executive Director of the CENTER will be the primary consultant on the project. Raye has provided facilitation and strategic planning consulting services to several nonprofit and public sector organizations in Minnesota area including Women's Foundation of Minnesota, Minnesota Center for Environmental Advocacy, Courage-St. Croix, St. Paul Port Authority, and International Women's Media Foundation and Hosteling International.

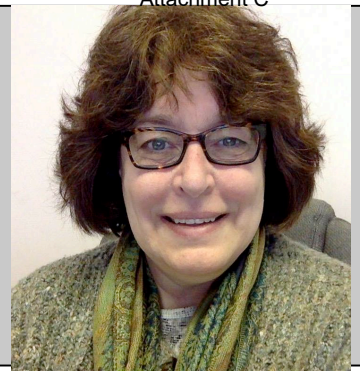
Barbara has a master's degree in business administration from the University of St. Thomas in St. Paul, MN. She also has specialized training in Minnesota Quality Award Criteria, Asset-Based Community Development, the National Futurists, "Shared Participation", Fellowship of Reconciliation "Children's Creative Response to Conflict", Carver Policy Governance Model, and Myers-Briggs Qualification. She received her basic mediation training from CDR Associates in Boulder, Colorado and has co-trained with them nationally. She has been an adjunct at Hamline University in its nonprofit program and at the University at St. Mary's University-Twin Cities Campus in communication and conflict resolution.

A full resume is attached.

A sample strategic plan is attached.

Barbara E. Raye

Center for Policy, Planning, & Performance
Founder and Executive Director



Areas of Expertise

Strategic planning, large group facilitation, mediation and conflict resolution, restorative justice, public policy, citizen engagement, outcome and performance measurement, cultural diversity/equity in the workplace, organization development, and governing bodies/boards of directors.

Work History

Center for Policy, Planning, & Performance (1998–present)

Founder and Executive Director

The Center is a nonprofit corporation committed to the work of social justice. The purpose of the Center is to engage citizen-based leadership and to enhance the effectiveness of nonprofit and public sector organizations to positively impact the lives of the people and communities they serve.

Services include consulting and training for government and nonprofit organizations, large group facilitation, employment and community mediation, restorative justice, public policy analysis, ethical leadership, cultural equity and respectful workplaces, strategic planning, and outcomes-based evaluation. Clients are local, regional and national organizations and include school boards, government elected officials and managers, and nonprofit organizations. As of 2016, the Center had served over 250 different organizations.

St. Mary's University (2009–2012)

Adjunct instructor in the Masters Degree Program in Organizational Leadership. Teaching courses on conflict and collaboration, communication, and teams

College of St. Catherine (1999–2009)

Part-time instructor in leadership development and continuing education program. Classes include strategic leadership, being an effective change agent, and women as political leaders.

Hamline University (1997–2002)

Adjunct instructor in the Masters Degree Program in Public Administration and Nonprofit Management. Courses include Conflict Resolution, Certificate Program in Outcomes and Performance Measurement, Governance and Planning for Nonprofit Organizations, and Research and Program Evaluation for Managers.

Ramsey County, Minnesota (1994 –1998)

Director, Policy, Planning and Organization Development

Projects include: development and facilitation of 34-member management team; countywide strategic plan with 15 topic areas and over 10,000 citizen participants; policy analysis on major countywide planning and policy issues; legislative testimony; design and implementation of countywide outcome and performance measurement system.

Wilder Foundation, Services to Organizations (1991 –1994)

Director, Community Services Group

Twenty-seven-member consultant group with a focus on nonprofit/public organizations and building community capacity to address the needs of the inner core city of St. Paul.

Director, Management Support Services

Senior Consultant

Education

- MBA, University of Saint Thomas, St. Paul, Minnesota

Specialized Training

- Asset-Based Community Development - McKnight/Kreitzman Northwestern University
- National Futurists, "Shared Participation group process leadership training"
- Fellowship of Reconciliation "Children's Creative Response to Conflict"
- Mediation Certification (40 hours), CDR Boulder, Colorado
- Workplace Mediation (40 hours), Romar
- Restorative Justice and mediation in case of sexual misconduct in Faith Communities (24 hours) New York
- Mediation with Severe and Violent Criminals, (6-days) University of Minnesota
- Circle Keeping and Process, Kay Pranis Barry Stuart (5-days) Minnesota
- National Training Lab, "Women in Management"
- MN/Malcolm Baldrige Quality Award Criteria
- Sexual Harassment and Respectful workplaces (24 hours) Minnesota
- Peter F. Drucker Foundation National Training Team – Self-Assessment Tool
- Carver Policy Governance Model for Boards of Directors/Governing Bodies
- Myers-Briggs Qualification
- Management By Objectives and Total Quality Management
- Addictive Organizations–Anne Wilson Schaefer
- Learning organizations, The Fifth Discipline with Peter Senge
- Leading from Within, Zone Leadership.

Minnesota Department of Corrections (1987 – 1991)

Project Coordinator

Employee Assessment and Development Program.

Director, Victim Services Unit

Introduction of restorative justice framework and first position of restorative justice planner. Managed \$6 million annual grant distribution, evaluation and technical assistance for four statewide victim programs, coordination of DOC legislative package, and testimony in area of victims' rights and victim services.

Director, Battered Women Program

Minnesota State Humane Society (1983 – 1986)

Executive Director

Semi-state agency established by legislation with 40 county chapters at end of tenure. Investigated cruelty complaints, provided training and technical assistance to local chapters, provided government affairs/lobbying and testimony on behalf of legislation. Was director with opening of Canterbury Downs, dog racetrack efforts, drugging of horses legislation, and research using animals – including Baby M and baboon heart transplant issue.

Community Involvement

Minnesota

- Member Peace and Justice Studies Association 2008-current
- Member Victim Offender Mediation Association 2002-current
- Member Hennepin County Youth Restorative Services Coalition 2009-2016
- Member Restorative Services Coalition 2008-2011
- Member MN Chapter Association for Conflict Resolution 2008-2009
- Board Member Minnetonka Center for the Arts 2005-2006
- MN Quality Award evaluator 1998
- Leadership Minneapolis, Program Committee 1985–86
- Childnet, statewide child advocacy program
 - Strategic Planning Committee 1986–87
- Vice-Chair of Development Committee for MN Women's Fund 1987–88
- Chair of Finance and Member of Policy Council for CENSHARE
 - (Center for the Study of Human-animal Relationships and Their Environments), University of Minnesota 1983–86

Honors

- International Hostelling Association in Canada
 - Chuck and Marjorie Harris Award in 2010 and 2012
- U.S. Federal Highway Administration
 - Excellence in Program Administration Award 2012
- St. Paul Mayor and St. Paul Port Authority
 - Service to Rock-Tenn Advisory Panel 2008
- American Planning Association–2007 Planning Award for Grassroots Initiative
- Minnesota Planning Association–2006 community planning award
- Founder's Award 2005–Indiana Coalition Against Domestic Violence
- 1984–85 Leadership Minneapolis—Greater Minneapolis Chamber of Commerce
- Editorial, *Minneapolis Star & Tribune* 5/12/84—“The Minnesota Humane Society a Year Later.”
- Named in “State Women Honored,” *Indianapolis News* 1982
- Named Outstanding Young Woman of America, 1977, 1982

- *Workshop: Restorative Justice–Kentucky Bar Association* 2008
- *The Mediation Process–40 hours national mediation training Minneapolis, MN with CDR Associates -* 2006
- *The Role of Community in Restorative Justice, National conference on restorative justice and sexual misconduct in faith communities* 2007
- *History of Restorative Justice, American Association for Criminal Justice Professionals* 2007 Florida
- *Chapter “Restorative Processes” Handbook of Restorative Justice, Gerry Johnstone and Daniel VanNess Eds. Willan Publishing* 2007
- *Chapter” How do culture, class and gender affect the practice of restorative justice?” Critical Issues in Restorative Justice, edited by Howard Zehr and Barb Toews, Criminal Justice Press* 2004
- *Women Leaders of the Millennium, College of St. Catherine, Strategic Thinking, Being an Effective Change Agent, and Women in Politics* 2006-2007
- *Training workshop: Basic Mediation, Victim Offender Mediation and Conferencing, Supervision of Mediation cases, Introduction to Labor and Workplace Mediation – Isai, Romania* 2003
- *3-day Training: How to Manage an NGO – Nairobi, Kenya* 2002
- *Workshop: “How to set up and manage a center for the victims of violence in the family”– International Conference on Violence in the Family–Cyprus, 2000. Sponsored by Fulbright Foundation, Cyprus.*
- *Presented in over a dozen workshops and seminars original paper: Working Together Rather than Working Alone - A Collaboration Model*
- *Executive Service Corps of Chicago Nonprofit Leadership Day 2/2000, and College of St. Catherine Women's Leadership Series 2000–Being and Effective Change Agent*
- *Designed and delivered a dozen training sessions nationally for Peter Drucker Foundation on Self-Assessment Tool and co-trained national training team*
- *MN Quality Initiative Conference 10/1999–Client Outcome Measures*
- *Featured in University of Vermont national video program, Managing for Results in the Public Sector–June 1997. Two articles published in accompanying Resource Manual.*
 - *The Public Board: Policy and Performance*
 - *Outcome Based Funding*
- *Papers presented to Upper-Midwest Conference on Demographics for Policy Makers–4/1997:*
 - *Beyond Race; It's not a matter of Black and White*
 - *Evaluating Diversity Work: A Diversity of Opinion*
 - *The Gender Gap & Soccer Moms: Women & Men Have Different Visions for the Future & It Matters*
 - *Poverty: Myths, Stereotypes and Reality*
- *Workshops presented at International Association for Public Participation– Toronto, 9/1997*
 - *TQM Can It Work In the Public Sector?*
 - *Planning Without Walls*
- *Power and Peace Symposium - Itasca Community College - Grand Rapids, MN 5/92–Using Personal Power to Make Peace*
- *Minnesota Citizens League–Newsletter: The Gender Gap– 6/1997*
- *Texas Conflict Coach Radio Program – 4/2012*
- *Facilitator for Midway Chamber Econ Development Summit – 2016*
- *Speaker Alliance for Community Media – 2017*
- *Speaker Sensible Land Use Coalition – 2017*

Fwd: Proposal for Strategic Plan

Barbara Raye <office.center.ppp@gmail.com>

Thu 6/27/2024 2:30 PM

To: Rebecca Olson <Rebecca.Olson@cityofroseville.com>

 5 attachments (238 KB)

Roseville Proposal Strat Plan 2024.doc; StrategicPlanFY08-FY11 FINAL.doc; Strategic_Plan_v2.doc;
1CHA_Mission_and_Goals_DRAFT-1.docx; WeARE Draft Strategic Plan.docx;

[You don't often get email from office.center.ppp@gmail.com. Learn why this is important at <https://aka.ms/LearnAboutSenderIdentification>]

Caution: This email originated outside our organization; please use caution.

Hello Rebecca,

This is the proposal with attachments for the Roseville strategic plan.

Please let me know if you need anything else.

Regards,

Barbara Raye

Hello Pat and Committee,

Attached is a draft proposal for proving strategic planning consultation to the City of Roseville. Time and costs are estimated on assumptions that can be negotiated to better meet your needs. I failed to ask about a recent employee survey. I would like to use that data in the process to ensure that at least one goal is related to internal culture/administration. We can discuss this during the interview.

I also estimated 4-5 meetings at 1.5 to 2 hours each. However, the final meeting might not be needed. It will depend on the level and type of advisory input we receive from the draft plan from the City's Commissions or other key individuals.

I am attaching a few strategic plans for your review as well as a full resume. As you can see, the final format of the plan is based on the culture/needs of the organization. CHA for example, had one staff and a very active board (the plan was updated 2023), MyHealth had a new ED, and WeAre had a founding director that was scheduled to retire. Please let me know if you have any questions or want additional information. Below is a link to the City of Brooklyn Center strategic plan that is on

the website.

<https://www.brooklyncentermn.gov/government/city-council/council-mission-vision-strategic-priorities>

I look forward to discussing the proposal and working with all of you.

Regards,

Barbara Raye

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Center for Policy, Planning, and Performance

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St. Paul, MN 55114

Tel: 651-448-2595

Cell:612-723-6529

Web:www.effective.org

Email: Barbara.Raye@effective.org

Global Vision:

Suburban Ramsey County communities are healthy to live in for all youth and families.

Mission:

Northwest Youth and Family Services is a community-based service agency. Our mission is “To prepare youth and families for healthy lives.”

Organization Vision:

NYFS is focused on the future. Our vision for how we contribute to our global vision and fulfill our mission over the next 5-7 years includes the following elements of **a) *Services for Youth and Families* b) *Growth through Partnership*, c) *Leadership at the Community Level*, and d) *Effectiveness and Accountability***

a. Services for Youth and Families

Our primary geographic service area is suburban Ramsey County. Our service programs will address the needs of those most vulnerable and for whom we can have the greatest impact. They will embrace the whole person within the context of being part of a family and living in a community. Our programs will focus on services for youth ages of 5 to 21 and their families and will respond to their needs to:

- Maintain good mental and emotional health
- Grow in accountability and self-responsibility for their actions
- Cope effectively with the challenges they face
- Be supported by their families and communities especially in critical years of development and transition
- Contribute to their communities

Small children, adults, and seniors are not considered our primary customers. Programs for these groups will be developed primarily from a family systems and inter-generational framework aimed at addressing the needs of youth.

b. Growth through Community Partnerships

We will be known for the integrity and depth of our partnerships with the governmental, faith, schools, and other services organizations serving youth and families. Our board members will be leaders (delete reference to staff role in this area) in building and sustaining relationships throughout the community. We will significantly expand services over the next 5 years through our relationships and partnerships ensuring:

- Comprehensive services to the families we serve
- Expanding service locations and other venues of access to services
- Culturally appropriate and/or culturally specific programs and providers
- Continued investment in effective community-based prevention programs
- Replication/expansion of effective programs where they are needed and sustainable
- Responsive and creative initiatives that address community crises and gaps in services

Transportation in the suburban Ramsey County area is an issue, but outside our scope of influence. Co-location of services will be our primary strategy to address issues of access to services. Mergers and formal alliances will be assessed on their merits and not divert us from our mission and vision.

c. Leadership at the Community Level

We will continue to address critical issues essential for our communities in the future—especially those where our leadership will fill a gap or anticipate and prevent hardship. Over the next few years we see great challenges regarding the full inclusion and respect of all persons:

- Based on ethnic heritage and mental and physical abilities
- People new to our service area
- Families with few economic resources

We will also help build the capacity of our communities and partners by:

- Sharing our knowledge and assets
- Convening others for dialogue and innovation
- Supporting the effective leadership of others in the area of youth and families
- Being advocates for the needs and rights of all youth

d. Effectiveness and Accountability

We seek a reputation as the premier community-based service provider in the suburban Ramsey County area of the Twin Cities. Doing so requires us to stay current with our communities and how they are changing in terms of the use of technology, methods of communication, and cultural and other demographics. We will continue to hold ourselves accountable for making a difference in the lives of families and the quality of life of our communities. We will do so by ensuring:

- Ongoing evaluation of our work
- Continued open dialogue and feedback from our constituents
- Use of best practice research in all our program design/methods (rather than rely on innovation and incubator/experimental models of service)
- Regular measurement of our reputation and value in the communities we serve
- Continuous effort for greater representation of our diverse community at all levels in the organization
- Routinely informing stakeholders and the general public of our work and its results
- Ensuring the use of technology as a method of communication, service delivery, and engagement

We will also ensure the strength and viability of our organization through:

- Prudent risk management
- Financially sound budgeting and planning
- Internal structures that support team work and cross departmental collaboration
- Visionary planning to ensure the continuous delivery of quality and relevant services

Core Values

NYFS

- Quality Services
- Ethics and integrity in all that we do
- Collaboration to fulfill our mission
- Responsiveness to the broad community needs of diverse populations

Staff

1. Respect for others–We create and maintain a respectful environment.
2. Quality–Quality client service are our priority.
3. Creativity–We encourage individual expression and creative problem solving.
4. Teamwork–We are all in this together as a team.
5. Fun–We promote an environment where fun is encouraged.

PFund Strategic Plan, FY 2008 –FY 2010 (July 2007)

Grants & Programming: PFund’s funding and programmatic work will be expanded to attract applications from its entire service area and will demonstrate a strong commitment to funding within a social justice context.

Strategies:

1. PFund will strengthen grant making and increase the number of applicants for grants and scholarships from outside the Twin Cities metro area.
2. PFund will, by FY 2010, distribute twice the funds awarded in FY 2007 (\$60,000)
3. PFund will offer increased technical assistance to organizations.
4. PFund will make grant funding within a social justice context a priority.
5. PFund will increase the amount of the Power of One grant.
6. PFund will explore making an annual “signature” grant. FY08
7. PFund will evaluate the impact of its organizational grants.
8. PFund will revisit the scholarship guidelines to determine whether recipients will be eligible to reapply for scholarship assistance. FY08
9. PFund will make its application more accessible by simplifying the application and developing an on-line application process.
10. PFund’s scholarship awards program will match its service area by FY10
11. Study alternative review processes: poll other GLBT foundations about their process

Results: *PFund will give out more money in larger grants, while accurately reflecting PFund’s mission and the geographic area it serves.*

Development: PFund will increase the number of major donors (\$1,000 plus), and expand the number of donors from Iowa, Wisconsin, North Dakota and South Dakota.

Strategies:

1. PFund will increase the number of major donors by increasing in-person contacts and engaging BOD more fully in development to generate \$290,000 in unrestricted annual giving by 2010.
2. PFund will increase its efforts to identify and cultivate donors from throughout the five-state area it serves to 615 by 2010.

3. Pursue activities to strengthen relationships and increase the number of members of the Lavender Legacy League to 158.
4. Conduct a feasibility study to determine potential for a successful endowment campaign

Results: PFund will have greater assets and a growing number of donors located outside of the Twin Cities metro area. Specifically: 615 donors, 158 LLL members and \$290,000 in unrestricted giving in 2010.

Communications: PFund will be a more visible leader in the Upper Midwest GLBT & A communities.

Strategies:

1. Ensure strongest brand message is incorporated in all PFund goals and work.
2. Implement comprehensive marketing/communications plan to support foundation work
3. Develop a comprehensive media plan for regional impact and visibility
4. Explore creating PFund unique signature event for awareness building.
5. Make PFund known as the best place for GLBT planned giving dollars.

Results: PFund will be recognized regionally as a leading GLBT organization.

Governance: PFund will address the balance of responsibilities of board and staff to ensure maximum organizational effectiveness.

Strategies:

1. Create meaningful learning experiences at board meetings.
2. Develop a volunteer management position to align identified volunteers with need areas within PFund.
3. Review and update committee descriptions to ensure they are aligned with organizational goals and objectives.
4. Increase human resources capacity to meet organizational goals.
5. Ensure quality and diversity of board membership.

Results: PFund's additional staff support and growing corps of volunteers will ensure that it is a well-run organization that is increasing its positive impact for GLBT communities.

Finance: PFund will continually evaluate current and new programs to maintain sound financial management.

Strategies:

1. PFund will implement enhanced reporting measures for tracking unrestricted, temporarily restricted and permanently restricted contributions.
2. PFund will explore establishing a donor advised funds program.
3. PFund board members will develop competencies necessary to interpret financial data.
4. PFund will conduct a request for proposals for investment management and audit every three years.
5. PFund will develop a comprehensive policy for management fees on endowed funds.
6. Establish a policy so PFund recognizes bequests when received, not when the testator dies.
7. PFund will review and update its gift acceptance policy.
8. PFund will explore establishing a policy to designate a percentage of unrestricted gifts and annual surpluses to PFund's Community Legacy Fund.

Results: PFund's fiduciary policies and procedures will meet or exceed the standards established for community foundations.

WeARE Draft Strategic Plan 2023-2026

Goal 1: Increase Patient Numbers

- Strategy A: Develop targeted strategies to middle and high school, i.e., marketing and communication
- Strategy B: Develop program/protocol for care and support of LGBT and BIPOC
- Strategy C: Expand mutually beneficial partnerships with mental health providers
- Strategy D: Identify incentives to draw in patients
- Strategy E: Expand partnerships with individual medical providers
- Strategy F: Marketing to employers that don't offer insurance
- Strategy G: Expand services for teen wellness exams

Goal 2: Increase Awareness and Build Community Partnerships

- Strategy A: Expand scope and presence at CLC
- Strategy B: Outreach to middle and parent population
- Strategy C: Develop relationships with 5th to 12th grade teachers/counselors
- Strategy D: Serve new communities including BIPOC/military
- Strategy E: Expand Social Media use/presence
- Strategy F: Develop WeARE AP for broader communication
- Strategy G: New marketing and communication plan

Goal 3: Expand Education to Wider Population

- Strategy A: Peer education – clear messaging and plan creation
 - Strategy B: Education Program strategy – separate program/name?
 - Strategy C: Expand and evaluate opportunities for marketing (wording, how it is done, dissemination)
 - Strategy D: Space for Education program
 - Strategy E: Evaluate landscape for future partnerships (Ex. Teachers @ BHSD, groups) + AEC, ECFE and faith community.
- *NOTE: Look at goals and strategies from #1 and #2

Goal 4: Enhance Organizational Effectiveness

- Strategy A: Consistent staff knowledge and response on issues and facts (i.e., birth control, STIs, services)
- Strategy B: Board Development – understanding of service and finances, structure, responsibilities, funding, clinic budget
- Strategy C: Succession plan
- Strategy D: Maintain staff satisfaction (via salary, work/life balance, education etc.)
- Strategy E: Assess structure of contract services (and integration into org/staff)

Goal 5: Expand Financial Resources and Overall Donor Base

Strategy A: Expand and establish approach for growing sustaining membership

Strategy B: Develop strong LOCAL funding partners

Strategy C: Develop legacy fund to include planned giving

Strategy D: Explore/evaluate current technology for giving and outreach

Review Mission Statement

Action Steps

1. Provide to board the current one-sentence mission statement
2. Consider including mothers and BIPOC in vision statement
3. The Executive Committee will update statements and provide to full board
4. Update Website

Review Values

Action Steps

1. Consider adding explicit “Equity/Inclusion” Value **OR** add to or replace the current value of Community with new value of Inclusion **OR** embed equity/inclusion in all values without creating new one.
2. Include the word “safety” in Integrity value – perhaps before the word privacy.

Next Steps

- Look at September or November for board approval of plan with implementation to begin 1/1/2023.
- Provide highlights and major goals at Annual Meeting.
- Add board member(s) to legacy fund (Anne and Lindi).
- Provide current Executive Director position description to board by or before July meeting.
- Begin conversations about ED transition with local or internal people – have transition plan process outlined by January 2023 with target date of transition January 2024.
- Meet with/talk with board members that missed session and catch them up before July meeting **OR** provide opportunity for discussion/catch up at the July meeting.

Miscellaneous

- There was agreement that being aware of threat to limiting birth control should be a part of the strategic plan. Suggestions included being part of groups that can take action, encourage young people/patients to vote, and consider other options as appropriate.

REVISED January, 2007

CATHOLIC HEALTH ASSOCIATION OF MINNESOTA (CHA-MN) STRATEGIC PLAN

Mission and Vision

Catholic Health Association of Minnesota (CHA-MN) is a state association of Catholic health providers joined together to support access to health care and to promote, strengthen and fulfill the healing mission of the Church. [CHA-MN reaches out beyond itself to address population health and increasing quality health](#) for more people including immigrants.

Vision: CHA-MN, in concert with the vision enunciated by Catholic Health Association of the United States strives to be a “vibrant presence in enhancing the health of communities and access to quality care for everyone, with special attention to those who are underserved and most vulnerable.”

CHA-MN seeks to achieve this vision through strategies that are patterned on **Catholic Social Teaching** inspired by Biblical justice and the healing ministry of Christ: promote and defend human dignity, care for poor and vulnerable persons, act on behalf of justice, attend to the whole person, promote the common good, steward resources, and act in communion with the church.

Goals and Objectives

Including Standard Operating Procedures
2007 -- 2012

GOAL 1: Advocate for specific issues in the Minnesota legislature.

Objectives	Strategies	Timeline	Outcomes	Measurable Actions
Develop proactive legislative positions consistent with CHA national initiatives Support those positions through member dialogue, communication with legislators and legislative lobbying.	Work with CHA-MN member advocates and state lobbyists in identifying legislative positions.	On-going with: a) reports at Board meetings; b) a bi-weekly session update from executive director concerning specific legislation which CHA-MN is supporting, any legislative testimony offered, and a quick summary of any key legislative visits; and c) as requested	Legislation that supports and promotes Catholic health care ministry: ◦ accessible, affordable health care for all Minnesotans ◦ respect for conscience clause ◦ continuity of care ◦ strengthening of MinnesotaCare (MNCare) Strengthening and support of MnSure ◦ support and development of workforce ◦ care for undocumented immigrants	*Actual language for proposed legislations will be presented and approved by the CHA-MN Board by October-December of each year. The report of proposed legislation will list the groups that support and/or endorse the issue and the groups that oppose. The presentation materials will include the associated financial impact for members
Coordinate, as appropriate, legislative strategies, CHA-MN activities and communications with the Minnesota Catholic Conference (MCC).	Keep MCC informed regarding legislative positions through Executive Director; work with MCC executive director staff to develop collaborative policy initiatives	As / when issues arise	Health Care Legislation which supports positions of CHA-MN and MCC—care for undocumented immigrants	Format of communication. Summary report of actions to be implemented; legislative advocacy on specific issues include the associated financial

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				impact for members.
Serve as a catalyst to facilitate, educate and collaborate / partner with members, other Catholic / Christian and professional / civic organizations on specific issues which advance Catholic social teaching.	Join Catholic Charities (CC), Joint Religious Legislative Coalition (JRLC), Leadership Conference of Women Religious (LCWR), Minnesota Hospital Association (MHA), Long Term Care Imperative Minnesota Health and Housing Alliance (MHHA), Minnesota Medical Association (MMA), Children's Defense Fund (CDF), long-term care providers, and others' voices in advocating legislative positions. CHA-MN members visit and meet with local legislators to influence / educate them regarding health care issues.	January–May, 2007 during legislative session	Passage of legislation promoting and in compliance with Catholic social teaching. Ongoing relationship with professional organizations	Break out issues with financial impact for each member. Perhaps more education on social teachings and how they relate to today's world of change. Outside groups to provide input from their perspective as to how this affect them. Social teachings may help as we are asked to be learner in providing services.

GOAL 2: Enhance relationships with bishops, sponsors, and other leaders within the Church.

Objectives	Strategies	Timeline	Outcomes	Measurable Actions
Increase communications and promote dialogue among CHA-MN members and the respective Minnesota bishops, health systems, sponsor(s) and leaders of other Church-related organizations.	Hold face to face meetings with respective bishop, sponsor(s) Invite respective bishop and sponsor(s) to facilities for workshops, conferences, special events. Educate bishops and the Catholic population in parishes / institutions through local health care institutions on	Quarterly/ Annually As requested or desired and as appropriate	Greater mutual understanding and support of CHA-MN facilities and positions of bishops and sponsors	Develop a log that records content of material sent out i.e. emails newsletters, phone calls, individual member or association contacts/visits, etc. Include outcomes from dialogues, as well as a summary of action to be implemented.

	matters pertaining to health care. Prepare a communication plan for members.			
Coordinate, as appropriate, legislative strategies, CHA-MN activities and communications with the Minnesota Catholic Conference (MCC).	Keep MCC informed regarding legislative positions through Executive Director	As / when issues arise	Legislation which supports positions of CHA-MN and MCC	Format of communication. Summary report of actions to be implemented.

GOAL 3: Support a sense of community among CHA-MN members.

Objectives	Strategies	Timeline	Outcomes	Measurable Actions
Encourage regional structures to improve dialogue and communication on issues of concern to members including health systems.	Utilize present local and regional as well as health system structures as means of mutual dialogue	Annually and as scheduled locally and regionally	Regular dialogue occurs and is documented. Reports of issues under discussion or resolution of such are available.	Information sharing. Perhaps develop webinars as a mode of communicating with members throughout the year. Regional

				meetings may be difficult to achieve. Possibly develop a Board presentation regarding benefits/ accomplishments of the association. Include financial for both patients and facilities, etc.
Encourage sharing of information and expertise among members / health systems on integrating Catholic mission and values into local best practices.	Identify best vehicle for exchange/use of information and expertise through visits, consultation, newsletters, annual reports. Prepare a web-site for CHA-MN with key links to CHA-USA and systems.	Annually and when scheduled for release.	Reports of visits, results of consultation (if appropriate) circulation of annual reports and other publications	Develop electronic survey for members (Survey Monkey) to determine what they would like as topics and the best way to share this information.
Provide regular communication through newsletters, legislative alerts, news releases, web site on topics of current interest.	Use of minutes, alerts, <i>Tidings</i> , and web-site.	Weekly, bimonthly, monthly, as appropriate	Communications aid greater awareness of issues and actions taken.	Information update – use webinars and other key communication tools to report progress on strategies.
Conduct an annual evaluation process eliciting feedback from Board members and general membership regarding unique aspects of CHA-MN, value of membership, use of CHA-MN resources, etc			Add findings to an article in Tidings.	

Commented [JA1]: I am of the opinion that this has to be a key strategic goal for CHA-MN. We have to help our provider members understand and implement the “Catholic difference” in healthcare, as well as the need for a legislative advocate. We also need to help the public understand why it is important for there to be faith-based providers in the industry and the corollary need to support their work and mission, not hinder it.

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Standard Operating Procedures for CHA-MN.

Objectives	Strategies	Timeline	Outcomes	Measurable Actions
Conduct regular Board meetings of members to promote dialogue and carry out the business of CHA-MN per Bylaws	Identify and evaluate best utilization of these meetings to accomplish goals, vision and mission	4-6 times annually. Obtain agenda items from members in advance of meeting	Evaluation of meetings indicates satisfaction with agenda and actions taken.	Create a meeting evaluation tool to determine participant engagement and satisfaction.
Conduct an annual meeting to present inspirational and educational programs of interest, to recognize member accomplishments, promote dialogue, support local efforts, plan and carry out the business of CHA-MN per Bylaws.	Same as above.	Identify at beginning of year what is best day, date, month, location, speaker, topic	High degree of satisfaction with meeting and greater commitment to mission and values of CHA-MN	Assess the success of meetings through evaluations. Provide a list of, accomplishments for the past year and a list of potential goals for the next year. Perhaps develop an award for a member who is advancing the changes in health care, i.e. Affordable Care Act, while maintaining and strengthening their Catholic identity.
Convene, as appropriate, Church-related organizations or join with others around issues of common interest and concern.	Utilize Catholic Charities and JRLC contacts; identify parishes, congregations, higher education institutions,	As / when appropriate or requested	Greater mutual understanding of issues, actions taken contribute to greater collaboration	Develop a listing of affiliated organizations. Share the listing on website to help

	agencies, deaneries as avenues.		on issues benefiting all parties.	members see the connections.
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In review of the document and looking at the Mission and Vision Page

In reading the Mission of the association looked at the wording and took away some key elements that challenge the association.

- 1.) Access to healthcare: How we go about that as an association and to what level can we impact such now and in the future.
- 2.) Promote & strengthen the mission of the church:
 - a. Health communities
 - b. Quality Care: how would one define Catholic Health Care difference to a non catholic sponsored organization, is it holistic, what does that mean if we measure it, what is a score card that addresses: physical, mental, spiritual, social in light of social teachings, can the association help push discussion on such topics.
 - c. Who are the underserved and most vulnerable? Now that insurance is paying for a larger group of citizens, who will be the most vulnerable and how can they be served. How would we define Rural Isolated versus Economic Urban people served
 - d. What is the voice under health care reform going to look like for the new underserved.
 - e. Medical Homes, how would one define a catholic sponsored organization versus one that is not?
- 3.) Living the Faith in change times, what does it mean to be a catholic health care provider, as we consider population health model of delivery
- 4.) Possibly create subcommittees i.e. that work on spiritual identify among Spiritual services have them meet maybe once a year. Have a member share how they are maintaining their catholic identify of both large and small entities.
- 5.) Possible consideration for enhancing membership would be building programs to connect with members at an annual or possibly in a webinar, at thought is for connecting to members and leaders that topics could developed for a year in advance and put on 4 times a year but outside experts or internally to each other. Topics could include catholic Social teachings, take a topic and let an individual present, guessing we have great resources in membership expertise if only asked. At the annual meeting maybe orchestra a panel of experts, facility leaders, physicians, nurses, are stating. hears is how it works for us. Education of topics could be built upon the last webinar, which the association sponsors. I think it may be possible to have someone from Canada explain how catholic sponsorship works in government run health care budgets?

Commented [JA2]: Agreed; this speaks to the Catholic identify of an institution. What does this mean? How is it lived in relation to changing economic forces, as well as through the sponsorship model; joint entities, etc. ?

STRATEGIC PLANNING PROPOSAL



Dear Patrick ~



Thank you for the opportunity to explore and submit this proposal to help the City of Roseville put some action behind the community vision and establish strategic priorities that the council and staff can focus on for the next 3+ years. I really appreciate your thoughtful approach to this important process and look forward to engaging with you and the City of Roseville leadership. In this proposal, you will find an approach to facilitating a participatory strategic planning process that will address the needs you have described during the preliminary conversations.

At HueLife, we specialize in working with organizations and communities to foster engagement, collaboration, innovation, and change for the greater good. We are deeply committed to working closely with the City of Roseville to create valuable facilitation options that precisely meet your team's needs.

Before we begin, we would like to introduce you to HueLife values that guide our work:



INTEGRITY

Be worthy of trust. Take responsibility. Keep principles and values present.



COURAGE

Be open. Take smart risks. Be a change agent.



RELATIONSHIPS

Build strong ties. Develop and maintain caring support systems.



HUMILITY

Be a servant leader. Always be learning.

We are truly looking forward to assisting you in creating a plan that will have lasting impact on the community you serve!

Attachment C
**Let's
start
with
"Thank
you!"**

Irina Fursman
Irina Fursman, Ed.D.
Trainer/Facilitator
HueLife, LLC



Strategic Planning

Goal: Create shared vision, strategies, goals and timelines

PLANNING PROCESS OVERVIEW

HueLife's strategic planning process includes three major phases: 1) Data Collection & Assessment, 2) Visioning & Strategic Areas of Focus, and 3) Development of the plan.

Phase 1

Collecting Data:

Facilitating shared understanding about organization's context, previous efforts and accomplishments, and lessons learned. This phase is about generating awareness of the environment in which the organization and team exists.

Phase 2

Creating Vision & Strategies:

Facilitating the creation of shared picture of success and agreement about the key strategies and focus areas where strategic action is necessary in order to move toward the desired future.

Phase 3

Developing a Blueprint:

Facilitating commitment and buy-in through careful consideration of the resources, political will, timing, and anticipated future challenges.

Strategic Planning Workshops



These workshops can be used in a variety of combinations, depending on the needs of the group, the situation in which the strategic planning process is conducted, time allotted, and the most critical “strategic” thinking that is required.

Environmental Scan

Collect and review trends, historical and current perspective, get on the same page about the data that informs the strategic thinking.

Practical Vision Workshop

Create a shared practical vision of the future state.
What do we want to see in place in the next 3 to 5 years as a result of our actions today?

Obstacles Workshop

Identify obstacles and barriers that could prevent our vision from becoming a reality.
What might be blocking our progress toward the desired future?

Strategic Directions Workshop

Identify innovative, substantial actions that will address the obstacles and move the organization toward achieving the vision.

Goal Setting

Identify SMARTIES (Specific, Measurable, Action Oriented, Realistic, Timebound, Inclusive, Equitable, Sustainable) goals to be completed in the next 1-2 years.

First-Year Timeline and Sponsorship

Set target dates for each goal and identify the team responsible for implementation. Establish accountability and expectations.

90-Day Implementation Plan

Develop 90-day priorities and think through the implementation steps for achieving them. Develop a process for check in and progress updates.

Proposed approach



Fee: \$7,500

Creating Vision & Strategies

Facilitate 3 workshops focused on articulating a vision of success, exploring barriers and risks, and identifying strategies to overcome the obstacles. Decide on priorities. Recommend to be completed in 1.5 – 2 -day retreat.

Timeline: September – October

Fee: \$4,500

Collecting Data & Design

Review current plans and progress to date; review and agree on terminology; engage in strategic juncture analysis; develop a strategic focus question, and establish parameters for participation and accountability before, during, and after the plan is completed.

Timeline: August – September 2024

2

Strategic Implementation

Facilitate one implementation planning workshop, establish check-in and progress updates flow/structure, and train staff to use templates.

Timeline: October - November

Fee: \$3,000

3

Estimated Budget

*proposed fees are based on our time estimations and represent not to exceed amounts



Phase 1
\$4,500

Attachment C

- Review, analyze, and establish a summary of the current efforts
- Prepare and deliver a presentation on strategic planning terminology
- Facilitated (in person or virtual) strategic juncture analysis (3-4 hrs)

Phase 2
\$7,500

- Facilitation of custom-designed workshops to address the following:
 - 3-5-year practical vision (picture of success)
 - Barriers to success
 - Development of key strategies, initiatives, and strategic priorities

Phase 3
\$3,000

- Implementation plan outline (one 3-4 hour workshop in person or online)
- Synthesis of the work completed
- Provide templates and train staff to facilitate progress check-in/updates
- Final Report (up to 3 iterations)

COST INCLUDES

Design, preparation, and materials

20-25 hours of in-person and virtual facilitation

40-45 hours of preparation & documentation

Interactive and engaging process

Documentation: final report

Travel time and mileage

Total Cost: \$15,000

Number of Participants: 20-60

Proposed Dates: Strategic Juncture (Council, Staff, and Community Key Stakeholders)

August 9, 19, or 23

September 3, 4, or 6

Week of Sept 9

Proposed Retreat Dates: Vision & Strategies (Directors & City Council)

Week of Sept 30th

Week of Oct 14th

Nov 11- 13, 2024

Proposed Dates: Implementation Workshop (Directors and key staff)

Nov 25, 26, or 27

Dec 5, 6, 9, 12 or 13

Week of Dec 16th

Dates to be confirmed during first planning meeting₈

OUR TEAM



Dr. Irina Fursman (she/her)

is a consultant, trainer and facilitator. She is a Certified ToP Facilitator and Mentor Trainer specializing in organization development, adult learning and development, conflict resolution, and strategic planning. Irina's focus on leadership in loosely coupled systems provides additional insight into the challenges with loosely coupled organizations such as cooperatives, joint powers, and coalitions.



Dr. Richard Fursman (he/his)

Richard specializes in the dynamics of human behavior and change. He helps teams create a shared purpose, strategic plans, and implementation paths. Richard advises government entities in the US and Ukraine in the areas of organizational design, community development, economic development, transformational change, leadership succession and management practices. His Navy experience provides unique perspective to clients.



We approach every project with a degree of curiosity!

When we engage with you in the planning and design phase, we will learn more about the challenges (both internal and external) that will determine the focus of strategic planning work and engagement strategies needed to develop a well-rounded plan that reflects the commitments of everyone who will be involved in implementation.

We don't just stop at high-level goals. We encourage our clients to take the next step toward action plans and implementation strategies.



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[LinkedIn](#)

[Twitter](#)

Strategic Planning Clients:

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2022 - 2024 City/County

- City of Chaska, MN
- City of Detroit Lakes, MN
- City of Oshkosh, WI
- City of Otsego, MN
- Pine County, MN
- City of Byron, MN
- City of Maple Plane, MN
- City of Shoreview, MN
- City of St Cloud, MN
- Ramsey-Washington Recycling & Energy
- Polk County, MN

Other Type of Organizations:

- National Rural Health Center
- Minnesota School Nutrition Association
- Cultural Vistas
- ThriveED
- State of Pennsylvania Association of Township Commissioners
- St James Parish Hospital
- British Columbia Electronic Library
- Blue Cross Blue Shield
- Envisio Solutions
- United Way



THANK YOU



Strategic Planning

June 28, 2024

Prepared for:
City of Roseville



Prepared by:

[INspiring SIGHT](#)

Mary Kay Delvo

Nonprofit Capacity Builder

www.linkedin.com/in/mkdelvo

612-750-0814

www.inspiringsight.com

"Our board was distracted & divided by conflicts. Mary Kay directed us back to our vision, mission & strategic directions, uniting us again towards putting the organization first. She did so with respect, humor & grace."

*Cathy Murphy, Board President
MN Peace Project*

Testimonials

"Mary Kay is a master at facilitating strategy sessions. Everyone felt heard without feeling called out. We got done in 4-hours what we thought would take weeks. She was prepared and has next-level facilitation skills."

Board President
Statewide Association

"We were better able to collaborate because Mary Kay's years of facilitation with diverse groups of people helped her manage the different personalities in the room."

Board Member, Minneapolis
Neighborhood Association

"Mary Kay helped us set clear expectations which raised the level of professionalism, accountability and behavior within our organization, allowing us to re-engage members and employees who had checked-out."

Board Member
National PAS

Helping Leaders and Boards Get Their House In Order

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I can't thank you enough for the opportunity to converse with your team and learn about the City of Roseville's (COR) needs related to a strategic planning process. Before I consider working with an organization, I evaluate for the presence of three essential components:

- 1) Do I have the proper experience to deliver value?** The answer is yes. As you read deeper into my proposal you will learn about my experience, training and testimonials from former clients attesting to that value.
- 2) Is the organization willing to invest time and resources into a holistic process?** Also, yes. I heard from you in our meeting that you view the strategic plan as a comprehensive guide for your work, not a separate project plan. You also requested the proposal include guidance for ensuring your team and board feel equipped to integrate and connect all your work back to the strategic plan.
- 3) Is the organization interested in a relational vs. a transactional approach?** Again, yes. By inviting potential contractor partners to have a conversation before submitting a proposal, you demonstrated that you value relationships over rigid processes.

During our time together, I heard key attributes that are important to your team:

- Staged work with time for reflection throughout the process so that the entire staff team can 'try things on' before final decisions are made
- A holistic view of the process to support Council and staff in living and breathing the plan into existing work
- An efficient process based on moving work forward, as opposed to revisiting the past
- A guided process that builds in discipline
- In-person sessions no longer than four hours at a time and supporting development of the team
- A consultant with facilitation experience who can get the group to consensus, drive work forward and navigate the complexities of personality, differing views, and communication styles

This proposal is our best attempt to anticipate your needs and a good faith estimate of costs based on our understanding of the rhythms of your work and your expressed needs. If selected, our first step is to schedule a Strategy Design Session (SDS) where we'll confirm the details and process for working together, define success, set expectations, refine the budget to align with the finalized scope and workplan. The contract and final budget will be signed based on this discussion. We hope you like what you see and look forward to the opportunity to partner with your organization. Thank you in advance for your consideration of our proposal.

Estimated Staff & Board Time

City Council

- One, 2.5-hour focus group
- Four, 4-hour facilitated strategy sessions

Department Heads

- One, 4-hour focus group
- Four, 4-hour facilitated strategy sessions

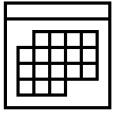
City Manager and Assistant City Manager

- One, 4-hour focus group
- Four, 4-hour facilitated strategy sessions
- Touchpoints throughout the process
- Assistance with coordination

"I knew I could trust working with Mary Kay because if she can't have positive impact, she wouldn't be doing it."

Olga Brouwer, longtime executive director & executive coaching client

Workplan Overview



Strategy Design Sessions & Touchpoints Aug 2024

Strategy Design & Touchpoints

The initial Strategy Design Session (SDS) is the basis for our partnership, defining how we'll work together and where we'll finalize the scope.

To stay on track, be proactive, and trouble-shoot issues, open communication will take place throughout the project between INspiring SIGHT, the City Manager, and the Assistant City Manager.



Phase I Aug. 2024

Research & Review- We will review and absorb the community survey results, city organizational chart, existing metrics and priorities, and other relevant documents. This will help to inform and shape some of our questions.



Phase II Sept. 24

Stakeholder Insights – Two, in-person focus groups
Department Head focus group (9)
4 hours

City Council Members (5)
2.5 hours

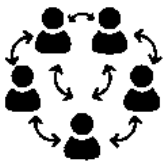


Phase III October 24

Synthesis , Analysis & Alignment We will synthesize feedback into gaps, trends, themes, risks, SWOT, & competitive advantage and asses for alignment between community input, stakeholder input, existing work, and the final strategic plan.

Strategic Planning Sessions

Four, 4-hour, in-person, facilitated sessions



Phase IV Oct –Dec 2024

Session 1 Define & set expectations, anatomy of a strategic plan confirm alignment w/ vision, mission, strategic priorities

Session 2 Set priority goals & measurements for each strategic direction. Determine where existing activities fit

Session 3 Continue work from session 2, consensus on a draft of final plan

Session 4 Finalize the strategic plan, and guided implementation



Phase V Dec. 2024

Final Report

This comprehensive report will outline the process, participants, stakeholder insights, rational for decisions, process for implementing the work, recommendations and final strategic plan.



Ala Carte

Responsive Services

These services: facilitated sessions, implementation planning, accountability coaching, & executive/ leadership coaching, may be added in response to real-time needs as we move through the process.

Deliverables

Attachment C

A New Lens on Decision-making

Through curiosity, new ways of thinking, and challenging mindsets. I create positive discomfort by challenging thinking and pointing out discrepancies between their words and actions.

Gather & Incorporate Stakeholder Insights

Conduct focus groups, one with department heads and one with the City Council. Any results will incorporate the cities' recent extensive community input.

The city may decide to include additional stakeholder feedback activities which will be determined during the Strategy Design Session (SDS).

An Agreed Upon Strategic Plan

which includes:

- Vision
- Mission
- Strategic Directions
- Vision metrics
- Values (principles, aspirations)
- Priorities
- 3 & 5-year goals

Guided Process for Implementation

Train department heads on how to operationalize the plan, including how to report progress to the City Council. Templates may be provided based on need.

Alignment Testing Process

using INspiring SIGHT's ©Strategy Tree.

Final Report

This comprehensive report will outline the process, participants, stakeholder insights, rational for decisions, process for implementing the work, recommendations and the final strategic plan.

The INspiring SIGHT Approach

Attachment C

INspiring SIGHT's work is backed by 30-years of experience working in and with nonprofits, county and state governmental agencies, associations, and in K-12 and higher education. This experience is confirmed by a strong referral base, professional-level training, and decades of multi-sector experiences in-the trenches, and in leadership. This, coupled with extensive training and practice gives Mary Kay an edge as a facilitator, strategist, and professionally trained coach.

Core Beliefs Guiding Our Work

- Conflict means something is trying to emerge
- Everyone is right, partially
- Insight leads to better choices
- Systems have wisdom and we help you access it
- Multiple perspectives create more relevant solutions
- Buy-in comes when people source their own answers
- Even 2% change is change

Meet the Team



Mary Kay Delvo
Nonprofit Capacity
Builder

Mary Kay Delvo brings over 30-years of multi-sector experience on the front lines, in the boardroom, and in executive leadership. She began coaching exclusively in 2016 when she founded [INspiring SIGHT](#). Specializing in systems transformation, capacity building and board development, Mary Kay understands that leaders think differently than employees, conflict means something is trying to emerge and systems hold their own wisdom and intelligence.

Mary Kay's work is transformational because she is not afraid to create positive discomfort by challenging thinking and pointing out discrepancies between words, actions and desires. With a passion for building resiliency and long-term change, she creates safe spaces for all to bring their best to the workplace while the organization meets its bottom-line. Organizations and individuals with the desire to evolve, grow & take risks view Mary Kay as an asset.

Principle on the Project

Mary Kay finds joy in building the capacity of leaders and their organizations so they feel confident they can handle what ever comes their way. She has two young adult sons, loves to bike, swim, camp, sing, read and write.



Deborah Gleason
Analyst

Research, Analysis & Synthesis

Deborah Gleason is an analyst and has a unique approach to manipulating and cleaning data, creating actionable reports, developing systems and processes, streamlining high-level analyses, and documenting it to the hilt. She devours new systems and processes and is constantly in learning mode.

Passionate about creating efficient processes and making information more accessible, Deborah designed an approach to manipulating and cleaning data, creating actionable reports, developing systems and processes, streamlining high-level analyses and documenting it to the hilt so her clients know what to do after she is gone.

Deborah is actively engaged with nonprofits to give back to her community. She is passionate about accessibility, diversity and inclusion, and ensures that lens is always on INspiring SIGHT's work. She is currently the Chair of the MN Statewide Independent Living Council and serves on the State Rehabilitation Council (both Governor appointed roles). Other nonprofit involvement includes Minnesota State Academy for the Blind Foundation, Chair, WeCo Accessibility Services Advisory Board, and serves on the board of directors for the Sexual Violence Center, MN. Deborah also owns [The Information Tamer](#), an analysis, and system design firm.

Deborah is a huge Jeopardy fan, successful gamer and loves puzzles of all kinds. She also has a powerful singing voice, as her neighbors can attest.

Board Development & Governance

- Board coaching, board development, accountability coaching, coaching (23+)
- Governance review and document creation (4)

Training Design

- Needs analysis, program design, program implementation and evaluation support

Leadership Development

- Design & facilitation of leadership training programs: leading self, leading with purpose, leading others (12-mo. cohorts of 26 people including eight, full-day sessions, and four peer group coaching sessions)
- Enneagram in Leadership learning communities

Meeting Design & Facilitation

- Consensus-building and action planning using [ToP Facilitation Methods](#)
- Focus groups (75+)
- Leadership conference presentations (15)
- Alignment sessions (100+), change integration (50+), strategic planning (30+) , challenging discussions, conflict resolution, implementation planning (15+), scenario planning

Coaching Experience

- 1:1 coaching with emerging leaders, executives, and employees in transition (50)
- Organizational Relationship Coaching in systems ([ORSC](#)); public, private, nonprofit, education (10)

Assessment

- Enneagram assessments (15)
 - Organizational assessments (50+)
-

Our Formal Training Experience

Training

- Nonprofit Board Consultant, BoardSource
- Organizational Relationship Coaching in Systems (ORSC), CRR Global
- Enneagram Coaching and Enneagram in Leadership Trainer Certification, Enneagram in Business
- Learning Journeys International Center of Coaching
- Associate Certified Coach (ACC), International Coaching Federation (ICF)
- ToP Trained Facilitator, Institute of Cultural Affairs
- Masters in Liberal Studies, psychology, spirituality, and leadership, University of Minnesota
- B.S. in Social Work; B.A. in Public Relations, University of North Dakota

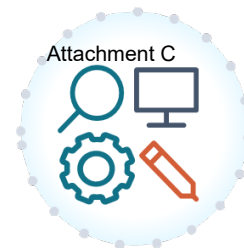
Service

- Pro-bono executive coaching, GIVING WoMN
- Mentor, College of Continuing and Professional Studies, University of Minnesota (CCAPS) (3 yrs.)
- Alumni Fellow, MN Agriculture and Rural Leaders Program (MARL)
- Board of Education, Fridley Independent School District, eight years, three-time, chair
- Board of Education, Intermediate Education School District 916, 3 years
- Board of Directors, and Professional Development Chair, ICF Minnesota
- Board of Directors, Minnesota Agriculture in the Classroom Foundation (MAITC)
- Volunteer, Center for Coaching in Organizations (CCO)

Professional Association Memberships

- Associations North
- BoardSource
- Enneagram in Business Network
- International Coaching Federation, Global and MN Chapter (ICF)
- International Enneagram Association & Minnesota Chapter
- Minnesota AgriGrowth Council
- Minnesota Council of Nonprofits

Workplan and Methodology



PHASE I: Research and Review

Strategy Design Session (SDS)

August 2024, In-person or virtual
Consultants, City Manager, Assistant City Manager

We will facilitate a two-hour Strategy Design Session where we'll create working agreements, agree on key stakeholder involvement and methods, best timing, the optimum conditions for navigating the organizational change associated with strategic planning decisions, tackling unforeseen issues, and finalizing the scope.

Examples of questions we'll be exploring:

- Who do you HAVE TO hear from?
- What is the developmental state of the team/board/organization
- What stressors and supports are on the system you operate in currently
- What is your organizational level of alignment?
- What do you know you know? What do you know you don't know?
- Creating agreements around how we navigate unanticipated issues that emerge

Examples of components we'll be identifying:

- What you most need to understand from your stakeholders to create a relevant strategic plan
- Key stakeholder groups
- Best methods for gathering key stakeholder input, i.e., focus groups, surveys, interviews etc.
- Timeline, set dates for retreats, focus groups and key contacts
- Timing and best methods for touching base along the way

The Strategy Design Session is an essential first step for ensuring clarity, expectations, roles, and the best environment for completing our work together. The contract will be based on the scope that is finalized during the SDS. Please note, my proposal is based on my assessment of need given the information I have access to while writing my proposal.

Touchpoints

August 2024 to end of project
Mary Kay Delvo, City Manager, Assistant City Manager

We will have regular touchpoint meetings/calls to provide updates, gain ongoing guidance from COR and to address any unanticipated challenges or shifts. Either the consultant or client may request a touchpoint.

Research & Review

August 2024
Consultant only

We will review all COR the latest strategic plan, operational processes, organizational chart, community input report and other organizational documents that may help us understand the full context of the processes for integrating the new strategic plan. Our review helps to inform the questions we ask in focus groups and during the facilitated strategic planning retreats.

PHASE II: Stakeholder Insights

The purpose of gathering stakeholder feedback is to help us understand what is working and what's not within each of the core areas of your structure. I am proposing focus groups as a means for collecting feedback from the City Council and department heads. In the Strategy Design Session (SDS), we can talk about any additional stakeholder groups you may want to hear from that you haven't already through the community input sessions.

Other options for collecting stakeholder feedback may include individual, confidential phone interviews which are a common and highly productive stakeholder feedback process desired by my clients. People tend to speak more freely, and it allows me to be the messenger of any difficult messages that need to be aired within the group. This option is also available to you but was not included in this proposal.

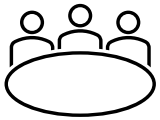
Focus Groups

September 2024

City Council (5), Department Heads (9)

In our experience, focus groups provide the richest opportunities for gaining deeper insight and understanding into the state of an organization. Focus groups allow the facilitator to ask follow-up questions to understand the underlying aspects of an issue. Secondly, they allow participants to build off each other's ideas and to learn from others' perspectives. This level of sharing often uncovers insights not present in individual conversations or surveys.

At first blush, we are not recommending surveys as a means of gathering stakeholder feedback. Surveys are better suited for understanding more concrete issues that don't require understanding the interplay between structures, processes and people. Surveys can be useful for ranking and understanding preferences.



Focus Group 1

Department Heads (9)

4 hours

In-person

1 facilitator, 1 note taker

Focus Group 2

City Council (5)

2.5 hours

In-person

1 facilitator, 1 note taker

PHASE III: Synthesis, Analysis and Alignment

Synthesis, Analysis & Alignment

October 2024

Consultants

We will synthesize, analyze and look for alignment or misalignment across all feedback, community input and documents shared with us. We will look for identifiable themes, trends, outliers, gaps, and new insights useful for helping the leadership team make decisions during the strategic planning retreats.

Strategic Planning Retreat

End of October through December 2024, In-person
Consultants, City Council, Department Heads

Strategic planning should energize, build engagement & leave your entire organization knowing they can handle whatever comes their way. INspiring SIGHT utilizes coaching competencies and relationship systems coaching approach to strategic planning. In essence, the retreat is part strategy, coaching, systems work, truth telling & decision-making. Our process was designed based on the [Five Reasons Strategic Plans Fail to Be Strategic](#). In this two-day retreat, we will present a summary of Phases I, II, III that informs the board of the stakeholder feedback which is synthesized into gaps, trends, themes, competitive advantage, risks, threats, and opportunities. The retreat will include a combination of the following activities:

- Mini training on the anatomy of a strategic plan
- Report on stakeholder feedback
- Tie in of community input
- Strengths, Weaknesses, Opportunities, and Threats
- Facilitate discussions and exercises for helping leadership focus and prioritize investments & strategies
- Create draft of ©Strategy Tree which includes creation of the vision, mission, strategic directions, and values (One-page strategic plan, see pg. 10)

We've broken the strategic planning retreat into four individual, four-hour sessions to allow for reflection time in between sessions.

Session 1 Define & set expectations, anatomy of a strategic plan confirm alignment w/ vision, mission, strategic priorities

Session 2 Set priority goals & measurements for each strategic direction. Determine where existing activities fit

Session 3 Continue work from session 2, consensus on a draft of final plan

Session 4 Finalize the strategic plan, and guided implementation

©StrategyTree

Strategy & Change Are Living Processes

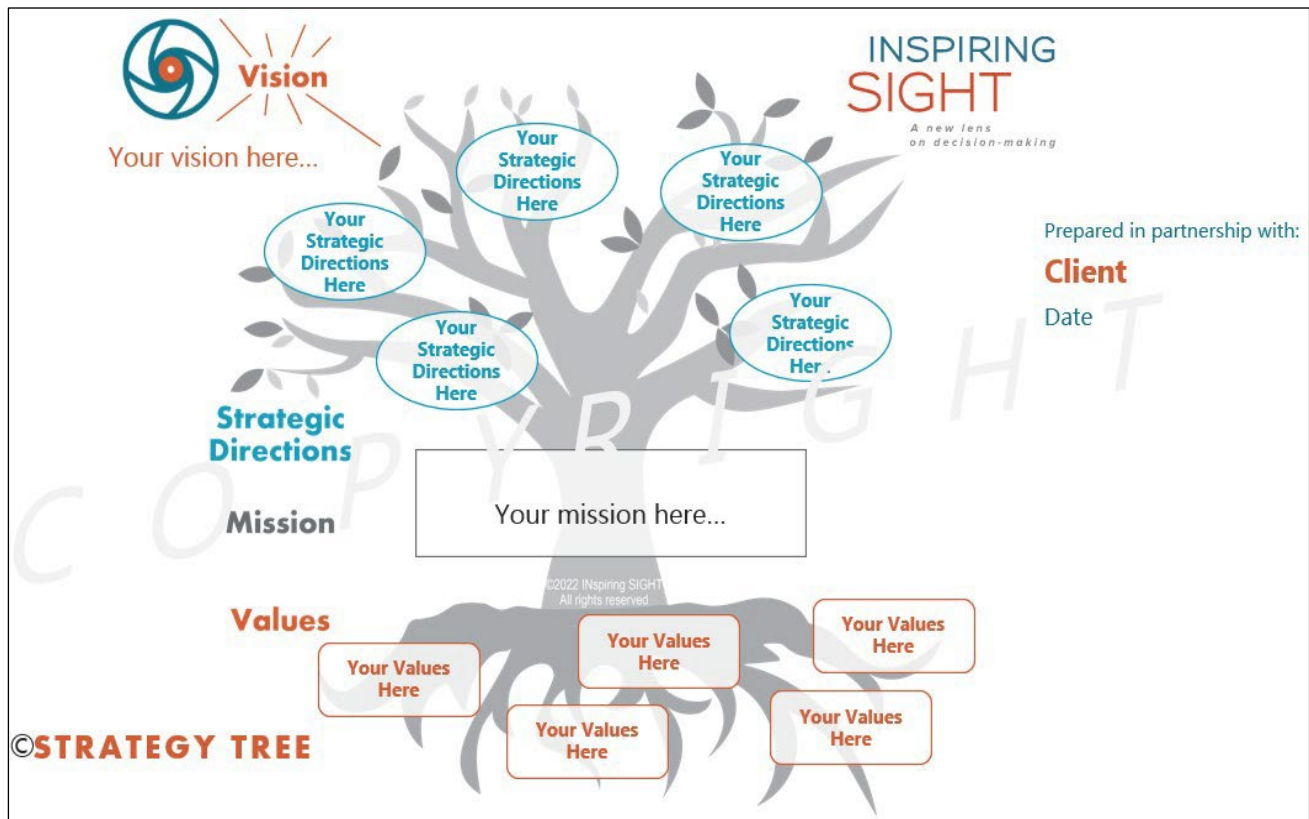
INspiring SIGHT's one-page ©StrategyTree allows organizations to visualize the organizations' strategic plan as a living document and litmus test for all decision-making. Our process also advances teams through the change associated with implementing strategy.

Our approach to strategic planning is to synthesis all stakeholder feedback into trends, themes, gaps, strengths, opportunities, weaknesses/threats, and your organizations' competitive advantage. After reporting that information to the board, I lead several facilitated discussions to help the board connect the dots between what they heard, what they know, what they don't know and what they vision for the organization. As we move through creating drafts to all components of the strategic plan; vision, mission, values, and strategic directions, we test them to see if they are in alignment before finalizing any plan.

On the following page, we've included the template for the ©Strategy Tree. This is our one-page strategic plan visual. Organizations can use this visual with internal or external audiences, or easily adapt the information into another graphic design that aligns with their brand. This can be kept in front of board and staff members by taking a photograph, using in PowerPoints, or hanging in facility / meeting space. Included in our strategic planning retreat is a brief tutorial on the anatomy of a strategic plan and how each of the components are used to help your board ask questions and make decisions in alignment with your plan. The tree metaphor for the strategic plan is helpful for board and staff members in keeping the plan alive. I've provided a sample plan from a previous client.

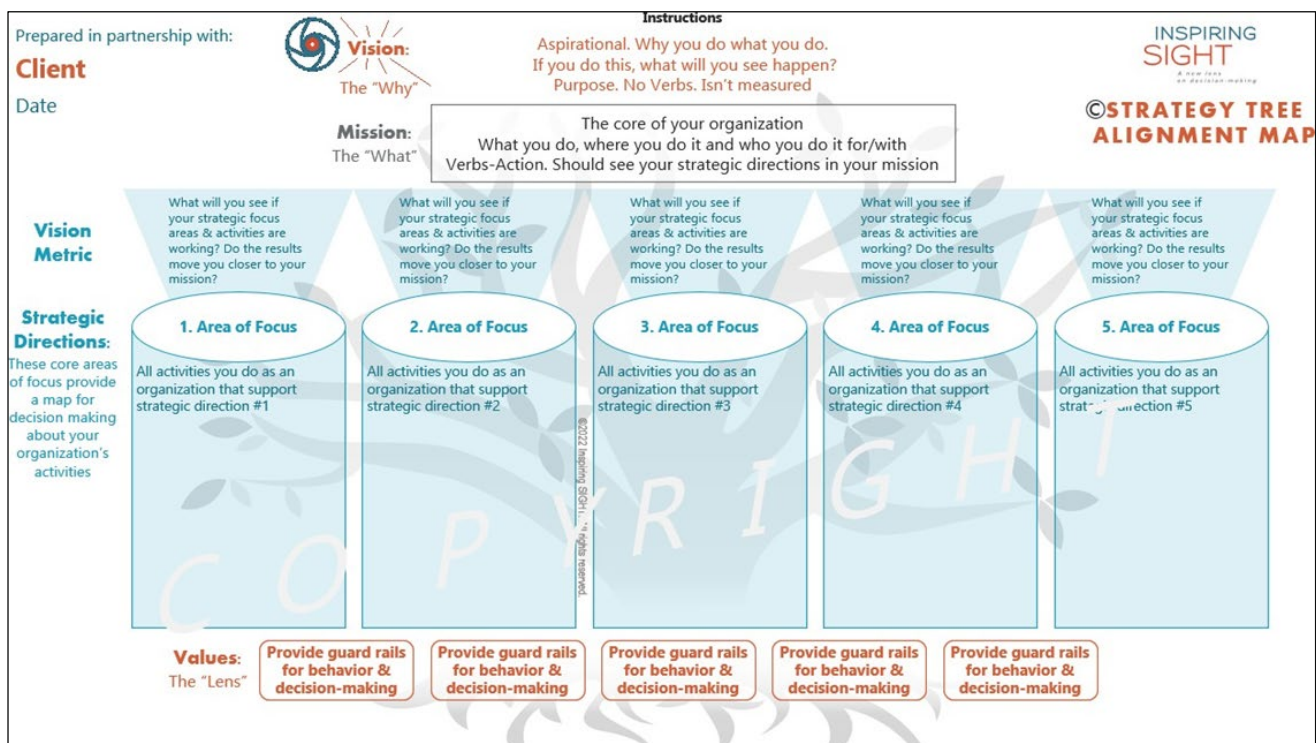
Please note, this is a high-level planning document. When guiding staff through implementation, we move them to more easily maneuverable templates in Microsoft Word, Excel or existing systems they may have already had in place.

©Strategy Tree



You will walk away with a ©Strategy Tree for your organization & how to utilize it for staying in alignment. Sample client ©Strategy Tree is on page 16 & 17.

©Strategy Tree Alignment Map



PHASE V: Final Writing & Delivery

Final Report

December 2024
Consultants

This comprehensive report will outline the process participants, stakeholder insights, rationale for decisions, process for implementing the work, recommendations and final strategic plan. The report serves as an organizational history and provides data and memory for organizational leadership when they may need to provide supporting information as to how they made their decisions. You will receive this in digital format.

Ala Carte

Ala Carte services may be added to the initial contract upon agreement between client and consultant. They allow for flexibility in meeting unanticipated needs to ensure your staff are fully equipped to embed the plan in the day-to-day work of the organization.

Facilitated Sessions

Additional, 3–4-hour facilitated session with the Council and/or Department Heads, or to guide and coach staff on implementation. This time can be broken into smaller blocks of time or be taken all at once, depending on what you would like accomplished. This is often used for assisting staff in managing the change that can come with a new strategic plan whether it be a new way of working, new work, or incorporating evaluation into the work.

Accountability Coaching

Accountability coaching helps organizations get from where they are to where they want to be while staying in alignment and getting the best ROI on the investments already made. It is not uncommon for organizations to invest in creating new processes and strategies, only to go back to business as usual.

We are committed to helping your organization make long term change. We provide coaching packages to reassure you, you have a partner in ensuring you implement the results of your year-long financial and time investment. Your leadership team will take in a lot of new information, and you will have board and volunteer committee turnover, and many of the changes won't sink in until the first-time your people have to implement what's on paper.

Coaching packages include *Any hours over 16 will be billed at \$300 an hour

- 4 hours per quarter x 4 quarters over 12-months for a total of 16 hours at \$300. Coaching is paid on a quarterly basis. They are flexible hours in that you may use them to work with your executive committee, board chair, executive director etc. The purpose of having coaching hours by the quarter is to get your organization in the habit of being more strategic and proactive. That's why we do not allow for saving the hours up until the end and using them all at once.

Executive / Leadership Coaching

Coaching provides support for individual leadership staff who may be struggling with mindset, accepting change, managing others, or various other issues that could be preventing them from showing up as their best self in the workplace. You can add as many coaching hours as you like and with multiple individuals. We could also provide team coaching if there is interest.

Organizational Responsibilities

- Provide a primary contact person
- Fully participate in the activities presented in the finalized scope of activities for this process
- Be open to address unanticipated issues that may arise
- Be honest and transparent with consultant and their team
- Provide feedback to consultant so they have a fair opportunity to adapt to best meet your needs
- Provide requested background information for INspiring SIGHT's review
 - Current planning documents
 - Structure and organizational chart
 - Board, and staff, email and phone contact information if doing individual interviews
 - Coordination of any space, logistics, & promotional activities of any facilitated sessions
 - Technical assistance if it's necessary to switch from in-person to Zoom sessions
 - Communicate directly to members, staff, stakeholder, & board about the process, retreat details & supporting interview scheduling with INspiring SIGHT

Logistics and meeting space

In-person meeting space

- Projector & screen, HDMI cord as needed
- Large whiteboard(s), (wall size whiteboards are ideal) or two large blank walls (7-8 ft in length)
- Multiple easels & sticky easel size paper pads
- WIFI access

All environmental scanning activities must be completed a minimum of two weeks in advance of any facilitated retreats to allow time for synthesis and facilitation design. We anticipate environmental scanning to take a minimum of 1-month for creation of questions, administration of focus groups and synthesis of feedback.

Your organization will be responsible for any printing necessary for distribution to the board, staff, or for any facilitated meetings and the strategic planning retreat and implementation planning process. The City of Roseville agrees to reimburse INspiring SIGHT for printing based on receipts. We anticipate some printing for facilitated retreat sessions for workbooks and stakeholder synthesis. INspiring SIGHT will cover its own mileage expenses and drivetime unless the drive-time is more than 45-minutes or outside of the seven-county Metro.

Not Included in this proposal



- Coordination of any space, logistics, & promotional activities of any facilitated sessions
- Technical assistance if Zoom sessions outside of the planned focus groups become necessary. We request the technical assistant is not someone who is participating as a stakeholder voice so that can fully participate
- Promotional activities for getting stakeholder involvement
- Communication with stakeholders regarding logistics, weather back-up plans, scheduling etc.
- Meal planning and refreshments
- Mailing or emailing materials to participants



Phase	Steps	Hours	Pricing
Phase I – Research, Review, Ongoing Consultation August 2024	• Strategy Design & Scoping Session (SDS) • Review and incorporation of community input into facilitation • Project consultation, coordination, touchpoints, and admin • Confirm session dates for focus groups and strategic planning session series	25	\$2950
Phase II – Stakeholder Insights September 2024	Environmental Scanning Department Head Focus Group • One, 4-hour focus group with department heads (9) • Design and set-up time Council Focus Group • One, 2.5-hour focus group with Roseville City Council (5) • Design and set-up time	26	\$3650
Phase III – Synthesis, Analysis & Alignment October	• Stakeholder analysis • Alignment review • Incorporation of community input analysis with all other input	34	\$3000
Phase IV – Strategic Planning retreat facilitation series End of Oct, thru Dec. 2024	• Design & facilitate, four, 4-hr sessions with the Council & Department Heads Session 1 Define & set expectations, anatomy of a strategic plan confirm alignment w/ vision, mission, strategic priorities Session 2 Set priority goals & measurements for each strategic direction. Determine where existing activities fit Session 3 Continue work from session 2, consensus on a draft of final plan Session 4 Finalize the strategic plan, and guided implementation Strategic Debrief -1.5 hours –Final session to tweak the plan and make minor changes before the City Council adopts it. Coaching around launching the implementation process with staff.	118	\$17,100
Phase V – Final Report. Dec 2024	• Compilation of a report outlining the process, participants, final decisions, recommendations, and results	22	\$1800
	Minimum Budget and hours	225	\$28,500
Ala Carte These services may be added onto the initial contract Follow-up support for implementing & accountability 2025	Additional, 3–4-hour facilitated session with the Council and/or Department Heads, or coach staff on implementation \$4300 per session Accountability Coaching \$4800 for 16 hrs. coaching • Quarterly coaching – Four, 1-hour sessions per quarter supporting COR in going from where they are to where they want to be • Additional coaching hours may be added at the rate of \$300 per hour Executive/Leadership Coaching \$300/hr. coaching • Support for individual leadership staff		
	Ala Carte items will be added in an addendum to the contract		



May 17, 2024

To Whom it May Concern:

I am writing this letter to share my experience with Mary Kay Delvo with Inspiring Sight and provide a positive recommendation of her work. In 2022, the Minnesota Farm Bureau Federation set sights on developing a new strategic plan. We had recently undergone considerable changes, post COVID and needed to ensure that our workplan aligned with our staffing structure and priorities set by leadership.

As a volunteer organization with over 30,000 members, 78 county organizations and a dynamic leadership with varying needs and perspectives, I knew our strategic plan had to be able to function at all levels, while serving the needs of these vested parties. The effort included several steps, staff feedback, board engagement in setting a mission, vision and priority initiative. After the plan was completely approved, holding several meetings, Mary Kay brought back our staff to put legs to the initiatives.

Having been a part of several strategic planning efforts in my 20-year career, it is not always a 'fun' effort for staff and leadership. I wouldn't say Mary Kay made it 'fun' but she did make it meaningful and took much of the painstaking process out of it. She made it her mission to understand our organization prior to the effort. She and I had regular communication and were lock step throughout the process.

A message that she strongly shared to staff and board, is that the plan is only as good as we make it. As an organization, we must be ready to operationalize the plan. It has to be the foundation of our staff work and the way we report the staff work to leadership. This was a shift in how we executed plans in the past but having her to support this with training for both board and staff, along with positioning strategy made the process of operationalizing the plan smooth and effective.

In closing, I highly recommend Mary Kay Delvo and Inspiring Sight for any future work needed in the strategy space. She was efficient, thoughtful and delivered more than was expected in an extremely timely manner. If you have additional questions, please don't hesitate to contact me at karin.schaefer@fbmn.org or cell at 651-353-2459.

Sincerely,

A handwritten signature in black ink that reads 'Karin Schaefer'.

Karin Schaefer
Executive Director

Physical Address: 3080 Eagandale Place, Eagan, MN 55121-2118 Mailing Address: P.O. Box 64370, St. Paul, MN 55164-0370

Phone: 651.768.2100 Fax: 651.768.2159 Email: info@fbmn.org www.fbmn.org

References

**Dana Ellis, Interim Executive Director, National Post-Secondary Student Association
Ellis International**

dana@ellisinternational.com

Mobile 612-240-5535

**Heather Techmeier, Finance Director
Rosenau Family Research Foundation**

heathertechmeier@rosenaufoundation.org

Mobile 262-565-8759

**Kirk Schneidawind, Executive Director
Minnesota School Boards Association**

kschneidawind@mnmsba.org

Mobile: 507-382-7942

**Jeralyn Jargo, Former, Statewide Director for Perkins V CTE Funding
Minnesota State**

Jeralyn.Jargo@gmail.com

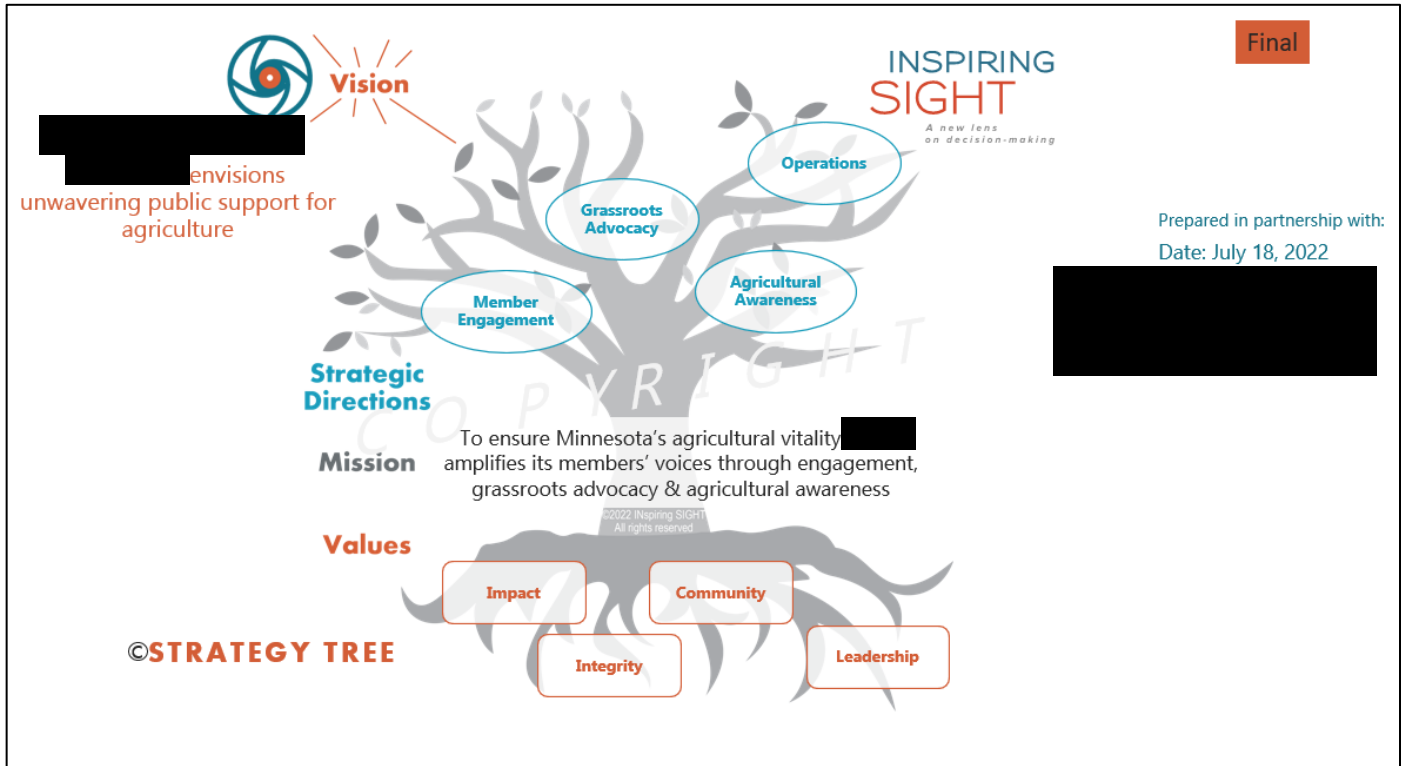
Mobile 651-491-0793



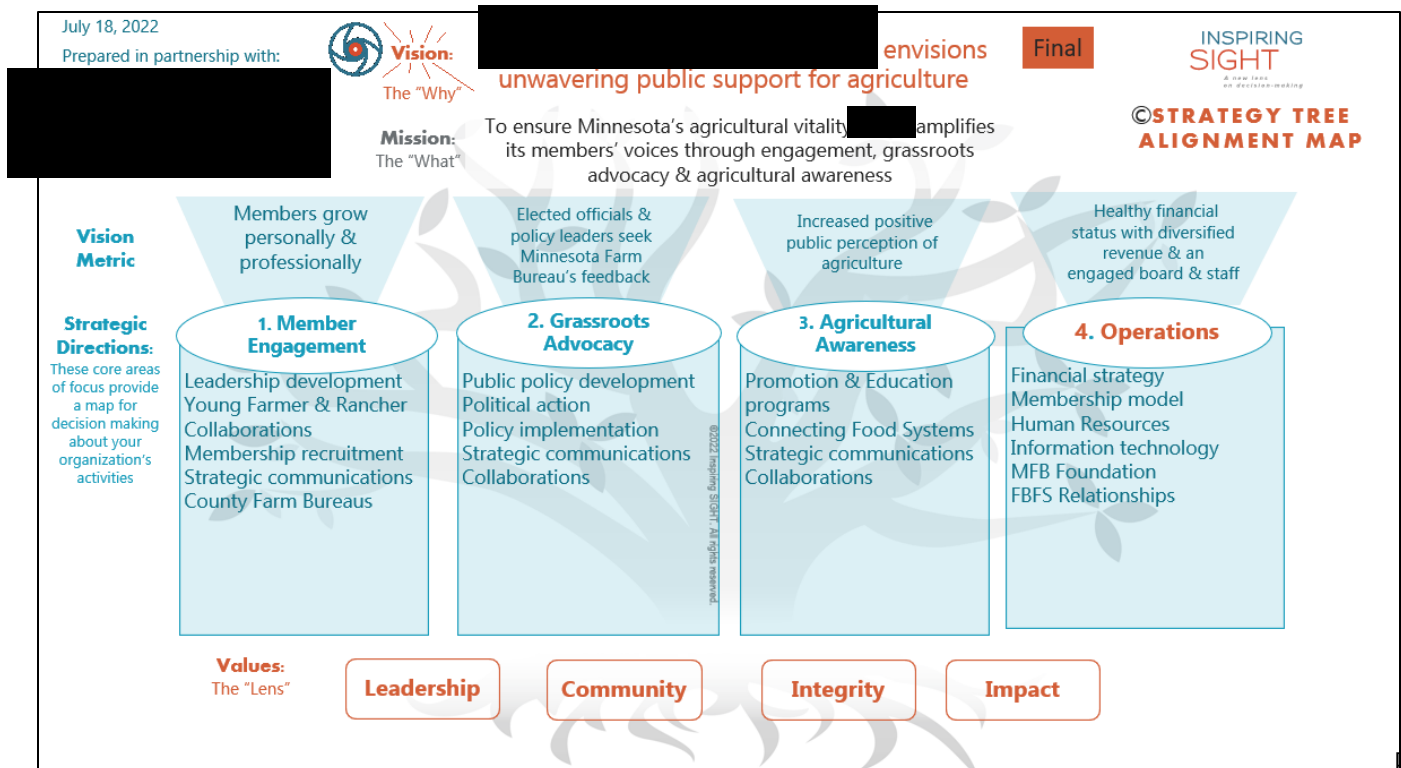
Sample Client Plan

Attachment C

The tree visual allows the entire plan to be shown on one page, making it easy for board members and staff to keep it front and center. It can be hung on the wall, a photo of it on ones' phone etc. I will train on the anatomy of a strategic plan and how to utilize the tree metaphor for evaluating alignment of your work. The tree visual is primarily for internal use to help the organization see the whole picture in one shot.

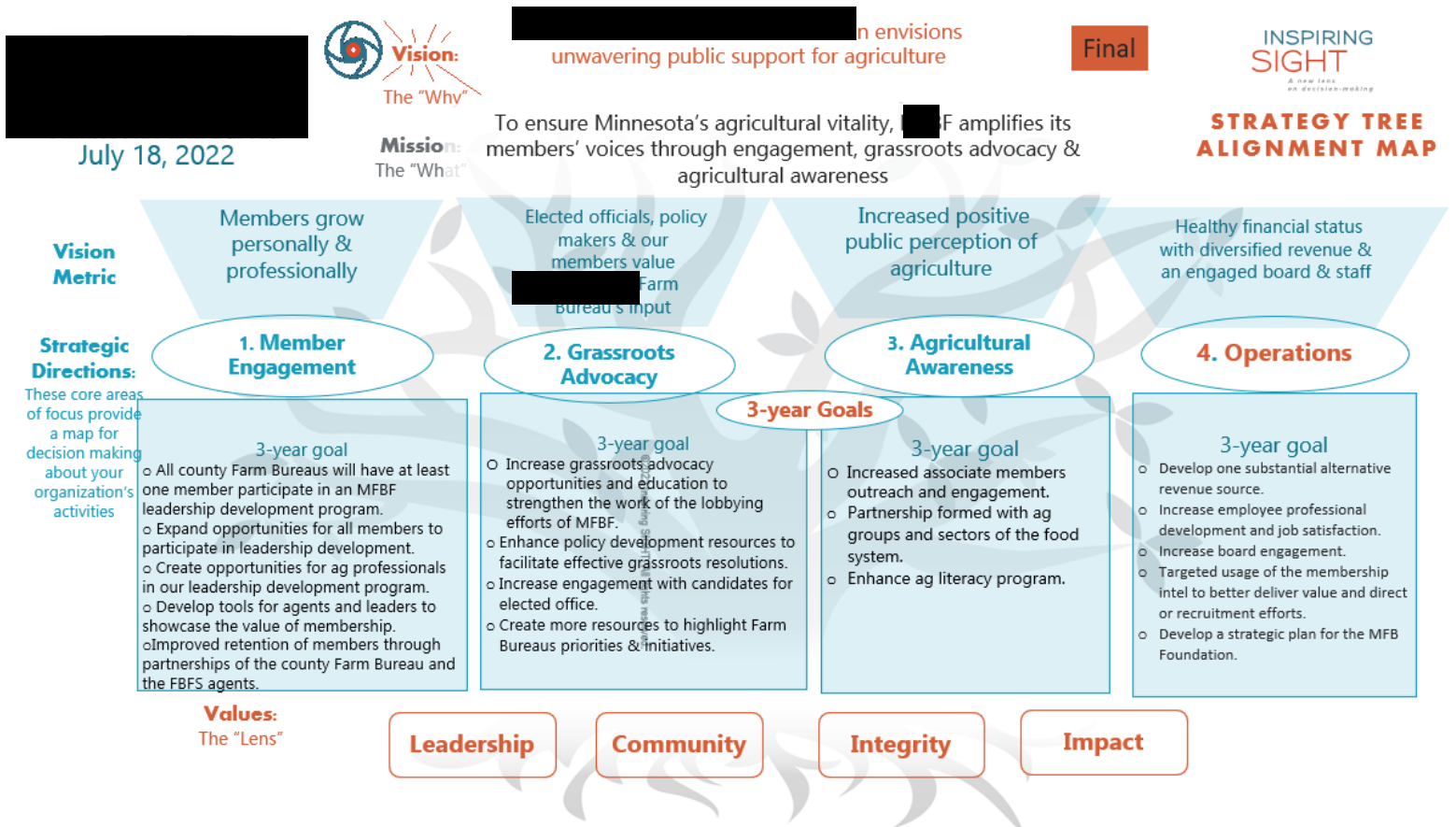


Page 2 is the ©Strategy Tree Alignment Map for assessing where all an organizations' activities fit. If they don't fit under one of the strategic directions, one must assess why it is being done. These visuals are for internal use to help organizations see how everything aligns as well as the interconnected nature between strategic directions. It helps reduce siloed work.



Sample Client Plan, 3 – year goals

Attachment C



STRATEGIC PLANNING PROPOSAL



RAPP CONSULTING GROUP

June 19, 2024

Patrick Trudgeon
City Manager
City of Roseville
2660 Civic Center Drive
Roseville, MN 55113

RE: Proposal for Strategic Planning Assistance

Dear Mr. Trudgeon,

Based on your interest in strategic planning assistance, the attached proposal is submitted for your consideration.

The proposal specifically addresses the organization's objectives as we understand them:

- Develop a strategic plan to include priorities, measurable outcomes, and performance targets based on a facilitated process with the City Council and senior staff.
- Deliver a set of initiatives and actionable plans working with staff in a collaborative process.
- Link the plan to, and build upon, the recently completed visioning process—**Envision Roseville**.

As the attached proposal reflects, we have significant experience facilitating strategic planning processes like the one proposed for the City of Roseville. I, and my team, are seasoned professionals with a deep commitment to strategic thinking, transparency, and measurable results.

A summary of our credentials, a representative client list, and a link to examples of our work are provided. We have decades of experience as practitioners and consultants to local government and have conducted hundreds of workshops and strategy sessions.

Thank you for the opportunity to offer these services to the City of Roseville.

Yours truly,



Craig Rapp
President

Project Approach

The Rapp Consulting Group (RCG) is a local government consulting firm specializing in strategic planning for local governments and agencies serving the public sector. RCG has prepared this proposal for strategic planning services to the City of Roseville.

RCG has conducted over 100 strategic planning engagements. The plans have a distinct focus on performance measurement, clear priorities and reflect the needs and expectations of stakeholders.

The following is the proposed approach for the City of Roseville strategic planning process.

Proposed timeline*

STEP	LENGTH OF TIME	ACTIVITIES
Project Initiation	30-45 days	Kick off meeting, planning, interviews, senior management session
Environmental Scanning, Organizational Profile	60-75 days	Environmental scan, Organizational Profile; Internal SWOT, Value Proposition
Data review, preparation	21 days	Synthesis of scan, vision, and internal documents
Strategic planning	30 days	Strategic planning sessions (Governance, Scan & Profile, strategy sessions)
Strategy implementation	30-45 days	Management & staff sessions Initiatives, action plans, performance management
Summary report	21 days	Report preparation, presentation

*Timeline is for illustrative purposes only. Some steps are performed concurrently.

Project Initiation, City Council/Staff engagement, kick-off meeting

Prior to initiating formal action, the consultant will review the results of the previous strategic plan(s) to gain insight into themes and current priorities of the organization-particularly Envision Roseville. Following this, a project kick-off meeting with the City Manager and the leadership team will be held for the following purposes: (1) verify expected outcomes; (2) present an overview of the process; (3) review mission, vision and values to determine the need for creation/updating; (4) discuss & guide staff on developing an environmental scan and organizational profile; (5) clarify and finalize the details of the City Council interview process; (6) discuss other strategic issues-including any unique challenges.

Interviews with members of the City Council will be conducted to introduce the consultant and acquire the perspective of the elected officials regarding the current environment, challenges, and issues. At the client's discretion, a brief SWOT questionnaire will be administered to all employees to gather feedback on the strategic issues and challenges. Activities include:

- a. Review previous strategic plan(s), visioning document
- b. Facilitate meeting with City Manager and leadership team
- c. Prepare for and conduct City Council interviews
- d. Develop and deploy employee questionnaire
- d. Summary of meetings—outline of process

Assess the Operating Environment

The first step in the strategic planning process is a review of the operating environment. This is accomplished in three ways: (1) an Environmental Scan; (2) an Organizational Profile; and (3) a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

Activity #1 – Conduct Environmental Scan

Under the guidance of the consultant, the client develops an environmental scan which is a systematic review of major environmental factors affecting the organization's operating environment including: financial and economic conditions, race, equity, and demographics, political and intergovernmental relations, citizen and stakeholder issues, technology changes, environmental sustainability, and the regulatory environment.

- a. Develop and distribute environmental scan documents, describe the process
- b. Provide staff support as required

Activity #2 – Develop Organizational Profile

An organizational profile is a baseline description of the organization prepared by staff, with guidance from the consultant. It provides detailed information regarding the human and capital resources of the organization and the strategic context for operations. Specifics regarding governance, organizational structure, work processes, staff capacity and capabilities, and the strategic environment are included. This serves as an ongoing reference document for the City Council and leadership team.

- a. Prepare and distribute guides/examples
- b. Provide staff support, and review as required

Activity #3 – Administer SWOT Questionnaire

A SWOT questionnaire is administered to all strategic planning participants. This provides a leadership perspective on the current environment—both internal and external. The results are aggregated to ensure anonymity and maximize candor.

- a. Prepare and distribute the questionnaire
- b. Summarize data

Leadership Cohesion, Strategic Direction, Success Measures

Once the environmental scan, organizational profile and SWOT analysis are completed, the leadership group develops the plan. The first step is an “effective governance” session to reinforce group cohesion and strategic focus. This is followed by sessions where strategic challenges are identified, and priorities, outcomes, and performance targets are determined:

Strategic Planning Session #1- Effective Governance, Team Cohesion, Organizational Purpose

An interactive session for the City Council and senior management team will be conducted to familiarize the group with best practices in governance, create team cohesion, and establish or confirm organizational purpose. Governance topics covered include- roles and responsibilities, policy governance framework, setting strategic direction, understanding differences, and collaborative decision-making. Participants will complete a DiSC® Personality/Style assessment prior to the session. The session will conclude with a discussion of organizational value proposition, vision, mission, and values. *(Typically, 4 hours)*

- a. Prepare background materials
- b. Administer DiSC® assessment
- c. Facilitate session
- d. Summarize Results

Strategic Planning Session #2- Review Environmental Scan, Profile, SWOT Analysis

At this session, the staff presents the environmental scan and organizational profile, and the consultant presents the SWOT analysis. In addition, relevant elements of Envision Roseville will be referenced for connectivity and context. A facilitated discussion among the City Council and senior staff will determine the strategic issues confronting the community. *(Typically, 2-3 hours. This session could be combined with Session #1 or #3)*

- a. Prepare and summarize data
- b. Present to City Council and senior staff
- c. Facilitate discussion
- d. Determine strategic issues and challenges

Strategic Planning Session #3- Establish Priorities, Outcomes, Indicators, Targets

Based upon the strategic challenges identified in Session #2, the group will establish a set of 4-6 strategic priorities. The group will then determine desired outcomes, key performance indicators, and performance targets—in draft form. This will set the framework for measuring performance and achieving results. The session may also address issues not completed at the previous session. This effort will be informed by the environmental scan, profile, and SWOT analysis.

(Typically, 3-4 hours. This session could be combined with Session #2)

- a. Prepare background materials
- b. Review previous session discussion/results
- c. Facilitate session
- d. Summarize results

Operationalize into a Work Plan

Upon completion of a plan delineating outcomes and performance targets, the process moves to implementation. The consultant will lead the staff from many levels through the development of strategic initiatives, e.g.- projects that enable the achievement of targeted performance. This includes the creation of action plans—detailed steps required to implement initiatives. To ensure accountability and transparency, the actions are tracked and reported. This is often done via a software solution—for example, [Envisio](#).

Strategic Plan Implementation #1—Develop Strategic Initiatives/Action Plans

This session is conducted with the staff at multiple levels across the organization. The session focuses on developing strategic initiatives and detailed action plans for each strategic priority, aligned with outcomes and targets. Action plans must have sufficient detail to establish accountability and make the effort real. The session begins with a review of the recent strategic planning retreat and refinement of draft priorities, indicators and targets developed. It will also include instruction and guidance on action planning.

- a. Meeting/discussion with the City Manager/Project Manager
- b. Review previous session discussion/results
- c. Prepare background materials
- d. Facilitate session
- e. Summarize results

Strategic Plan Implementation #2- Work Plan refinement and integration

This session is conducted with staff and focuses on refining the work of the previous session to achieve integration of effort across service areas. It includes development of the first year's workplan and the deadlines across the performance period. Performance reporting is presented along with discussion of software integration if appropriate.

- a. Meeting/discussion with City Manager/Project Manager
- b. Review previous session discussion/results
- c. Prepare background materials
- d. Facilitate session/train employees
- e. Summarize results

Strategic Plan Implementation #3- Work Plan finalization

This session is conducted with staff and will focus on final integration issues related to action plans, vertical and horizontal coordination, finalizing project deadlines, and software input, if appropriate. This will include a review of staff work by the consulting team, and City Council, if appropriate.

- a. Meeting/discussion with City Manager or Project Manager
- b. Review and feedback on staff work
- c. Prepare background materials
- d. Summarize results

Final Report

A summary report, detailing the process, including the draft action plans developed, will be prepared, and submitted to the client.

- a. Prepare summary report.
- b. Client review
- c. Submit final report

Plan Updates, Continuation (Optional)

Each year following initial plan adoption (Years 2+), the consultant will work with the client to review and update the plan.

- d. Review strategic plan process, prepare background materials
- e. Facilitate retreat
- f. Summarize results

Proposed Fee

The fee for this project is:
-Travel billed at cost

\$36,500.00

Payments shall occur according to the following schedule:

1. Twenty-five percent (25%) upon execution of this agreement.
2. Fifty percent (50%) upon completion of strategic planning session #3.
3. Twenty-five percent (25%) upon submittal of final report.
4. Payments shall be made upon receipt of an itemized invoice.
5. Travel shall be included on appropriate invoices.

IN WITNESS WHEREOF, the parties hereto are authorized signatories and have executed this Agreement, the day and year first above written.

For Consultant:



Rapp Consulting Group

Name: Craig Rapp

Title: President

Date: June 19, 2024

For the Client:

City of Roseville

Name:

Title:

Date:

Rapp Consulting Group Team

The Rapp Consulting Group (RCG), and its principal, Craig Rapp, have conducted over 100 local government strategic planning engagements—over forty (40) in the past five years. Primary clients are cities, counties, and special districts located in the Upper Midwest. The collaborative process used by RCG results in clear priorities, focused objectives, and targeted performance. This is accompanied by best-in-class stakeholder engagement, plan implementation and performance reporting—facilitated by a team with decades of local government and consulting experience.

Craig Rapp, President, Rapp Consulting Group

Craig Rapp is a nationally recognized speaker, facilitator, and strategic advisor. He speaks and conducts workshops on subjects such as: leading in difficult political environments, alternative service delivery, and authentic leadership. The focus of his consulting practice is strategic planning, leadership development, and optimizing organizational performance. Craig has over forty years of experience as a senior executive in both the public and private sectors. He was the Director of Consulting for the International City-County Management Association, City Manager in three Minnesota cities, Director at the Metropolitan Council, and a senior executive in two privately held companies. He has a master's degree in public administration and is a graduate of the Senior Executive Institute at the University of Virginia.

- Project Manager
- Lead facilitator for strategic planning sessions
- Coordinator-facilitator for implementation efforts

Dr. Craig Waldron, Consultant-Former City Administrator/Community Development Director

Dr. Craig Waldron is the owner of The Waldron Company—a local government consultant practice. Prior to his current position, Dr. Waldron had a distinguished forty-year career in public service including Director of the Public Administration Programs at Hamline University, City Administrator for the City of Oakdale, and City Manager for the City of North St. Paul. He also served as a Community Development Director in Roseville, a Regional Development Commission Executive, and as an elected official. Dr. Waldron earned his Doctorate in Public Administration from Hamline University, his M.A. in Urban and Regional Studies from Minnesota State University and has a B.A. in Sociology from the University of Iowa. Dr. Waldron has conducted numerous strategic planning processes and organizational studies, with Craig Rapp including recently completed strategic plans for Anoka County Economic Development and Washington County CDA.

- Facilitator for implementation efforts, support for strategy retreat

Mark Nagel, MPA, MBA Consultant-Former City Manager/HRA Director/Business Professor

Mark Nagel has over forty years of experience in local government, as a City Manager and HRA Executive Director. He served over twenty years at Normandale Community College as a Professor of Business Administration and as an adjunct instructor at Metro State University. In addition to these responsibilities, Mark regularly serves as an interim City Manager and other positions for local governments providing an experienced perspective to a wide variety of organizations. Mark has conducted numerous strategic planning processes and organizational studies with Craig Rapp including recently completed strategic plans for Anoka County Economic Development and Washington County CDA.

- Facilitator for implementation efforts, support for strategy retreat

Qualifications and Experience

The following is a representative list of strategic planning projects recently conducted by the Rapp Consulting Group similar to the Roseville project, including references.

City of Richfield, Minnesota - 2022

6700 Portland Avenue, Richfield, MN 55423

Contact: Katie Rodriguez, City Manager, KRodriguez@richfieldmn.gov 612-861-9702

**included Governance*

City of Blaine, Minnesota – 2019, 2021, 2023

10801 Town Square Drive NE, Blaine, MN 55449

Contact: Michelle Wolfe, City Manager, mwolfe@blainemn.gov 763-785-6120

**included Governance*

City of Northfield, Minnesota – 2017, 2021

10801 Town Square Drive NE, Blaine, MN 55449

Contact: Ben Martig, City Administrator, ben.martig@ci.northfield.mn.us 507-645-3060

City of Bloomington, Minnesota – 2018, 2023

1800 West Old Shakopee Road, Bloomington, MN 55431

Contact: Jamie Verbrugge, City Manager, jverbrugge@BloomingtonMN.gov 952-563-8780

Village of Gurnee, Illinois - 2022

325 N. O'Plaine, Gurnee, IL 60031

Contact: Patrick Muetz, Village Administrator, patm@village.gurnee.il.us 847-599-7513

**included Governance*

Washington County Community Development Agency, Minnesota - 2023

7645 Currell Blvd, Woodbury, MN 55125

Contact: Melissa Taphorn, Executive Director, MelissaT@washingtoncountyCDA.org 651-202-2821

Examples of Strategic Plans, Other Related Work

Examples of strategic plans from the past twelve months that included environmental scans, and performance measures are linked here: [LINK](#)

The Rapp Consulting Group has business alliances with POLCO© and Envisio©. They are best-in-class providers of stakeholder engagement and performance management. An example of how Envisio's software and dashboard solutions are being implemented by a Rapp Consulting group City is found here: **City of Maplewood, MN** <https://www.youtube.com/watch?v=48vqbpOpNyo&t=os>

POLCO www.POLCO.us

Envisio www.envisio.com

Clients

The primary clients served by Rapp Consulting Group are cities, counties, and special districts. The organizations vary but are generally similar in size and complexity. The following is a representative sample of engagements over the past five years:

STRATEGIC PLAN ENGAGEMENTS

City of Bloomington, MN	Village of Lemont, IL
City of Blaine, MN	Village of Lombard, IL
City of Carver, MN	Village of New Lenox, IL
City of Chanhassen, MN	Village of Oswego, IL
City of Hastings, MN	Village of Roselle, IL
City of Minnetonka, MN	City of Richland, WA
City of New Brighton, MN	City of Burlington, WI
City of Northfield, MN	City of River Falls, WI
City of Prior Lake, MN	City of Weston, WI
City of Richfield, MN	Anoka County Regional Economic
City of Savage, MN	Development, Anoka, MN
City of Shakopee, MN	Dakota County CDA, MN
City of Waconia, MN	Washington County CDA, MN
City of Wayzata, MN	Lakeville EDC, MN
City of West St. Paul, MN	Lisle-Woodridge Fire District, IL
City of Lockport, IL	Roselle Park District, IL
Village of Glen Ellyn, IL	Roselle Public Library District, IL
Village of Gurnee, IL	

Raw Scores

Criteria	Center for PPP	Inspiring Sight	Rapp Consulting	Hue Life
Understanding of City's Needs and Goals	26.00	31.80	20.50	21.50
Proposed Methodology and Process	19.00	28.50	23.25	21.75
Incorporation of Equity and Inclusion	7.00	9.00	14.00	15.00
Qualifications and Experience of the Team	26.75	28.00	30.25	28.25
Schedule and Timeliness	26.25	28.25	23.50	26.75
Cost and Value for Money	21.00	22.00	17.00	21.75
References and Previous Work	23.00	20.00	30.75	23.00
Additional Considerations	7.00	15.00	11.00	7.00
Total	156.00	182.55	170.25	165.00

ROSEVILLE
REQUEST FOR COUNCIL ACTION

Date: 8/5/2024

Item No.: 7.b.

Department Approval

City Manager Approval



Item Description: Fire Department Staffing Study- Consultant Deliverables

Background

On May 20th, 2024 the Fire Department presented to the City Council data and information demonstrating the current call volume stress to the fire and EMS response capabilities of the department. The call volume growth is attributed to an increase in both Fire and EMS call response. The City's current on-duty staffing model is responding to more calls per firefighter on-duty and staffed response unit, resulting in Roseville falling behind many of our peers of like size and services. Other agencies around the metro area are or have already transitioned to a full-time model as well as investing significantly in their staffing model. When calls per on-duty firefighter and emergency calls per on-duty staffed response unit are assessed, Roseville is falling significantly behind. As an example, in 2023, the Roseville Fire Department averaged 2,302 emergency calls per staffed response unit. This number was higher than six other peer agencies: Maplewood (1993 calls), Richfield (1663 calls), Eagan (1661 calls), Edina (1444 calls), Oakdale (1262 calls), and South Metro (1553 calls). In 2018, utilizing call volume and staffed number of units (2), Roseville Fire averaged 2,484 calls per staffed unit. We are currently closer to our 2018 existence than our 2023 peers as it pertains to calls per staffed unit.

One of the most significant areas for concern with available staffing and response is emergency call overlap. In 2023, we experienced 210 instances in which the fire department was unable to provide adequate resources for the emergency call requested. Of our 6,907 total calls for service, nearly 25% (1,575 calls) were multi-unit responses (an example would be a fire alarm which requires an engine and a medic response vehicle, a car accident which requires the same, or a critical EMS call which requires two medic response vehicles), requiring at least two companies to respond to mitigate the emergency. In 2023, over 58% of our total call volume were second, third, fourth, and even fifth overlapping calls (4,034 emergency calls that were overlapping). A total of 2,873 calls were single emergency calls without overlap of another emergency call. As a reminder, even one emergency call may include two or even all three of our on-duty resources, so a second or third overlapping call may completely deplete available response capability in the community.

The increased call volume causing emergency call overlap has impacted response times. On-duty crews are having to rush to clear from an emergency scene to respond to another versus responding from a centralized location, and availability, of our fire station. When reviewing both emergent and non-emergent response we have seen an increase in overall response time of the department to 8 minutes and 31 seconds (90th percentile). This also includes incidents where we are delayed in responding due to other incidents. This delay and inability to respond creates scenarios where we are responding to all types of emergencies, including building fires with staffing below a safe level to mitigate an incident.

At the May 20th Council meeting the fire department asked Council to perform a staffing study to allow a third party to evaluate and assess the staffing and response capabilities of the department and provide a recommendation for staffing. This document would then be used to help guide future staffing and hiring processes. The Council did not commit to pursuing this route. However, Council did direct Fire Administration to reach out to consultants that provide this type of service in an effort to give Council an idea of project deliverables and costs associated with the study.

Fire Administration has reached out to multiple consultants to request deliverables and costs for a staffing study. Those consultants are Citygate, Raftelis, and Fitch and Associates. Fire Administration received proposals from Citygate and Raftelis, but did not receive a response from Fitch and Associates.

Citygate is a senior public sector executives committed to public service. Their focus is on municipal programs and cultivating good governance. Their main office is out of Folsom, California. They have provided fire and EMS staffing studies around the country and on a local level with South Metro Fire Department, Minnetonka Fire Department, and Shakopee Fire Department.

Raftelis is a municipal and utility services consultant that has their main headquarters in Charlotte, North Carolina. They have provided similar staffing consultant services for fire and EMS agencies and on a local level have worked with Hopkins Fire Department and Edina Fire Department.

Both consultants have provided thorough examples of deliverables they are able to provide. Both provide field level work in which they review the fire department's call volume, budget, staffing, emergency deployment, and compare it to peers as well as national standards (NFPA and OSHA). The consultants provide a community risk assessment which will provide a guide on different risks and considerations for both fire and EMS response and characteristics in the community currently and into the future.

The end goal of both consultants is to prepare a comprehensive organizational and staffing study for the Fire Department through their assessment and evaluation of current staffing and emergency deployment as well as our ability to meet current and projected service demands. Overall, the methodologies and deliverables between the two consultants have a lot of overlap and similarities. Their overall cost is similar, with Raftelis at \$72,100 and Citygate costing \$68,447 for their services.

Policy Objectives

The Fire Department is experiencing challenges in providing a consistent response to all emergency calls that occur in the City of Roseville. Essentially, the 911 call volume demand is outpacing our resources causing potential gaps in consistent service and increasing response times. As an aspiration of the City to remain safe and prioritize emergency response, we are falling behind this goal and aspiration. The purpose of a consultant's staffing study would be to provide a clear guide for staffing and equitable services in the City for years to come.

Equity Impact Summary

The Fire Department aspires to meet the needs and demands of all members of the Roseville community; residents, guests, and business owners. It is our goal to provide high level fire and EMS response and care on every response, as well as provide quality and inclusive community outreach.

Budget Implications

There is a potential cost of between \$68,447-\$72,100 to hire and retain a consultant to perform a staffing and deployment study for the City of Roseville. In addition, the results of their study may address staffing needs in the fire department for future budget cycles, but that amount is to be determined.

Staff Recommendations

Staff recommends City Council evaluate the need for a consultant and direct staff to move forward with a chosen consultant or return to Council at a later date to provide staffing recommendations for the future.

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David Brosnahan

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Fire Department Staffing Study Discussion

August 5th, 2024



Fire Department Update

Objectives:

- Review Consultants that Provided Proposals/Deliverables
- Compare and Contrast Options, Deliverables, and Costs
- How to Best Move Forward



Fire Department Update

Where We Are At:

- **Presented to Council on 5/20/2024**
 - Staffing Challenges Meeting Current and Future Call Volume Demand
 - Overlapping Calls and Multi-Unit Responses
- **Council Asked Fire Administration to Reach Out to Consultants to Provide Costs and Deliverables of a Staffing Study**
 - CityGate (provided proposal)
 - Raftelis (provided proposal)
 - Fitch and Associates (contacted, but no proposal provided)

Fire Department Update

Consultants

- **Citygate**

- **Organizational Information:**

- **Folsom, CA**

- **Project Manager: Stewart Gary**



C I T Y G A T E

- **Raftelis**

- **Organizational Information:**

- **Charlotte, NC**

- **Project Manager: Jonathan Ingram**



RAFTELIS

Fire Department Update

Deliverables and Costs

Company	Citygate	Raftelis
Deliverables	Department Data and Documentation Review	Community Engagement in Process (Activity 1)
	Community Risk Assessment	Conduct Field Work (Activity 2)
	Organizational Analysis, including Equity Analysis	Assess Staffing and Operations (Activity 3)
	Prepare and Deliver Final Report	Prepare Project Deliverables (Activity 4)
Timeline	5-6 Months for Completion	4-5 Months for Completion
City/Fire Department References	South Metro Fire (West & South St. Paul) Minnetonka Fire Shakopee Fire	Hopkins Fire Edina Fire Cedar Rapids, IA
Cost	\$68,447	\$72,100

Fire Department Update

Council Q & A

Presentation Objective:

- Fire Department is seeking Council direction on whether to pursue a staffing study with one of the provided consultants.
 - If so, which consultant.
 - If not, what is the next step?





PROPOSAL TO CONDUCT A FIRE SERVICES STAFFING REVIEW

CITY OF ROSEVILLE, MN

JUNE 6, 2024



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June 6, 2024

David Brosnahan, Fire Chief & Emergency Manager
City of Roseville Fire Department
2701 Lexington Ave N.
Roseville, MN 55113
david.brosnahan@cityofroseville.com

RE: PROPOSAL TO CONDUCT A FIRE SERVICES STAFFING REVIEW FOR THE CITY OF ROSEVILLE

Dear Chief Brosnahan:

Citygate Associates, LLC is pleased to present its proposal to assist the City of Roseville, MN with its analysis of Fire Services staffing. This proposal explains why Citygate is the most experienced fire service consultancy in the US and uniquely eager and capable to serve the City.

Our qualifications to perform your study are exceptional. Citygate has an extensive background in in fire department deployment; risk assessment; career, part time, and volunteer staffing; and master planning—including *11 related engagements in the Twin Cities region*. Our extensive experience in Minnesota and other states includes deeply analyzing fire department staffing models (paid-on-call, volunteer, etc.) and staffing model transitions. Our current and recent Minnesota fire department clients include Eden Prairie, Shakopee, Bloomington, Eagan, Minnetonka, Inver Grove Heights, Woodbury, Lakeville, Hastings, Minneapolis, and the South Metro Fire Department serving the cities of South St. Paul and West St. Paul. Why is this experience critical? The City is hiring external specialist assistance that knows how to uncover tough issues and how to work them to successful closure. Citygate knows the approaches needed and, as importantly, how to effectively communicate the results to *all* project stakeholders for an actionable outcome.

We mention our experience because, in preparation of this proposal, we have reviewed the documents provided and viewed the City Council's discussion. We *strongly encourage* the City to conduct a staffing study that starts with the City's risks to be protected and an understanding of what the Council's desired emergency outcomes are and, from that informed perspective, design the Department's staffing and geographic spacing of crews to deliver the desired level of service. A staffing study does not begin with a "one-size-fits-all" recommendation for the number of personnel needed, nor does it merely replicate what other agencies have done. Rather, the study

should address specific needs to protect the City’s population and other values at risk. This is the best way to set the Department up for long-term success in meeting the City’s ongoing growth in service demand—while also ensuring the Department can fully realize staffing and other transitional goals.

CITYGATE ASSOCIATES’ KEY STRENGTHS

A Standards of Coverage Assessment (SOC), or deployment analysis, is the multi-step process used to determine fire station locations and crew/apparatus staffing to meet the unique needs of a community. Chief Stewart Gary, our Public Safety Principal, literally wrote the book on SOC studies. He was the lead author on the second through fourth editions of the Standards of Response Coverage manual published by the Commission on Fire Accreditation International

“We work with consultants, obviously, all the time, but the work that Citygate did on this report is some of the best I’ve seen in my tenure here.”

—Former CAO, County of San Diego

(CFAI) and has consulted on over 500 fire services projects over more than 23 years. Chief Gary and his team of subject matter specialists have performed well over 500 fire service studies across the western and central United States. Nationwide, our deployment studies have served over 27 million residents. Citygate has broad experience with the service delivery challenges across numerous fact patterns and regulatory environments—as well as the specific, recent regional and local experience that is most relevant to your community!

The City is not only hiring a consulting firm, but also a carefully selected team of professional individuals who have the qualifications and diversity of experience matching the City’s unique needs for *all* elements of this study. **Our team members are the practice specialists in their fields.**

As a former CAO for the County of San Diego stated: “We work with consultants, obviously, all the time, but the work that Citygate did on this report is some of the best I’ve seen in my tenure here.” (Watch the video clip at this link: www.citygateassociates.com/sdcountyvideo.) These are not isolated comments by one client; rather, they are a common theme. Time after time, our clients say at the end of public presentations, “This was the best report/study on fire services we have ever received, and now we finally understand the issues and choices.”

Citygate is also an independent company, not co-owned or under the control of any professional or standards-setting organization in fire services or government management. We believe this makes Citygate increasingly unique and, as such, allows us to provide the most neutral, best practices advice available to fit your local needs.

Chief Brosnahan

June 6, 2024

Page 3

* * *

As President of the firm, I am authorized to execute a binding contract on behalf of Citygate. For questions concerning this proposal, please contact Stewart Gary, Citygate's Public Safety Principal, at (916) 458-5100, extension 305 or via email at sgary@citygateassociates.com. Please also send emails to admin@citygateassociates.com to ensure a prompt response.

Sincerely,



Chad Jackson, MBA
President

cc: Project Team

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SECTION 1—PROJECT APPROACH, SCOPE OF WORK, AND WORK PLAN

1.1 PROJECT UNDERSTANDING

Citygate Associates, LLC (Citygate) understands that the City of Roseville (City) desires an outside perspective to review its fire crew staffing and deployment model for the Roseville Fire Department (Department)—consistent with local needs and state and national best practices. The study is intended to include analysis and recommendations for the current and future improvement of services to the community, with the goal to provide the necessary level of service in the most cost-effective manner and to deliver properly trained staff to the scene of an incident with the right equipment in the least amount of time while maintaining a fiscally responsible fire department.

The Department has identified challenges in providing consistent and equitable emergency response to all calls for service Citywide. 9-1-1 call volume demand is outpacing available resources, causing delays in timely service to all neighborhoods. Citygate recognizes the Department’s aspiration to serve the City and maintain the safety of its residents by analyzing and augmenting emergency response, positioning the Department to better meet both current and future service demand.

Citygate’s study will be performed in accordance with the methodology outlined in *Standards of Response Coverage* (fifth and sixth editions) as published by the Commission on Fire Accreditation International (CFAI). Our study will also incorporate guidelines and best practices in the field of deployment and risk analysis from the National Fire Protection Association (NFPA), the Insurance Services Office (ISO), relevant federal and state laws and regulations, and other recognized industry best practices.

In addition to our customary techniques of reviewing agency data and documentation and conducting stakeholder listening interviews, Citygate utilizes StatsFD™ to analyze service demand and incident performance, with results plotted on graphs and charts, as well as superimposed over Google Earth images using 3D tools when applicable.

Citygate’s Work Plan considers all elements of the City’s key requests in detailing the **purpose** of this project:

- ◆ Evaluate the current staffing model and its ability to provide meet current demand for service, as well as higher projected service demand in future years.
- ◆ Evaluate several staffing scenarios as the incident demand and risks to be protected indicate.

- ◆ Recommend an optimal staffing model for the Fire Department that effectively meets community expectations. Emphasis will be given to analysis of the City’s unique characteristics, rather than recommending a one-size-fits-all type approach.
- ◆ Analyze the impacts of recent, year-over-year call volume increases on response times.
- ◆ Perform an organizational assessment of Department structure and functions.
- ◆ Review Department capacity to perform preventative focused activities such as Mobile Integrated Health (community medicine) initiatives, annual proactive fire inspections, and assess the potential for a more robust fire prevention model.
- ◆ Review Department capacity to complete permit-driven (construction) inspections and annual, routine (proactive) fire inspections of businesses within the City.
- ◆ Assess the sustainability of utilizing on-duty Fire Inspectors for primary fire inspection and prevention needs, as well as the potential for a dedicated Fire/Housing Inspector to support current inspection and licensing programs and allow for additional inspection activities and capacity
- ◆ Provide a racial equity impact summary to ensure inclusion and support the Department’s aspiration to meet the needs and demands of all members of the Roseville community, ensuring equitable access to services.

1.2 KEY STUDY FEATURES

Citygate’s work will include the following **key items**:

1. Identification of current baseline fire department services, service levels, budgets, response times, ISO rating, staffing, facilities, major equipment, and any other applicable factors.
2. Description of impacts of the key findings and other factors will have on each of the baseline services identified in Item 1.
3. An analysis of all calls for service including response times for all priority calls for service, with recommendations for response to all current and future calls for service based on the impacts of the demographic factors.
4. Definition of the expectations of service as identified by the community; employees; and the Department’s mission, vision, and values; as well as the City Council’s vision and goals.

5. Recommendation for the optimal staffing model and leadership structure for the Department, including the provision of organizational chart(s).
 - a. The City’s demographics, call volume, call structure, response model, and community expectations will all be considered in identifying the needs of the Department.
 - b. Evaluation of how leave time, training commitments, and programs impact the Department’s ability to provide core services.
 - c. Established metrics for future staffing recommendations.
 - d. Any other challenges or opportunities that would impact the decision-making process for City Council.
 - e. Identification of “trigger events” that could influence the City’s decision relative to staffing models.
6. Presentation of the analysis and recommendations to City Administration, City Council and Department Leadership, and Department utilizing both on-site and virtual/teleconference meetings.

1.3 GENERAL PROJECT WORK PLAN ELEMENTS

The core methodology used by Citygate in the scope of its fire services master planning work will be that of the Standards of Coverage systems approach to fire department deployment as published by the CFAI. This is a systems-based approach using local risk and demographics to determine the level of protection best fitting the needs of the communities served.

1.3.1 Project Methodology

Citygate will incorporate the following elements of the CFAI Standards of Coverage process for the community risk assessment / Standards of Coverage (CRA/SOC) element of this study, as needed, including:

- ◆ **Existing Deployment** – Citygate’s Project Team will understand and describe the history, formation, authority, and general description of the Department and distinct community it serves; the services provided; and its existing deployment model and performance measures.
- ◆ **Community Outcome Expectations** – Citygate will review the City’s current expectations for fire, EMS, and special hazard responses and will quantify outcome expectations resulting from our stakeholder interviews, as well as common expectations in urban/suburban communities.

- ◆ **Community Risk Assessment** – Citygate will conduct a high-level community risk assessment; to include a description of the values at risk to be protected and the hazards likely to impact the community served as they relate to services provided by the City.
- ◆ **Critical Task Study** – Citygate will review the essential tasks that must be performed, and the number of personnel required to deliver a stated outcome for an Effective Response Force (ERF).
- ◆ **Reliability and Historical Response Effectiveness Studies** – Using recent response data and our StatsFD™ software tool, Citygate will evaluate historical system performance and the percentage of conformance to established response performance and recognized best-performance goals that the Department’s current deployment system delivers. StatsFD will also display the locations, volume of and response times to incidents in Google Earth maps for visualization in addition to charts and graphs.
- ◆ **Overall Deployment Evaluation** – Citygate’s Project Team will provide an overall evaluation of the City’s existing deployment relative to conformance with current performance metrics and recommended best practices for the service area’s values at risk, including what is working well, where improvements are needed, and what new resources, if any, would be needed to implement the recommendations. Recommendations will consider the cost and the City’s ability to implement them. We will also provide updated recommended response performance goals as needed.

1.4 SCOPE OF WORK

Citygate’s detailed Work Plan to conduct the requested scope of work is presented in this section. We will review the proposed Work Plan and schedule with Department leadership prior to initiating any work, and subject to any mutually agreed upon changes, we will finalize the Work Plan and the accompanying project schedule.

Task 1: Initiate and Manage Project

1.1 Develop a Detailed Work Plan Schedule for the Project

- ◆ Citygate will develop a detailed Work Plan schedule for the project. This will assist both the Citygate Project Team and City staff to monitor project progress.

1.2 Request and Review Department Data and Documentation

- ◆ At the start of the project, Citygate will develop and submit a request for data/documentation relevant to this project, including the City General Plan; growth forecasts; any appropriate prior studies; City/Fire Department documentation, including (as available) dispatch and incident data, fleet inventory, staffing, facilities, and response policies; and other relevant information.
- ◆ Citygate will also review available hazard- and risk-related information, travel time performance measure(s), and historical calls-for-service data from Department data systems.
- ◆ Citygate will utilize Dropbox (an online file-sharing service) to make it convenient for City staff to provide requested data/documentation.
- ◆ After receiving the requested documentation, Citygate will review materials prior to conducting the start-up meeting and stakeholder interviews in the following subtasks. Citygate has found that reviewing this information prior to interviews improves the effectiveness and value of the interviews since it results in more specific questions and more definitive information.

1.3 Meet with Department Representatives to Initiate the Project

- ◆ In collaboration with the City, Citygate will review and finalize a detailed project Work Plan, schedule, activities, deliverables, roles and responsibilities, and project benchmarks.
- ◆ A key to a successful consulting engagement is a mutual understanding of the project's scope and objectives. In Citygate's experience, this early effort to clearly define expectations, roles, and lines of communications results in a better focus on substantive issues as the engagement progresses.
- ◆ To better understand the issues at stake in this project, Citygate, will meet with internal staff and council members to listen to community values regarding levels of desired emergency outcomes.

1.4 Ongoing Project Management

- ◆ Citygate will provide monthly written status reports, along with an invoice, which describe work performed in the prior month, work scheduled in the upcoming month, and any study issues or project and budget issues.

- ◆ In addition, if a serious issue is encountered at any point in the project, Citygate will immediately call and/or email the City’s Project Manager to work on an effective, timely resolution.

Meetings and Deliverables

For this task, there two to five virtual meetings to initiate the project and interview agency staff. Citygate will also deliver the final project schedule and data/documentation request to the Department in writing.

Task 2: Standards of Cover Deployment Analysis

2.1 General Summary of the Community and Constituents Served by the Department

The Citygate team will review, understand, and describe the City’s service area, to include:

- ◆ Service area population and demographics
- ◆ History, formation, and general description of the City and its fire services
- ◆ Operating budget and funding
- ◆ Description of the current services and service delivery infrastructure.

2.2 Analysis and Summary of the Services Provided by the Department

The Citygate team will review and evaluate the fire and 1st Responder emergency medical services provided by the City to include:

- ◆ Calls for service demographics from a historical perspective
- ◆ Operational staffing levels and distribution of resources
- ◆ City/Department performance goals, objectives, and measures.

2.3 Outcome Expectations

Citygate will describe existing outcome expectations, if any, and how they were determined. We will also describe the time constraints associated with saving critical EMS patients and rescuing trapped occupants from building fires, as well as common outcome expectations in urban/suburban communities.

2.4 Community Risk Assessment

Citygate will conduct a high level analysis of community risks to be protected, including:

- ◆ Identification and description of values at risk to be protected within the City's service area.
- ◆ Identification, description, and analysis of natural and human-caused fire and non-fire hazards with potential to adversely impact the service area relative to services provided by the Department.

2.5 Review of Historical Fire Service System Performance

Citygate will use the StatsFD incident statistics analysis tool to study the effectiveness of the existing station location to understand the existing deployment system performance and test proposed service measures by risk types in different zones for first-due, all-risk units.

- ◆ ***Distribution Analysis***

Citygate will review the effectiveness of the existing station location to evaluate the deployment system's performance by risk types in different zones for first-due, all-risk units.

- ◆ ***Concentration Analysis***

Using prior incident statistics of coverage, Citygate will conduct an analysis of the Department's capability to achieve an Effective Response Force (ERF) within best practice response times to resolve more serious/complex emergencies.

- ◆ ***Reliability Study***

Citygate will utilize StatsFD™ software to provide a comprehensive statistical analysis of:

- Current response workload of each staffed fire company, including crew unit-hour utilization
- Concurrent service demand and operational impacts
- Historical response performance components
- Mutual and automatic aid provided and received
- Review of actual or estimated failure rates of individual companies

- ◆ ***Capacity Study***

Citygate’s analysis will include a study of maximum emergency service capability of the Department resources inclusive of automatic- and mutual-aid resources.

2.6 Performance Objectives and Measures

Citygate’s assessment will provide the City with fire and EMS response performance goals, including those for the first-due and ERF specific to the nature and type of risks identified from which it can adjust, if needed, the fire services deployment system.

2.7 Overall Deployment Evaluation and Recommendations

Citygate will develop and evaluate various operational models for providing emergency services with the specific intent of identifying those options that can viably deliver the desired levels of service over the next three to five years. Citygate’s overall deployment analysis summary will include:

- ◆ A description of the current deployment system.
- ◆ A summary assessment of the current deployment system’s ability to protect the assets at risk within the City’s service area, including the location of the fire stations, quantity and types of apparatus, operational staffing levels, specialized technical capabilities, and first due and ERF response performance.
- ◆ Recommendations, as needed, of revised performance objectives by risk type, including measures and compliance methodologies in alignment with recognized industry best practices, community expectations, and current and prospective future City resources.
- ◆ Identification of areas that are underserved, inefficient, or over-covered.
- ◆ Recommendations as needed for staffing enhancements, if any.
- ◆ Recommended deployment or operational changes as appropriate to provide the desired base fire and EMS services.

Meetings and Deliverables

Citygate anticipates the potential for multiple follow-up videoconference meetings with staff, as needed.

Task 3: Organizational, Staffing, and Equity Analyses

3.1 Organizational Analysis

In this task, Citygate will assess the Department’s headquarters support organization and functions, including organizational structure, staffing model and levels, workload capacity, performance metrics, etc. We will assist the Department in establishing performance objectives, measures, and compliance methods where needed. Citygate will review and evaluate:

- ◆ The Department’s headquarters organizational structure to include:
 - The Department’s management component
 - Personnel management system and functions
 - Administrative and operational staffing levels, including recommended minimum qualifications by position to provide appropriate fire and emergency services to the community.
- ◆ Department capacity to perform preventative focused activities such as Mobile Integrated Health (community medicine) initiatives.
- ◆ Annual proactive fire inspections, with assessment of the potential for a more robust fire prevention model.
- ◆ Department capacity to complete permit-driven (construction) inspections. and annual, routine (proactive) fire inspections of businesses within the City.
- ◆ The sustainability of utilizing on-duty Fire Inspectors for primary fire inspection and prevention needs, as well as the potential for a dedicated Fire/Housing Inspector to support current inspection and licensing programs and allow for additional inspection activities and capacity.

3.2 Staffing Analysis

As part of Citygate’s review, Citygate will:

- ◆ Evaluate the current staffing model and its ability to provide meet current demand for service, as well as higher projected service demand in future years.
- ◆ Evaluate several staffing scenarios as the incident demand and risks to be protected indicate.

- ◆ Recommend an optimal staffing model for the Fire Department that effectively meets community expectations, with emphasis on analysis of the City’s unique characteristics, rather than recommending a one-size fits all type approach.

3.3 Equity Analysis

- ◆ Citygate will provide a racial equity impact summary to ensure inclusion and support the Department’s aspiration to meet the needs and demands of all members of the Roseville community, ensuring equitable access to services.

Meetings and Deliverables

Citygate anticipates the potential for follow-up videoconference meetings with staff, as needed.

Task 4: Prepare and Deliver Mid-Project Briefing and Draft Study Report
--

4.1 Prepare and Conduct a Preliminary Findings Briefing

- ◆ Upon completion of Task 2, Citygate will conduct a videoconference briefing of the preliminary findings for City/Department staff, to include a discussion of any anomalies in the data and the resolution of any remaining issues.
- ◆ Pursuant to input received from the City and Department, Citygate will make any data-driven changes and then refinements, if needed, will be incorporated into the Draft Report.

4.2 Prepare and Submit Draft Report with Exhibits

The entire Citygate team will prepare a Draft Report, including appropriate statistical and Google Earth based geographic mapping exhibits. This Draft Report will include:

- ◆ An Executive Summary describing the nature of the report, the methods of analysis, the primary findings, and critical recommendations.
- ◆ Detailed narrative analysis of each report component structured in easy-to-read sections, accompanied by explanatory support to encourage understanding by both staff and civilian readers.
- ◆ Clearly designated recommendations highlighted for easy reference.
- ◆ Supportive charts, graphs, and diagrams, where appropriate.
- ◆ Appendices, exhibits, and attachments, as necessary.

Upon completion of the Draft Report, an electronic version in Microsoft Word will be sent to the City's project representative for comments using the "track changes" and "insert comments" tools in Word.

4.3 Review Draft Report with City/Department Staff

Citygate's normal practice is to review the Draft Report with management personnel to ensure that the factual basis for the recommendations is correct and to allow time for a thorough review. In addition, Citygate takes time to discuss any areas that require further clarification or amplification. It is during this time that understandings beyond the written text can be communicated.

Citygate will facilitate a videoconference review of the Draft Report with City/Department staff as identified by the City.

4.4 Prepare and Deliver Final Report

The process of Final Report preparation is an important one. Implicit in this process is the need for a sound understanding of how the review was conducted, what issues were identified, why the recommendations were made, and how implementation should be accomplished.

- ◆ Based on results of the review process in Task 3.3, Citygate will prepare and submit an Executive Summary and comprehensive Final Report, including appropriate statistical, mapping, and other exhibits as needed.

The final work product will include but not be limited to:

- ◆ A summary of the approach and analyses conducted.
- ◆ A summary of the City's current deployment model and response performance, including any opportunities for improvement.
- ◆ Identification of service delivery expectations.
- ◆ An analysis of the values to be protected within the service area, along with identification and evaluation of potential hazards and overall risk.
- ◆ An analysis of the efficiency of the current deployment scheme of firefighting resources within the City's service area.
- ◆ An analysis of the City's ability to meet its fire and EMS first responder deployment needs and expectations.
- ◆ Recommendations for deployment of existing resources, including probable growth, within the service area to optimize service delivery

- ◆ Recommendations for deployment of new staffing and response resources, if any, to meet current and future service delivery needs.
- ◆ Provision of supporting data and rationale for all recommendations
- ◆ Provision of supporting statistics and other visual data to fully illustrate the current situation and recommendations

4.5 Final Report Presentation

Citygate will present key elements of the Final Report *on-site* using Microsoft PowerPoint to an audience as determined by the City’s project representative. The presentation will include the following:

- ◆ A summary of the nature of the report, the methods of analysis, the primary findings, and critical recommendations.
- ◆ Supportive audio-visual presentation.
- ◆ Review and explanation of primary supportive charts, graphs, diagrams, and maps, where appropriate.
- ◆ Opportunity for questions and answers.
- ◆ All presentation materials, files, graphics, and written materials will be provided to the Department at the conclusion of the presentation(s).

Meetings and Deliverables

One videoconference meeting is anticipated for this task to conduct the preliminary findings briefing. Deliverables for the preliminary findings briefing include a document in PowerPoint format.

Citygate will conduct one videoconference meeting to review the Draft Report with City/Department staff.

Citygate anticipates one, two-day on-site trip for this task to present key elements of the Final Report to various stakeholder groups as directed.

Deliverables for this task include the comprehensive Draft and Final Report, including statistical and mapping exhibits, and a Microsoft PowerPoint presentation of key elements of the Final Report to an audience as determined by the Department’s project representative.

1.5 STUDY COMPONENTS WITH WHICH THE CITY MUST ASSIST

City and Department staff have the best capability to collect much of the required data that can assist the Citygate study. Therefore, Citygate asks the City to assist with:

- ◆ Providing data and documents describing the organization, services, budgets, expenses and performance measures, and other information as requested by Citygate, as available.
- ◆ Identifying a single point of contact for this project.

1.6 PROPOSED PROJECT TIMELINE

Citygate is prepared to initiate this study upon execution of a contract for services. Based on our experience with similar studies, we expect this study to take approximately five to six months to complete, as summarized in the following table.

Proposed Project Schedule

Task		Month 1				Month 2				Month 3				Month 4				Month 5				Month 6			
1	Initiate and Manage Project	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
2	SOC Deployment Analysis																								
3	Org./Staffing/Equity Analyses																								
4	Mid-Project Briefing and Report													■	■	■	■	■	■	■	■	■	■	■	■

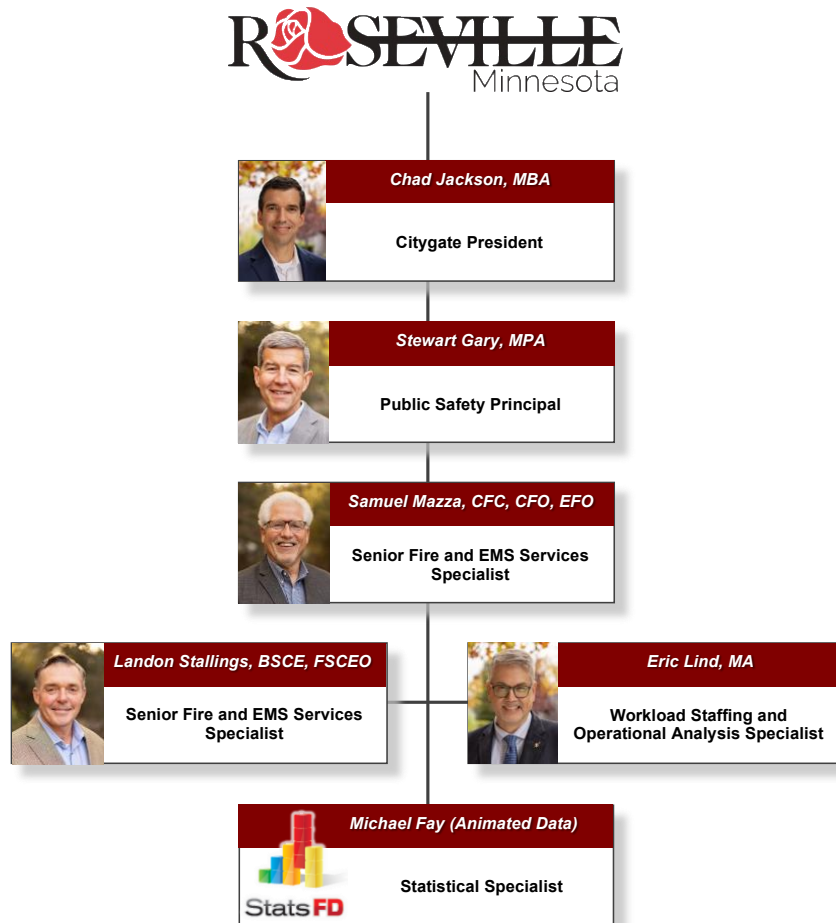
■	Issue Document Request	■	Project Start-Up Meeting	■	Interviews
■	Preliminary Findings Briefing	■	Draft Report Delivery and Review	■	Final Report Delivery
■	On-site Final Report Presentation				

SECTION 2—PROJECT TEAM DESCRIPTION

2.1 PROJECT TEAM QUALIFICATIONS

The qualifications of the Project Team are critical, as it is the expertise and the capabilities of the consultants involved in the project that ultimately determine the outcome of the project. Citygate has carefully assembled the Team members to provide the knowledge, depth, judgment, and sensitivity required to conduct this study. All Team members will be actively engaged and accessible to the City and Department throughout the project.

Project Team Organization Chart



Citygate consultants adhere to the **Code of Ethics** provided in **Appendix A**.

Full **resumes** for each consultant—including a list of relevant past projects and experience, detailed educational background, and professional registrations and/or certifications—are presented in **Appendix B**.

2.1.1 Consultant Bios

Our Project Team includes the following experienced consultants.

Chief Stewart Gary, MPA, Public Safety Principal



Chief Gary is the Public Safety Principal for Citygate Associates and is the retired Fire Chief of the Livermore-Pleasanton Fire Department in Alameda County, California. For 14 years, he was a lead instructor, program content developer, and consultant for the Standards of Coverage process. For many years he annually taught a 40-hour course on this systems approach for fire deployment at the California Fire Academy, and he teaches and consults across the United States and Canada on the Standards of Coverage process. Over more than 23 years, he has performed over 500 organizational and deployment studies on departments ranging from Minneapolis, Minnesota; San Diego, California; San Diego County; the Sacramento Metropolitan Fire District; and Los Angeles County. He directed every fire services project described in this proposal, including Citygate's many projects in Minnesota.

Chief Samuel Mazza, CFC, CFO, EFO, Senior Fire/EMS Specialist



Chief Mazza is a Senior Fire and Emergency Services Specialist with over 40 years of fire service experience. He is the retired Fire Chief of the City of Monterey, California, where he oversaw a successful consolidation of fire services with the City of Pacific Grove. Prior to his service with Monterey, Chief Mazza spent over 30 years with CAL FIRE in numerous assignments spanning state, county, and fire and special district services. He has extensive collaborative and command experience, including appointment as the Incident Commander on a statewide Incident Management Team, and he continues to serve as a member of the Monterey County Emergency Operations Center staff.

Chief Mazza is also a California state Certified Fire Chief, CPSE Chief Fire Officer, Executive Fire Officer, and National Fire Academy instructor. Chief Mazza has led many deployment and master planning projects.

Chief Landon Stallings, BSCE, FSCEO, Senior Fire/EMS Specialist



Chief Stallings, the former Operations Assistant Chief of the Fort Worth Fire Department, retired in 2021 after 35 years of service. During his career, he also served as a firefighter, Captain, Battalion Chief, Chief Training Officer, Fire Marshal, and Shift Commander. He has worked extensively in managing deployment, special operations, training initiatives and complex incidents. During his tenure as Fire Marshal, he worked closely with other City departments on large-scale special events, economic development, code adoption and process improvements. Chief Stallings also served as a union officer in his International Association of Firefighters Local 440, focusing on health and safety issues. Chief Stallings holds a bachelor's degree in Civil Engineering from the University of Texas at Arlington.

He earned a Fire Service Chief Executive Officer certificate from the Texas Engineering and Extension Service. He continues to serve as a Task Force Leader on FEMA-sponsored Urban Search and Rescue Task Force 1, as well as on a FEMA strategic plan subcommittee for US&R. Chief Stallings has been deployed to many federal incidents in multiple states.

Eric Lind, MA, Workload Staffing and Operational Analysis Specialist



Mr. Lind's 18 years' experience spans several industries, including two years in municipal government as a performance improvement analyst. His municipal government experience has largely focused on public safety performance improvement projects. He has developed baseline system-wide EMS response time capability and testing alternative models, reviewed medical priority dispatch systems and dispatch priorities for EMS systems, and improved Public Safety dispatch process flow. He has also performed an administrative performance assessment of civilian police staff, a fire facilities location study, and alternative fire service delivery modeling.

Mr. Lind has used performance improvement and business transformation techniques throughout his career across the globe. He is skilled with developing and conducting statistical research to answer operations questions. He is equally comfortable with survey research. Mr. Lind has two published survey research papers, including one he developed for Rotary International. Mr. Lind is a Lean Six Sigma Certified Black Belt and has a bachelor's and two master's degrees in International Business, each from a different country.

Chad Jackson, MBA, Citygate President



Mr. Jackson is Citygate’s President and has approximately 20 years of experience in local government consulting. Having previously served as Citygate’s Vice President, Mr. Jackson has served over 500 clients since joining Citygate, and has provided leadership to all aspects of the firm’s operations for over a decade. Mr. Jackson is passionate about supporting and empowering local government leaders, with a focus on building executive-level consulting teams that are driven to tackle the most complex issues and challenges across every local government function. Proficient in all aspects of Citygate’s many service lines to cities, counties, and districts—as well as their diverse organizational cultures—he is also a certified MERIT Profile consultant and trainer, specializing in helping organizations connect their values and culture to key recruitment decisions.

Mr. Jackson earned his master’s degree in business administration from the University of California, Davis, with a focus on organizational management and entrepreneurship. He earned his bachelor’s degree in communication studies from California State University, Sacramento.

For all of Citygate engagements, Mr. Jackson is responsible for ensuring the project is conducted smoothly and efficiently within the schedule and budget allocated, and that project deliverables meet Citygate’s and the client’s quality standards.

2.1.2 Sub-Consultants

Michael Fay (Animated Data), Statistical Specialist



Mr. Fay has assisted Citygate with deployment studies for over 20 years. He has over 30 years’ experience as a firefighter, EMS director, educator, consultant, and publisher. As President of Animated Data, Inc., he is the designer and publisher of StatsFD™, formerly NFIRS 5 Alive. Using standard NFIRS 5 datasets, StatsFD™ quickly performs diagnostic analyses of fire department operations.

Mr. Fay will perform detailed statistical analysis of prior incident data, particularly response times, from fire dispatch CAD and fire NFIRS/EMS incident report systems.

SECTION 3—CITYGATE QUALIFICATIONS AND EXPERIENCE



Founded in 1990, Citygate Associates, LLC is dedicated to assisting public sector agencies, private sector organizations, and non-profit organizations with improving services. Citygate's Public Safety Services practice area conducts performance audits, organizational efficiency studies, deployment and station location analyses, master and strategic plans, risk assessment studies, consolidation

feasibility analyses, staffing studies, and GIS for districts, cities, and counties throughout the United States. Citygate conducts an average of 20 to 40 specialized projects at a time across the US.

Citygate also provides services in municipal police departments, public works, parks/recreation, animal services, utility departments, leadership development, character-based human capital solutions, and executive recruitment. Citygate's clients include agencies across the full array of local government functions.

Over the last 34 years, Citygate has conducted more than 600 successful engagements for public agencies throughout the United States, including more than 500 fire and emergency services projects. Some of Citygate's major fire services clients include the City and County of Los Angeles, the City of Minneapolis, the City and County of San Diego, the City of Portland, the City of Fort Worth, the City of San Jose, and the City of Oakland. **There is not a more prolific and experienced deployment and fire protection consulting team in the US.**

Over the last 34 years, Citygate has conducted more than 600 successful engagements for public agencies throughout the United States, including more than 500 fire and emergency services projects.

For more general information on Citygate's other public sector general management services, please visit www.citygateassociates.com.

3.1 CITYGATE'S UNIQUE PUBLIC SAFETY SPECIALIZATION

Citygate is the leader in fire department Standards of Coverage (SOC) analysis methodology. Team members assigned to this project literally wrote the book on SOC, and Citygate is the first consultancy in the nation to utilize traffic congestion data to model rush hour impacts on fire apparatus travel times.

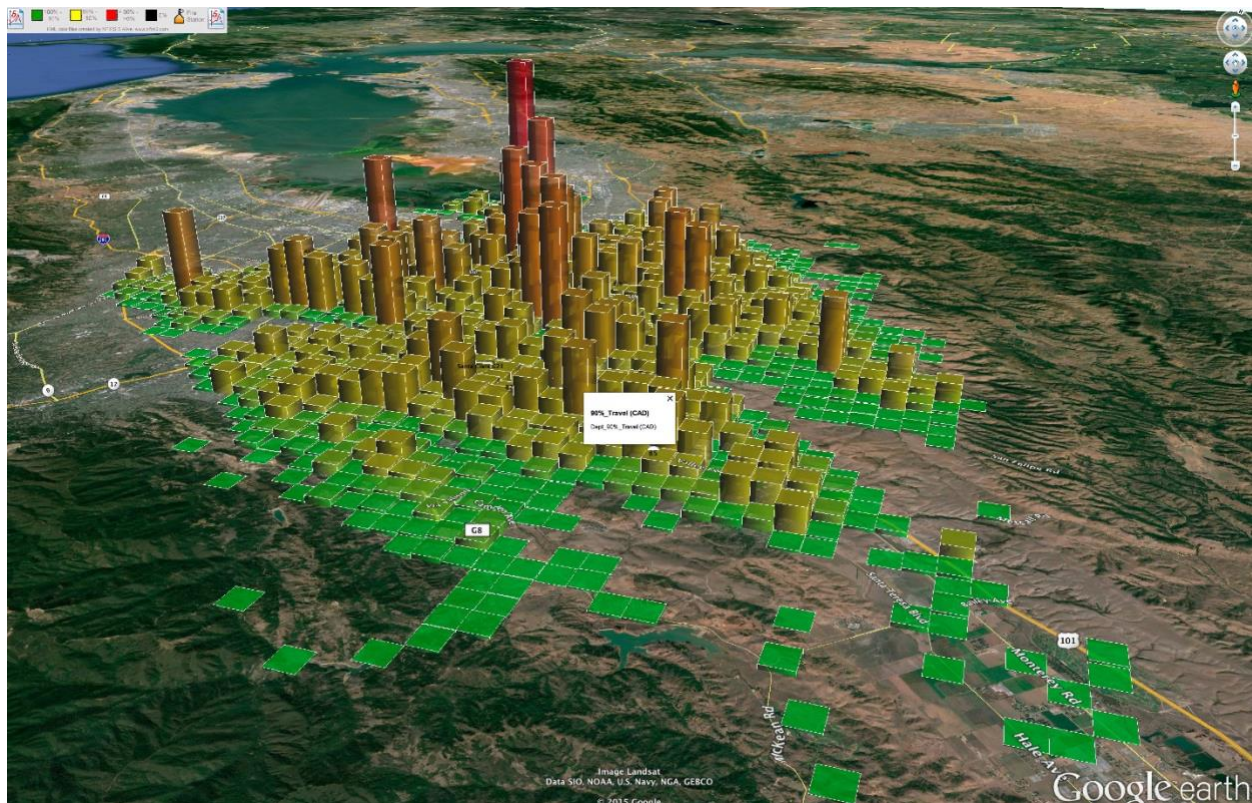
Citygate’s methodology leadership is not limited to deployment; our fiscal and alternative service delivery acumen is also unparalleled. Citygate is the most relied upon firm to assist with fire department consolidation and Joint Powers Authority (JPA) feasibility that we know of. Citygate’s Public Safety Principal, Chief Stewart Gary, was awarded the Helen Putnam Award of Excellent and Innovation by the League of California Cities for his successful consolidation of the Livermore and Pleasanton Fire Departments. More information regarding this prestigious honor for innovation can be found here: <http://www.helenputnam.org>.

3.1.1 Leading-Edge Deployment Tools and Analytics

Citygate remains on the leading edge of analytic tools as the SOC fire and EMS deployment thought-process leader. Our Public Safety Principal, Chief Stewart Gary, co-wrote and edited the 2nd through 4th SOC manuals for the CFAI, and Citygate was the first consultancy in the nation to utilize advanced traffic congestion data from which to model rush-hour impacted fire apparatus travel times. We have successfully used this tool for urban, suburban, and rural clients across the country.

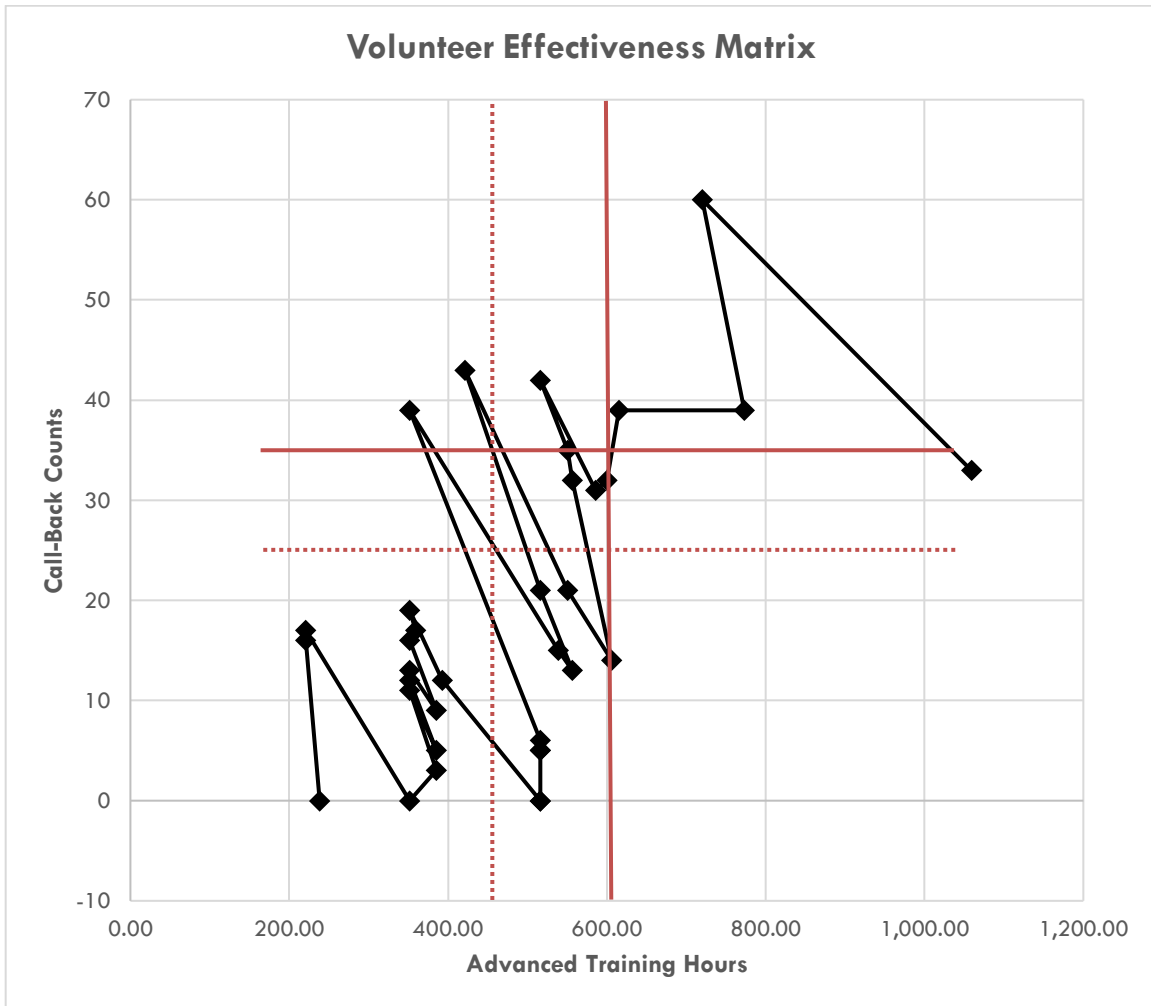
Local policy choices regarding effective public safety are often difficult. When the City partners with Citygate, officials and residents will clearly see and understand the deployment information from which you must set policy.

Figure 1—Sample – San Jose Fire Department Response Time by Volume



The fire department leadership of a **recent Citygate client in Minnesota** found that it was becoming more and more difficult to fill shift assignments, manage training, and provide adequate emergency response based on the department's staffing model. As part of Citygate's assessment, the agency's paid-on-call staffing program was analyzed as shown (in part) in the following figure.

Figure 2—POC Volunteer Effectiveness Matrix – Recent Minnesota Client



As the figure shows, only 10 personnel (22 percent) had a composite score *above and to the right* of the dotted red lines—which represent a baseline for accomplishing all three of this department's core needs: (1) staffing shifts, (2) adequate training hours, and (3) emergency callback.

Citygate found that the burden on this staffing model was at its limit and thus recommended appropriate measures to alter the department's staffing model to ensure baseline core needs could be met and maintained within fiscal constraints.

Examples such as these are why, if selected for this important project, the City can be confident that Citygate’s findings and recommendations will be thoughtful and leading-edge, positioning the City and Department to achieve quantitative results. Our approach and analysis will be based on the City’s specific context to ensure a relevant and actionable outcome.

3.2 CITYGATE REFERENCES

Citygate has performed fire services studies for districts, cities, counties, and towns of all sizes throughout the country, including many extremely similar studies for Minnesota fire departments.

Citygate has extensive experience deeply analyzing staffing programs and facility locations and designing phased, common-sense enhancements. Why is this experience critical? The City is hiring external specialist assistance that knows how to uncover tough issues and work them to successful closure. Citygate has a proven track record of knowing the approaches needed to provide exceptional deliverables on time, on budget and, as importantly, how to effectively communicate the results to *all* project stakeholders.

*“We looked at a lot of firms and we picked Citygate because we knew they wouldn’t tell us just what we wanted to hear, but what we **needed** to hear.”*

—Lee Vague, Public Safety Director &
Chief of Police, Woodbury, MN

To learn more about the hundreds of engagements Citygate has conducted for agencies with similar needs to those of the City and Department, [please visit our website](#).

The following reflects a selection of Citygate’s fire services engagements and clients relevant to this project.

South Metro Fire Department, MN – Standards of Coverage Study and Organizational Review



Project Scope: Citygate recently performed a standards of coverage study and organizational review for the South Metro Fire Department of the cities of West St. Paul and South St. Paul. Citygate conducted a thorough review and analysis of services, staffing, apparatus, and facility options for the Department. Our work included a comprehensive Standards of Coverage document analyzing resource deployment to determine whether the Department is properly deployed to meet its community’s risks and expectations; and a comprehensive review of organizational hierarchy, distribution of workload, and management practices weighed against contemporary organizational principles and business processes. A review of fire station locations and relevant recommendations was also included, in which Citygate analyzed the Department’s current two-station response model to determine its effectiveness in providing present and future services—with comparative response model options analyzed in parallel. In delivering a report that provided

the Department with a template for future analysis, Citygate’s study also examined the effectiveness of inter-jurisdictional response to evaluate the benefits of the emergency services provided by the Department and its partners.

Project Contact Information

Mark Juelfs, Fire Chief

Email: mjuelfs@smfdmn.org

Phone: (651) 552-4176

City of Minnetonka, MN – *Fire Department Operational and Physical Asset Study*



Project Scope: Citygate conducted an operational and physical asset study for the City of Minnetonka, Minnesota Fire Department. This study entailed a thorough review and analysis of services, staffing, apparatus, and facility options for the Department, including a comprehensive Standards of Coverage document analyzing resource deployment to determine whether the Department is properly deployed to meet the risks and expectations of its community. This assessment also included a staffing plan to meet the needs identified in the SOC analysis, a long-term apparatus plan, and a review of fire station locations with recommendations. The staffing analysis identified strengths and weaknesses, if any, of the current staffing plan.

Project Contact Information

John Vance, Fire Chief (Retired)

Email: JohnVance@bshifter.com

Phone: (612) 799-0555

Cy-Fair Fire Department, TX (Harris County Emergency Services District #9) – *Fire Master Plan, Community Risk Assessment, Standard of Cover, and Compliance Audit for the Cy-Fair Fire Department*



Project Scope: Citygate developed a Fire Master Plan for the Cy-Fair community of northwest Houston. This engagement—based on Harris County Emergency Services District #9’s unique Fire and EMS fact pattern and varied risks—included a community risk assessment, a standard of cover study, and a compliance audit. The Master Plan also included the development of a strategic plan to ensure goals are actionable and categorized by priority over the long term. *Summary of Outcome: The Fire District Board adopted the SOC/Master Plan and Strategic Plan and adopted a revised tax rate for the budget. There*

have been many positive public press reviews, and the Fire Chief was just named Fire Chief of the Year by the Texas Fire Chiefs Association.

Project Contact Information

Mike Clements, Assistant Chief of Administration

Phone: (281) 550-6663

Email: michael.clements@cyfairfd.org

City of Shakopee, MN – Fire Department Services Evaluation



Project Scope: Citygate recently performed a Fire Department Services Evaluation of more effective, efficient, and improved deployment models for service delivery for the City of Shakopee. The study included analysis and recommendations for the future improvement of services to the community, with the goal to provide the best possible level of service while maintaining a fiscally responsible Department. Citygate reviewed the Department’s annual budgets and projected capital outlays compared with expected service demands to assist Department and City leaders in long term financial forecasting.

Project Contact Information

Joe Simon, Deputy Fire Chief

Email: jsimon@shakopeeMN.gov

Phone: Cell: (952) 233-9578

City of Bloomington, MN – Fire Department Service Evaluation



Project Scope: Citygate conducted a Standards of Coverage assessment for the Bloomington Fire Department, including an analysis of the services provided by the Department, an examination of the effectiveness of inter-jurisdictional response, an assessment of the community risks, a review of historical fire service system performance, and the provision of fire and EMS response performance goals.

Project Contact Information

Ulle Seal, Fire Chief

Email: useal@bloomingtonmn.gov

Phone: (952) 563-4811

SECTION 4—COST PROPOSAL

4.1 PROJECT COST

Our charges are based on *actual time* spent by our consultants at their established billing rates, plus reimbursable expenses incurred in conjunction with travel, printing, clerical, and support services related to the engagement. We will undertake this study for a “not-to-exceed” total cost based on our Work Plan and Scope of Work, outlined below.

Project Team Consulting Fees	Reimbursable Expenses	Administration (7.5% of Hourly Fees)	Total Citygate Project Amount
\$62,715	\$1,216	\$4,516	\$68,447

This cost proposal reflects our best effort to be responsive to the City’s needs for this study at a reasonable cost. If our proposed scope of work and/or costs are not in alignment with City needs or expectations, we are open to discussing modification of our proposed scope of work and associated costs.

4.1.1 Pricing Terms

This price quote is effective for two months and includes one (1) draft report review cycle as described in Task 4 of our Project Work Plan to be completed by Citygate and the City within 30 calendar days of delivery of the Draft Report. Additional draft cycles or processing delays requested by the City would be billed in addition to the contracted amount at our time and materials rates. The Draft Report will be considered final if there are no suggested changes within thirty (30) days of the delivery of the Draft Report.

4.1.2 Hourly Rates

Classification	Rate	Consultant
Citygate President	\$260 per hour	Chad Jackson
Public Safety Principal	\$260 per hour	Stewart Gary
Senior Fire and EMS Specialist	\$250 per hour	Sam Mazza
Senior Fire and EMS Specialist	\$195 per hour	Landon Stallings
Workload Staffing and Operational Analysis Specialist	\$195 per hour	Eric Lind
Statistical Specialist	\$195 per hour	Michael Fay
Report Project Administrator	\$140 per hour	Various
Administrative Support	\$100 per hour	Various

4.1.3 Billing Schedule

We will bill monthly for time, reimbursable expenses incurred at actual costs (travel), plus a five percent (7.5%) administration charge in lieu of individual charges for copies, phone, etc. Our invoices are payable within thirty (30) days. Citygate’s billing terms are net thirty (30) days plus two percent (2%) for day thirty-one (31) and two percent (2%) per month thereafter. Our practice is to send both our monthly status report and invoice electronically.

If we are selected for this project, we will request the email for the appropriate recipients of the electronic documents. Hard copies of these documents will be provided only upon request. We prefer to receive payment through ACH Transfer, if available.

4.2 OPTIONAL PROJECT ADDITION

Citygate’s AudMod™

If desired by the City, Citygate is prepared to offer a further service option that can be added to the final scope and costed as part of the final project budgeting process. Citygate has brought a new form of audio production to the world of consulting. We call it **AudMod™** (short for “Audio Module”). What could **AudMod™** represent for your agency?

- ◆ A first-of-its-kind, fully produced, “podcast”-style audio experience that is hosted on our website and aimed at an audience of the agency’s choosing.
- ◆ Offers unprecedented convenience—listen while driving, exercising, etc.
- ◆ Provides a means to absorb the key content of a report from your phone, tablet, computer, etc.
- ◆ Summarizes important elements of Citygate’s Final Report with added narrative context and interviews.
- ◆ 15–25 minutes in length.
- ◆ Offers a further way to maximize retention and resulting implementation efforts related to an engagement.
- ◆ Can feature multiple people interviewed separately and edited for maximum impact—Citygate’s own Project Team members, elected and appointed agency representatives, etc.—all geared to an audience of your choosing.

To hear an example of this additional service option, please visit the following link:

<https://citygateassociates.com/audmod-sjb/>

AudMod™ represents a means of ensuring report content is engaged and understood by both agency personnel and invested residents. Many who might not read a report are far more likely to listen to a report summary. With that increase in permeation will come an increase in retention and implementation, thus increasing an engagement's potential for impact and success within your agency or community.

AudMod™ also represents a new platform for agency leaders to communicate with the people they serve and/or agency personnel in a way that promotes transparency and accountability and demonstrates its commitment to service via its investment in a consulting study.

4.3 APPROACH TO BUDGET AND PROJECT PERFORMANCE

In collaboration with the Department, Citygate will review and finalize a detailed Project Plan, the schedule, activities, deliverables, roles and responsibilities, and project benchmarks. These tools will assist both the Department and Citygate's Project Team to monitor progress and ensure Citygate and the City are able to adhere to the schedule for this engagement.

We provide monthly written status reports that describe work performed in the prior month, work planned for the upcoming month, and any potential study issues. This allows us to proactively manage and minimizes the need for, and impact of, project scope changes.

Citygate conducts projects on time and on budget. In cases where a Citygate project has gone over budget, this has solely been due to desired changes made to the scope of work or additional services being requested by an agency.

We realistically assess the demands of a project from its inception, carefully considering every element of the desired scope of work so that we can budget intentionally and in granular detail when we first propose. In doing so, we avoid cost overruns.

Citygate has been actively in business for the past 34 years. The firm's president, Chad Jackson, utilizes a business model that provides for adequate adjustments in the public sector consulting industry under both expanding and contracting conditions. The firm has no history of prior or pending litigation. Unlike some other consulting firms that have affiliated with a professional association, no mergers are being considered by Citygate, which maintains its independence and autonomy. The firm has excellent banking relationships and is well rated by Dun & Bradstreet. Therefore, the firm is financially stable, and will continue to be.

We will never sacrifice the quality of our work for quantity, nor will we take on assignments beyond our capabilities to perform. Our highly developed and sophisticated approach to conducting successful studies allows Citygate to conduct multiple projects without sacrificing quality, while at the same time meeting scheduling commitments with our clients and providing

proactive communication and regular monthly written updates throughout the duration of each engagement.

Our consultants are routinely available on nights and weekends for client communication. While we do offer on-site travel, we also utilize videoconference for interviews, meetings, and presentations, allowing our consultants to maximize their availability for clients and minimize travel costs.

All of these factors allow Citygate to easily manage 30 to 40 concurrent projects while maintaining the highest quality standards, customer service, and timeliness in meeting project deadlines!

APPENDIX A

CODE OF ETHICS

CODE OF ETHICS

CLIENTS

1. We will serve our clients with integrity, competence, and objectivity.
2. We will keep client information and records of client engagements confidential and will use proprietary client information only with the client's permission.
3. We will not take advantage of confidential client information for ourselves or our firms.
4. We will not allow conflicts of interest which provide a competitive advantage to one client through our use of confidential information from another client who is a direct competitor without that competitor's permission.

ENGAGEMENTS

5. We will accept only engagements for which we are qualified by our experience and competence.
6. We will assign staff to client engagements in accord with their experience, knowledge, and expertise.
7. We will immediately acknowledge any influences on our objectivity to our clients and will offer to withdraw from a consulting engagement when our objectivity or integrity may be impaired.

FEES

8. We will agree independently and in advance on the basis for our fees and expenses and will charge fees and expenses that are reasonable, legitimate, and commensurate with the services we deliver and the responsibility we accept.
9. We will disclose to our clients in advance any fees or commissions that we will receive for equipment, supplies or services we recommend to our clients.

PROFESSION

10. We will respect the intellectual property rights of our clients, other consulting firms, and sole practitioners and will not use proprietary information or methodologies without permission.
11. We will not advertise our services in a deceptive manner and will not misrepresent the consulting profession, consulting firms, or sole practitioners.
12. We will report violations of this Code of Ethics.

The Council of Consulting Organizations, Inc. Board of Directors approved this Code of Ethics on January 8, 1991. The Institute of Management Consultants (IMC) is a division of the Council of Consulting Organizations, Inc.

APPENDIX B

PROJECT TEAM RESUMES

Mr. Gary was, until his retirement, the Fire Chief of the Livermore-Pleasanton Fire Department. Now in his 49th year in the Fire Service, Mr. Gary began as a volunteer and worked his way up through the ranks, including his service as a Paramedic for five years.

Mr. Gary started his career with the City of Poway in San Diego County, attaining the rank of Battalion Chief / Fire Marshal. He subsequently served as the Administrative Battalion Chief for the Carlsbad Fire Department in San Diego County. He was appointed Fire Chief for the City of Livermore, California in January 1994, and two years later, he successfully facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless 10-company department from which he retired as Chief. This successful consolidation was awarded the esteemed Helen Putnam Award for Excellence by the California League of Cities in 1999.

Mr. Gary has both a bachelor's and master's degree in Public Administration from San Diego State University. He holds an associate degree in fire science from Miramar Community College in San Diego and a certificate in fire protection administration from San Diego State, and he has attended hundreds of hours of seminar course work in fire protection.

Mr. Gary has served in elected professional positions, including: President, California League of Cities, Fire Chiefs Department; and Chairperson, San Diego County Paramedic Agencies. He has been involved in progressive responsibility for creating or implementing fire protection policy on the local, state, and national levels. He has served as a board member representing cities on the California Office of Emergency Services-FIRESCOPE Board and served two terms as the fire chief representative on the California League of Cities Board of Directors. Mr. Gary served on the Livermore School District Board and served as an elected official on the City of Livermore City Council.

Memberships Held:

- ◆ International Association of Fire Chiefs, Fairfax, VA
- ◆ California Fire Chiefs Association, Rio Linda, CA
- ◆ National Fire Protection Association, Quincy, MA

Current Consulting Experience:

Since starting his consulting career with Citygate Associates in 2001, Chief Gary has successfully worked on, managed, or directed over 400 consulting projects. Some of the highlights and recent projects include:

- ◆ Served as Public Safety Principal for a staffing, emergency medical services, and response times study for the City of Eagan, Minnesota.
- ◆ Served as Public Safety Principal for a public safety staffing study for the City of Woodbury, Minnesota, which entailed a fire services Standards of Coverage and headquarters assessment and a police, fire, and emergency medical services integrated analysis overview.
- ◆ Served as Public Safety Principal for a fire department service evaluation for the Bloomington Fire Department in Bloomington, Minnesota.

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- ◆ Served as Public Safety Principal and Project Director for a fire department Standards of Coverage staffing utilization study for the City of Pearland, Texas.
 - ◆ Served as Public Safety Principal for a fire department services evaluation for the City of Inver Grove Heights, Minnesota.
 - ◆ Served as Public Safety Principal for a Fire Department services evaluation for the City of Lakeville, Minnesota. The first phase entailed a Standards of Coverage assessment; the second phase included a comprehensive performance analysis with the identification of capacity levels and constraints of Department staffing services based on the data analysis resulting from the first phase.
 - ◆ Served as Project Manager for determining fire station location and crew staffing needs for the City of Minneapolis Fire Department.
 - ◆ Served as Public Safety Principal for a fire services merger study between the Cities of Burnsville and Eagan, Minnesota.
 - ◆ Served as Public Safety Principal and Project Manager for a comprehensive public safety Master Plan enabling the Police and Fire-Medical Departments to complete their organizational programmatic goals while falling in line with the General Plan 2035 for the City of Surprise, Arizona, and the City Council Strategic Plan.
 - ◆ Served as Project Director for a fire and rescue operations and staffing study for the City of Rio Rancho, New Mexico.
 - ◆ Served as Public Safety Principal to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District.
 - ◆ Served as Public Safety Principal to perform a fire department services evaluation for the City of Hastings, Minnesota.
 - ◆ Served as Public Safety Principal for a deployment study and assessment of the City of Redlands Fire Department.
 - ◆ Served as Public Safety Principal for a community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department.
 - ◆ Served as Project Manager for Standards of Coverage deployment analysis for the Snohomish County Fire District 1 in the State of Washington.
 - ◆ Served as Public Safety Principal and Project Director for a Standards of Coverage update for the San Diego Fire-Rescue Department.
 - ◆ Served as Project Director for Citygate's Standards of Coverage study for the City of San Diego, California.
 - ◆ Served as Public Safety Principal to provide a Standards of Coverage and staffing study for Kings County, California.
 - ◆ Served as Project Director and Standards of Coverage Specialist for Citygate's regional fire services deployment study for the County of San Diego, including 57 fire agencies in the County region. Citygate outlined a process designed to establish a blueprint for improving the County's regional fire protection and emergency medical system.

Other Relevant Non-Citygate Experience:

- ◆ In 2002, Mr. Gary led a seminar that taught the Standards of Coverage (SOC) methodology to members of the Clark County Fire Department.
- ◆ In 2005 and into 2006, Mr. Gary coached and assisted the Clark County Fire Department with the initial draft of their rural SOC documents. He advised County GIS on how to prepare the necessary mapping and response statistics analysis. He then coached the project manager on collecting risk assessment information on each rural area, which he then wove into an integrated draft set of risk statements and proposed response policies for each rural area.
- ◆ In 2000, Mr. Gary was the lead deployment consultant on a team that developed a new strategic plan for the San Jose Fire Department. The final plan, which used the accreditation system methods and Standards of Coverage tools, was well received by the Department and City Council, which accepted the new strategic plan on a 9–0 vote.
- ◆ In 1996, Mr. Gary successfully studied and then facilitated the peer-to-peer merger of the Livermore and Pleasanton Fire Departments into one seamless 10-company department for which he served as Chief. The LPFD represents one of the few successful city-to-city fire mergers in California. The LPFD consisted of 128 total personnel with an operating budget for FY 00/01 of \$18M. Service was provided from eight stations and a training facility, and two additional stations were under construction.
- ◆ In 1995, Mr. Gary began working with the International Association of Fire Chiefs and International City Management Association Accreditation project on the Standards of Coverage system for fire service deployment. He re-worked the material into a California manual and annually taught a 40-hour course for the California Fire Academy for many years. He conducts seminars on this deployment methodology for the International Fire Chiefs across the United States and Canada.
- ◆ In 1994, Mr. Gary effectively led the Fire Department’s adding of paramedic firefighters on all engines to increase service. Previously the Alameda County regional system was under-serving Livermore, and the local hospital emergency room was closing. Residents and the City Council approved a local EMS supplemental property tax assessment (successfully re-voted after Proposition 218) to help pay for this increased service. In 1995, Mr. Gary assisted the City Council and the firefighters union in reaching a new understanding on staffing, and a fifth Fire Company was added to better serve the northwest area of Livermore.
- ◆ During his tenure in Carlsbad, he successfully master-planned and opened two additional fire stations and developed the necessary agreements between the development community and the City Council.
- ◆ Mr. Gary has developed fire apparatus replacement plans; procured fire apparatus; supervised the development of community disaster preparedness and public education programs; facilitated permit streamlining programs in the Fire Prevention and Building Departments; improved diversity in the Livermore fire department by hiring the first three female firefighters in the City; supervised the Livermore City

Building Department, including plan check and inspection services for two years; and master-planned future growth in the north Livermore area for an additional 30,000 people in a “new town” area.

- ◆ Mr. Gary facilitated a successful regional dispatch consolidation between Poway and the City of San Diego Fire Department. He developed and implemented fire department computer records systems for Carlsbad and Livermore.
- ◆ Mr. Gary has been a speaker on the proper design of information systems at several seminars for Fire Chiefs, the California League of Cities, and the Fortune 100. He has authored articles on technology and deployment for national fire service publications.
- ◆ Mr. Gary is experienced as an educator in teaching firefighting, paramedicine, and citizen CPR programs. As a community college instructor, he taught management and fire prevention. He has been an instructor for State Fire Training and the San Diego Paramedic program.

Instructor and Lecturer:

- ◆ Instructor and lecturer on fire service deployment for the Commission on Fire Accreditation Standards of Coverage methodology. Over the last five years, Mr. Gary has presented one-day workshops across the US and Canada to fire chiefs. Presentations have included:
 - The International Association of Fire Chiefs Convention
 - US Navy Fire Chiefs in Norfolk, Virginia
 - US Air Force Fire Chiefs at the USAF Academy, Colorado Springs, Colorado
 - Seattle-area Fire Chiefs
 - Vancouver British Columbia Fire Chiefs Association
 - The Michigan/Indiana Fire Chiefs Association School at Notre Dame University
 - The California Fire Training Officers annual workshop
- ◆ Developed and taught the 40-hour course in fire deployment methods for the California Fire Academy for seven years. Over 250 fire officers have been trained in this course.

Presentations:

- ◆ “Mapping the Future of Fire.” First ever fire service technology conference, October 2000, Dallas, Texas. Outlined fire service needs, especially for GIS mapping and mobile data technologies in the fire service.

Publications:

- ◆ Edited, partially wrote, and co-developed the second, third, and fourth editions of the *Commission on Fire Accreditation Standards of Response Cover Manual*.

-
- ◆ Fire Chief Magazine article. February 2001, “System of Cover.” Using the Accreditation Commission’s Standards of Response Cover systems approach for deployment.
 - ◆ Fire Chief Magazine article. December 2000, “Data to Go.” Designing and implementing wireless data technologies for the fire service.

Chief Mazza retired as the Fire Chief for the City of Monterey, California, where he engineered and facilitated the consolidation of the Monterey and Pacific Grove fire departments in 2008. His fire service career spans 38 years with city, county, special district, and state fire agencies and includes administration, operations, air operations, training, dispatch, disaster planning and management, fire prevention, and law enforcement experience. He served as the Incident Commander on a statewide Incident Management Team and continues to serve as a member of the Monterey County Emergency Operations Center staff. Chief Mazza holds a bachelor's degree from California State University, Fresno, and an associate degree in Fire Science from Fresno City College, and he is a graduate of the Executive Fire Officer Program.

Chief Mazza has extensive collaborative experience, having served elected and appointed positions in numerous professional organizations and on regional committees and initiatives. He has served as the Fire and Rescue Coordinator and chaired the California Incident Command Certification System Peer Review Committee for the California Emergency Management Agency Monterey County Operational Area, and he also served on the Monterey County Operational Area Grant Approval Authority for the California Department of Homeland Security. He has served as President of the Monterey County Fire Chiefs Association and represented county fire agencies on committees providing governance and policy oversight of the Monterey County voice and data emergency communications and dispatch systems. He obtained grant funding and facilitated implementation of a mobile data communications system for Monterey County fire agencies in 2010 and initiated and led the continuing effort to develop a regional shared governance fire agency for the Monterey Peninsula.

Location and Contact Information: Chief Mazza's home office is located in Salinas, CA. He can be reached via email at smazza@citygateassociates.com.

Relevant Experience:

The following is a selection of Chief Mazza's consulting experience since joining Citygate:

- ◆ Served as Senior Fire Services Specialist for a fire department service evaluation for the Bloomington Fire Department in Bloomington, Minnesota.
- ◆ Served as Senior Fire Services Specialist and Project Manager for a fire department services evaluation for the City of Inver Grove Heights, Minnesota.
- ◆ Served as Senior Fire Services Specialist and Project Manager for a Fire Department services evaluation for the City of Lakeville, Minnesota. The first phase will entail a Standards of Coverage assessment; the second phase will include a comprehensive performance analysis with the identification of capacity levels and constraints of Department staffing services based on the data analysis resulting from the first phase.
- ◆ Served as Senior Fire Services Specialist and Project Manager to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District.
- ◆ Served as Senior Fire Services Specialist and Project Manager to perform a fire department services evaluation for the City of Hastings, Minnesota.

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- ◆ Served as Senior Fire Services Specialist and Project Manager for a deployment study and assessment of the City of Redlands Fire Department.
 - ◆ Served as Senior Fire Services Specialist and Project Manager for a community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department.
 - ◆ Served as Senior Fire and Emergency Services Specialist to conduct a Standards of Coverage update for the City of San Diego Fire-Rescue Department.
 - ◆ Served as Senior Fire Services Specialist and Project Manager to provide a Standards of Coverage and staffing study for Kings County, California.
 - ◆ Served as Senior Fire Services Specialist and Project Manager for a Standards of Coverage study and the development of a Strategic Plan for East Jefferson Fire-Rescue in East Jefferson, Washington.
 - ◆ Served as Senior Fire Services Specialist and Project Manager for a Fire Services Master Plan for the City of Lancaster, Texas, to assist the City and fire department in determining the timing and location of a fourth fire station and developing a longer-term fire services master plan that provides a safe, effective, and appropriately sized response force for fires, medical emergencies, and other events requiring a specialized emergency fire response.
 - ◆ Served as Senior Fire Services Specialist and Project Manager to conduct a comprehensive operations assessment of the City of Valdez, Alaska, Fire/EMS Department to assist the City and Department in identifying opportunities to improve the delivery of fire, emergency medical, and other technical emergency services.
 - ◆ Served as Senior Fire Services Specialist and Project Manager for a community risk assessment and Standards of Coverage study for the City of Brea, California, to assist the City and Fire Department in providing a safe, effective, and appropriately sized response force for fires, medical emergencies, and other events requiring a specialized emergency response.
 - ◆ Served as Senior Fire Services Specialist and Project Manager to provide a Standards of Coverage assessment for the City of Merced Fire Department.
 - ◆ Served as Fire and Emergency Services Specialist for a service delivery and staffing study for Portland Fire and Rescue in the City of Portland, Oregon.
 - ◆ Served as Senior Fire Services Specialist for a Standards of Coverage assessment for the Ross Valley Fire Department, based out of San Anselmo, California.
 - ◆ Served as Senior Fire Services Specialist and Risk Assessment Specialist to perform a comprehensive Standards of Coverage and headquarters staffing adequacy review for the City of Santa Clara Fire Department.

Relevant Non-Citygate Experience:

- ◆ Developed curriculum for the National Fire Academy in Emmitsburg, Maryland, including the following courses: Politics for the Local Fire Chief, New Fire Chief series, and Creating Fire Adapted Communities in the Wildland Urban Interface.

Significant Programs/Projects:

- ◆ Coordinated rewrite of the Monterey City Emergency Operations Plan in 2010 in conformance with federal and state all-hazard guidelines.
- ◆ Authored Damage Assessment Plan annex to the Monterey City Emergency Operations Plan.
- ◆ Authored Critical Infrastructure and Key Resources Plan annex to the Monterey City Emergency Operations Plan.
- ◆ Authored Pandemic Influenza Preparedness and Response Plan annex to the Monterey City Emergency Operations Plan.
- ◆ Developed and administered multiple fire service contracts.
- ◆ Coordinated annual Proposition 172 allocation for Monterey County fire agencies with the Monterey County Administrative Office.
- ◆ Served on the Board of Directors for the Fire Agency Insurance Risk Authority.
- ◆ Served on the Monterey County Emergency Medical Services Agency Task Force, evaluating and recommending enhancements to the Monterey County EMS system.
- ◆ Represented Monterey County fire agencies on the Monterey County Emergency Medical System Committee.
- ◆ Coordinated fire agencies' recommendations and comments to the Monterey County General Plan update.
- ◆ Coordinated implementation of the California Incident Command Certification System within the Monterey County Operational Area.
- ◆ Participated in the National Fallen Firefighters Foundation Wildland Fire Symposium to develop initiatives to reduce firefighter line-of-duty-fatalities.
- ◆ Developed and implemented capital facilities and equipment replacement and maintenance plans.
- ◆ Facilitated development and implementation of multiple Strategic Plans.
- ◆ Facilitated implementation of the reorganization of Monterey County Service Area #61 into the South Monterey County Fire Protection District.
- ◆ Coordinated development and implementation of a Fire District Illness and Injury Prevention Plan.
- ◆ Coordinated development and implementation of fire suppression assessment and mitigation fee ordinances.
- ◆ Co-facilitated development and implementation of multiple-agency engine and truck company performance standards.

Instructor and Lecturer:

- ◆ Instructor – Executive Analysis of Community Risk Reduction (second-year Executive Fire Officer Program curriculum) – National Fire Academy in Emmitsburg, Maryland

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- ◆ Instructor – ICS-100, ICS-200, ICS-300, ICS-400, IS 700a, IS 800b – California State University, Monterey Bay

Presentations:

- ◆ “Strengthening Your Core – Collaborative Service Delivery Systems,” California Association of Joint Powers Authorities conference, September 2009, Lake Tahoe, California. Outlined key issues and solution strategies relating to the consolidation of the Monterey and Pacific Grove fire departments.
- ◆ “Fire Service Challenges and Cooperative Solutions,” California Association of Local Agency Formation Commissions conference, April 2010, Santa Rosa, California. Outlined key issues and solutions relating to the consolidation of the Monterey and Pacific Grove fire departments in 2008 and the current initiative to develop a shared governance fire agency for the Monterey Peninsula region.

Publications:

- ◆ “Identifying Workforce Issues Relative to the Proposed Consolidation of the Monterey, Pacific Grove, and Carmel Fire Departments,” National Fire Academy, (Emmitsburg, Maryland: July 2007).
- ◆ “An Evaluation of Self-Contained Breathing Apparatus Voice Communications Systems,” National Fire Academy, (Emmitsburg, Maryland: June 2008).
- ◆ “Identifying and Mapping Critical Infrastructure and Key Resources for the City of Monterey, California,” National Fire Academy, Emmitsburg, (Maryland: June 2009).
- ◆ “Initial Damage Assessment Criteria and Procedures for the City of Monterey, California,” National Fire Academy, (Emmitsburg, Maryland: April 2010).
- ◆ “EMS Task Force White Paper,” Monterey County Health Department, Emergency Medical Services Agency, May 2001. Included an evaluation and recommendation of enhancements to the Monterey County EMS system.

Memberships:

- ◆ International Association of Fire Chiefs – Fairfax, Virginia
- ◆ California Fire Chiefs Association – Rio Linda, California

With 35 years in the fire service, Chief Stallings served the Fort Worth Fire Department as a firefighter, Captain, Chief Training Officer, Fire Marshal, Shift Commander, and Assistant Chief commanding the Operations Division.

Chief Stallings started his career with the Fort Worth Fire Department in 1986, completing his college education while working in the City's busiest stations. His work included special operations within the high-rise, hazardous materials, structural collapse, and dive rescue programs where in each he served as an instructor and program coordinator. In 2000, he was promoted to Battalion Chief and assigned to the central business district, where he directed many training initiatives and managed large-scale incidents. In 2008, he was assigned the role of Chief Training Officer, where he oversaw health and safety, recruitment, hiring, and certification training for recruits and incumbents. In 2009, he was assigned to the position of Fire Marshal, where he developed codes and standards related to mineral production, special events, and fire code amendments for adoption by city council. In 2015, he was promoted to Deputy Chief and assigned to a Shift Commander position supervising a daily staffing of 243 personnel. In this position, Chief Stallings developed a daily risk analysis and special operations deployment matrix for high-risk weather events. In 2018, he was promoted to Assistant Chief and assigned to oversee the entire division, where he negotiated collective bargaining and automatic/mutual aid agreements and established a strategic plan to coordinate deployment and facilities with significant growth.

Chief Stallings has a bachelor's of science degree in Civil Engineering from the University of Texas at Arlington. He served as an adjunct instructor for the Tarrant County College Fire Science program focusing on incident command courses. He was an International Code Council (ICC) certified Building Official and Fire Marshal and an NFPA fire protection specialist and Certified Safety Professional (CSP). Chief Stallings served for many years as the second Vice President of IAFF Local 440 in Fort Worth, where he worked on numerous staffing and health and safety initiatives.

Currently, Chief Stallings is a Task Force Leader for Texas A&M Task Force 1—one of 28 FEMA-sponsored Urban Search and Rescue teams. He also serves on a FEMA strategic plan subcommittee for urban search and rescue, and on the Fort Worth Employees Retirement Fund board as the representative for retirees.

Location and Contact Information: Chief Stallings' home office is located in Fort Worth, TX. He can be reached via email at lstallings@citygateassociates.com.

Relevant Citygate Experience:

- ◆ Served as Senior Fire and EMS Specialist to develop a Fire Master Plan for the Cy-Fair community of northwest Houston. This engagement—based on Harris County Emergency Services District #9's unique Fire and EMS fact pattern and varied risks—included a community risk assessment, a standard of cover study, and a compliance audit.
- ◆ Served as Senior Fire and EMS Specialist to develop a Fire Master Plan for the Cy-Fair community of northwest Houston. This engagement—based on Harris County Emergency Services District #9's unique Fire and EMS fact pattern and varied

risks—including a community risk assessment, a standard of cover study, and a compliance audit.

- ◆ Currently serving as Fire and EMS Specialist for a Comparative Deployment and Organizational Analysis of the Redondo Beach Fire Department, providing an analysis, evaluation, and cost comparisons related to deployment options for fire, EMS, and harbor operations as compared to the Consolidated Fire Protection District of the County of Los Angeles.
- ◆ Served as Senior Fire and EMS Specialist for a Fire Department Services Evaluation of more effective, efficient, and improved deployment models for service delivery for the City of Shakopee.
- ◆ Currently serving as Fire and EMS Specialist for a standards of coverage study and organizational review for the cities of West St. Paul and South St. Paul South Metro Fire Department. In addition to SOC/CRA elements, this study will include a comprehensive review of organizational hierarchy, distribution of workload, and management practices weighed against contemporary organizational principles and business processes.

Relevant Non-Citygate Experience:

- ◆ In 1995, while a Vice President for Local 440, manually collected three years of staffing data from 33 fire stations to develop a demand profile that determined the optimal ratio of relief firefighters needed to augment deployment.
- ◆ In 1996, while a Vice President for Local 440, developed a Fair Labor Standards Act-compliant schedule for dispatchers that is still in use today, and is now utilized in many departments throughout the country.
- ◆ In 2003, led a study of large-scale incident water supplies and changes to hydrant connections to improve the use of master streams at commercial incidents, thus reducing firefighter risk at non-life-safety incidents.
- ◆ Twice coordinated Citywide efforts to improve Insurance Service Office credit for dispatch, water supplies, and fire department operations: in 2004, as a Vice President for Local 440, resulting in a Class 2 rating, and in 2014, as a Shift Commander, resulting in a Class 1 rating.
- ◆ In 2009, worked extensively with an industry and community subcommittee to draft detailed operational and setback policies for urban gas well drilling that were adopted by city council as amendments to the International Fire Code.
- ◆ In 2010, developed and maintained mapping of water supplies in newly annexed areas. Coordinated deployment of water tenders and compressed air foam systems on a multi-year program until water service could be extended to new areas of the City.
- ◆ In 2010, worked with the aviation community to develop alternative methods to total foam flooding systems in Group II hangars at the municipal airport.

- ◆ In 2011, served on a Texas Commission on Fire Protection committee to develop statewide standards for Fire Inspectors. Developed a training program to certify 160 line personnel to conduct ongoing fire safety inspections.
- ◆ In 2011, served as the co-chair of the regional Life Safety Committee that aligned and coordinated Fire Marshal expectations for all events related to Super Bowl XLV.
- ◆ In 2018, represented the City in collective bargaining negotiations and developed significant improvements to leave time policy and emergency callback.
- ◆ In 2019, led the deployment of peak demand units, aerial deployment analysis, and revision of the safety chief model to reduce battalion chief response times.
- ◆ In 2020, developed and gained medical director approval for an alternative method of respirator protection and sterilization, resulting in sustained operations during mask shortages.

Employment:

Task Force Leader / FWFD Agency Representative for Texas Task Force 1

Fort Worth Fire Department, Fort Worth, Texas (Current)

Assistant Chief of Operations

Fort Worth Fire Department, Fort Worth, Texas (2017–2021)

Deputy Chief/Shift Commander

Fort Worth Fire Department, Fort Worth, Texas (2015–2017)

Deputy Chief/Fire Marshal

Fort Worth Fire Department, Fort Worth, Texas (2009–2014)

Chief Training Officer

Fort Worth Fire Department, Fort Worth, Texas (2008)

Battalion Chief

Fort Worth Fire Department, Fort Worth, Texas (2001–2006)

Fire Department Operations

Fort Worth Fire Department, Fort Worth, Texas (1986–2001)

Education:

- ◆ Bachelor of Science in Civil Engineering, University of Texas at Arlington – 1999
- ◆ Fire Service Chief Executive Officer Program, Texas A&M University – 2012

Certificates:

- ◆ Certified Safety Professional (2014)
- ◆ NFPA-Certified Fire Protection Specialist (2013)
- ◆ ICC-Certified Building Official and Fire Marshal (2012)

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- ◆ National Association of Underwater Instructors Dive Instructor (1998)
 - ◆ Texas Commission on Fire Protection:
 - Advanced Firefighter
 - Hazardous Materials Technician (1995)
 - Inspector Basic (2008)
 - Instructor III (2008)
 - ◆ Texas Forest Service: TIFMAS All Hazards/Structural (2011)
 - ◆ Texas Department of Health:
 - EMT
 - Skills Examiner

Relevant Training:

- ◆ National Fire Academy:
 - Command and Control of Multiple Alarm Incidents (2001)
 - Command and Control of Incidents Involving Target Hazards (2002)
 - Incident Command for Highrise Operations (2002)
- ◆ Texas Wildfire Association:
 - NWCG S-109 Introduction to Wildland Fire Behavior (2011)
 - NWCGS G-330 Wildland Training for Structural Firefighters (2011)
- ◆ Technical Rescue:
 - Structural Collapse Technician (2004)
 - Structural Collapse Technician II (2007)
 - Rope Rescue Technician (2004)
 - Hazardous Materials Technician (1995)
 - Trench Rescue Technician (1995)
 - NASA Ames Collapse Rescue (2005)
 - Vehicle and Machinery Technician (2006)
 - Bus Extrication (1998)
- ◆ Texas Engineering Extension Service:
 - Enhanced Incident Management Unified Command Course (2009)
 - Emergency Operations Center Operations and Planning for All-Hazards (2009) Swiftwater Rescue Technician (2001)
 - Fire Officer I (2004)
 - Trench Rescue (1997)

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- ◆ FDIC West Boot Camp for Battalion Chiefs (2002)
 - ◆ Arizona State University School of Public Affairs Fire Service Institute (2001)
 - ◆ NIMS 100-800 Courses

Publications:

- ◆ *When it Rains*, Firehouse Magazine, October 2007
- ◆ *Branigan's Building Construction for the Fire Service, Fifth Edition*, 2013, Contributor and Technical Reviewer

Memberships:

- ◆ International Association of Fire Chiefs
- ◆ National Fire Protection Association
- ◆ Texas State Fire Marshals Association
- ◆ IAFF Local 440
- ◆ Board of Certified Safety Professionals

Mr. Lind has broad experience in multiple industries, including the high-tech sector and municipal government, the latter of which included two years as a performance improvement analyst. His municipal government experience has largely focused on fire, EMS, and police performance; staffing analysis; facilities location studies; and alternative service delivery modeling. He has used data and business transformation techniques throughout his career across the globe. Mr. Lind is skilled with developing and conducting statistical research to answer operations questions, and he is equally comfortable with survey research. He has two published survey research papers, including one he developed for Rotary International. Mr. Lind is a Lean Six Sigma Certified Black Belt and has a bachelor's degree and two master's degrees in International Business, all from different countries.

Location and Contact Information: *Mr. Lind's home office is located in the Portland, OR metro area. He can be reached via email at elind@citygateassociates.com.*

Relevant Experience:

The following is a selection of Mr. Lind's consulting experience since joining Citygate:

- ◆ Recently served as Statistical and Operations Analysis Specialist for a fire and EMS staffing and operations study of the fire department for the City of Fort Worth, Texas.
- ◆ Served as Statistical and Operations Analysis Associate to conduct an ambulance services oversight analysis for the City of San Diego Fire-Rescue Department, as well as helping to co-design a Request for Proposal to successfully re-bid the system.
- ◆ Recently served as Statistical and Operations Analysis Specialist for a service delivery and staffing study for Portland Fire and Rescue in the City of Portland, Oregon.
- ◆ Served as Statistical and Operations Analysis Associate for the first-ever independent Standards of Coverage evaluation of the Los Angeles Fire Department's fire and emergency medical services deployment system.
- ◆ Served as Emergency Medical Services Statistical Specialist to conduct a regional fire services Standards of Coverage analysis and a capacity constraint analysis for the Ventura County Fire Protection District.
- ◆ Served as Statistical and Operations Analysis Associate to provide EMS system consultation services for the Alameda County Health Care Services Agency.
- ◆ Served as Statistical, Geographic Information Systems, and Operational Analysis Specialist to perform a comprehensive public safety Master Plan that will enable the Police and Fire-Medical Departments to complete their organizational programmatic goals while falling in line with the General Plan 2035 for the City of Surprise, Arizona, and the City Council Strategic Plan.

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- ◆ Served as Statistical and Operations Analysis Associate for a fire department service evaluation for the Bloomington Fire Department in Bloomington, Minnesota.
 - ◆ Served as Statistical and Operations Analysis Associate for a service level assessment of the Orange County Fire Authority's Emergency Command Center to ascertain the efficiency and effectiveness of the activities of the ECC and ensure compliance with policies/procedures, best practices, and regulatory agencies. This was one of seven as-needed organizational service level assessments of operations for Orange County Fire Authority as part of a Master Services Agreement.
 - ◆ Served as Statistical, GIS, and Operations Analysis Associate for an operations assessment for the Police and Fire Departments in the City of Orem, Utah, which included a police field operations review and a fire department Standards of Coverage assessment.
 - ◆ Served as Statistical, GIS, and Operational Analysis Associate for a public safety staffing study for the City of Woodbury, Minnesota, which entailed a fire services Standards of Coverage and headquarters assessment and a police, fire, and emergency medical services integrated analysis overview.
 - ◆ Served as Statistical and Operational Analysis Associate for a comprehensive management study for the Lawrence Police Department in Lawrence, Kansas.
 - ◆ Recently served as Statistical and Operational Analysis Associate for a Police Department Strategic Plan for the City of Pasco, Washington.
 - ◆ Recently served as Statistical and Operational Analysis Associate for a police staffing and efficiency study for the City of Elk Grove, California.
 - ◆ Recently served as Statistical and Operational Analysis Associate for a Police Department facilities review and headquarters/facilities siting study for the City of Riverside, California, with the goal of developing a new police headquarters facility within the City that optimizes operational services to the community.
 - ◆ Served as Statistical and Operational Analysis Associate to perform a comprehensive services delivery and staffing review of the San Luis Obispo Police Department.
 - ◆ Served as Statistical and Operational Analysis Associate to perform a comprehensive services delivery and staffing review for the Monterey County Sheriff's Department.
 - ◆ Served as Statistical, Geographic Information Systems, and Operational Analysis Specialist to perform a comprehensive services delivery and staffing review for the Yuba County Sheriff's Department.
 - ◆ Served as Statistical, GIS, and Operational Analysis Associate for a comprehensive City-provided police department feasibility study for the City of Jurupa Valley, California.

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- ◆ Served as Statistical and Operational Analysis Associate for a comprehensive services delivery and staffing review for the Police Department in the City of Eloy, Arizona.

Employment:

Performance Analyst

City of Vancouver, Washington

September 2012–August 2014

- ◆ Worked with directors across the City to obtain requirements for business transformation projects and led the development, testing, and implementation of business solutions. Provided training to more than 200 City staff on Lean Six Sigma concepts and tools, including the DMAIC (design, measure, analyze, improve, and control) method, statistical process control, hypothesis testing, and others.
- ◆ Worked closely with the Police Chief and his staff to review several administrative functions, with the goal of staffing the East Precinct front desk within existing budget constraints. Analysis revealed that the purchasing, inventory, and grants management functions could be simplified and reconfigured to staff the East Precinct front desk with no additional labor cost.
- ◆ Worked closely with the Fire Chief and key staff to define objectives for business transformation projects:
 - Assessed the use of SUVs to respond to medical calls to reduce response time and cost and to maintain/improve the quality of patient care. Although test results were favorable, alternative tactical configurations were recommended to improve results.
 - Assessed the optimum composition, configuration, and geographic placement of fire stations given population growth, call volume and location, and budgetary constraints. Results revealed that moving two fire stations would improve response time for critical service areas, as well as improve tactical capability.
 - Worked with City and County partners to examine medical priority dispatch system code types and prioritize them appropriately. For example, assaults and attempted suicides were reduced from Priority 1 to Priority 2 because police must secure the scene prior to EMS providing service.
- ◆ Conducted a variety of full life-cycle survey projects from birth-to-earth, including identifying research questions, survey development, data gathering and cleanup, analysis, interpretation, and making recommendations.
- ◆ With the CFO and finance team, scoped and defined a project aimed at reducing error and cycle time in the Procure-to-Pay process.
- ◆ Trained and led a team of Fire Department analysts on the scientific method to help them execute pilot projects successfully from problem definition to solution implementation.

Volunteer Research Analyst

Rotary International, Evanston, Illinois

May 2011–December 2011

- ◆ In collaboration with the Chief Information Officer and Rotarians across the world, completed a full-scale global marketing research study to determine how Rotary International might better leverage social media technology to help Rotarian volunteers be more effective in their Rotary work.
- ◆ Worked with Rotary's Chief Information Officer to identify the research question and develop a scientifically robust survey instrument for testing.
- ◆ Rotarians were interviewed to develop a qualitative framework of concepts relevant to the research question, and a quantitative survey instrument was developed out of the conceptual framework.
- ◆ After a pilot test of the survey, a 66-question survey was developed around 14 statistically valid and reliable constructs.
- ◆ The survey was translated to seven languages, back translated, and distributed to 26,500 Rotarians worldwide, with more than 1,100 valid responses coming from 72 countries. A final 58-page statistical analysis with strategic recommendations was provided to the board of directors, including that Rotary should increase its Facebook presence because it is a significant factor ($p < .000$ @ 18 percent of the variance) in driving club engagement among Rotarians, particularly for Rotarians who are involved in international, vocational, and youth service projects.

Consultant

Confidential Client, China

April 2011–August 2011

- ◆ Client requested assistance with handling a variety of human resource challenges in advance of a major acquisition-based market expansion. The focus of the project was to identify tools and techniques to facilitate transfer of corporate policy and processes to improve post-acquisition integration. Particular focus was given to knowledge transfer due to Chinese labor market conditions because job-hopping was commonplace in China at the time.
- ◆ Identified that labor market competitive advantage in the Chinese labor market could be achieved through employee performance planning (e.g., employees with specific objectives to achieve) coupled with corporate support in training, motivation, and performance rewards are better equipped to retain key talent.
- ◆ Demonstrated how Lean Six Sigma can foster the transfer of tacit knowledge to explicit knowledge with careful inquiry and documentation.
- ◆ Demonstrated how Lean Six Sigma is an excellent method to measure performance for continued employee development, knowledge management, and process quality control.
- ◆ Demonstrated how performance planning helps companies improve quality by partnering with employees to establish mission-aligned performance goals.

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- ◆ Recommended enhancements to company's corporate training and education programs to improve the reach and effectiveness of employee training while simultaneously reducing training costs.

Graduate Student

ESC Rennes School of Business, Rennes, France

September 2010–April 2012

- ◆ Completed a dual master of arts degree in international business at ESC Rennes School of Business (otherwise known as École Supérieure de Commerce de Rennes) and Open University in Milton-Keynes, United Kingdom. Courses for both degrees were held in France.

Project Manager

AT&T Global Network Services, Southbury, Connecticut

May 1999–June 2010

- ◆ AT&T Global Services provides virtual private network services to enterprise customers via its global data network backbone. The Service Delivery team manages an average work in progress of 3,500 customer projects daily, with annual revenues of approximately \$4.7 billion worldwide (as of year-end 2010). Directed daily provisioning operations, supervising six provisioning teams consisting of 65 individuals in the US. Supported more than 130 upstream project managers and more than 100 network engineers in North and South America, Europe, and Asia.
 - Defined and led multiple process improvement projects with statistically significant improvements in cycle-time and variance. Received a Customer Service Excellence Award for these improvement projects, which is awarded to less than 0.1 percent of employees worldwide.
 - Developed a variety of tools and reports to help detect, control, eliminate, and mitigate process errors, as well as improve flow and cycle time.
 - Used quantitative data to analyze operational trends and develop and implement strategic quality improvement projects.
 - Developed and provided training to hundreds of employees in North and South America, Europe, and Asia.
 - Provided regular progress reports and presentations on quality improvement projects to the division vice president and other senior management.
- ◆ Other job functions at AT&T included the following:
 - Transport Manager (2003–2006) – Primarily responsible for ensuring delivery of network services (circuits and permanent virtual circuits) for client projects.
 - Circuit Build Coordinator (2001–2003) – Primarily responsible for data circuit engineering and circuit delivery.
 - Circuit Order Writer (1999–2001) – Primarily responsible for placing vendor purchase orders for data circuits.

Technical Service Manager

TJS Electronics & Peripherals Inc., Bradford, Connecticut

February 1997–May 1999

- ◆ Tested and assembled product for delivery. Managed product returns and customer service for enterprise clients. Provided training and support to customers as needed.
 - Slashed average daily inventories by \$50,000 USD per month (or five percent of annual revenues) through Just-In-Time / Toyota Production System techniques.
 - Co-developed one of the first USB external hard discs.

Education:

- ◆ Master of Arts in International Business from École Supérieure de Commerce de Rennes – 2012
- ◆ Master of Arts in International Business from Open University – 2012
- ◆ Bachelor of Science in International Business from Quinnipiac University – 2008
 - Magna Cum Laude

Certificates:

- ◆ Lean Six Sigma Black Belt, Pyzdek Institute, LLC – September 2014
- ◆ Lean Six Sigma Green Belt, AT&T (Juran Institute) – October 2008
- ◆ Lean Six Sigma Yellow Belt, AT&T (Juran Institute) – April 2008

Mr. Jackson is Citygate's President and has approximately 20 years of experience in local government consulting. Having previously served as Citygate's Vice President, Mr. Jackson has served over 500 clients since joining Citygate, and has provided leadership to all aspects of the firm's operations for over a decade. Mr. Jackson is passionate about supporting and empowering local government leaders, with a focus on building executive-level consulting teams that are driven to tackle the most complex issues and challenges across every local government function. Proficient in all aspects of Citygate's many service lines to cities, counties, and districts—as well as their diverse organizational cultures—he is also a certified MERIT Profile consultant and trainer, specializing in helping organizations connect their values and culture to key recruitment decisions.

Mr. Jackson earned his master's degree in business administration from the University of California, Davis, with a focus on organizational management and entrepreneurship. He earned his bachelor's degree in communication studies from California State University, Sacramento.

Location and Contact Information: *Mr. Jackson operates from Citygate's headquarters office in Folsom, CA. He can be reached via email at cjackson@citygateassociates.com.*

Current Consulting Experience:

For all Citygate projects, Mr. Jackson reviews work products and is responsible for ensuring that each project is conducted smoothly and efficiently within the schedule and budget allocated and that the project deliverables are in conformance to Citygate's quality standards.

- ◆ Served in an oversight capacity for a staffing, emergency medical services, and response times study for the City of Eagan, Minnesota.
- ◆ Served in an oversight capacity for a public safety staffing study for the City of Woodbury, Minnesota, which entailed a fire services Standards of Coverage and headquarters assessment and a police, fire, and emergency medical services integrated analysis overview.
- ◆ Served in an oversight capacity for a fire department service evaluation for the Bloomington Fire Department in Bloomington, Minnesota.
- ◆ Served in an oversight capacity for a fire department Standards of Coverage staffing utilization study for the City of Pearland, Texas.
- ◆ Served in an oversight capacity for a fire department services evaluation for the City of Inver Grove Heights, Minnesota.
- ◆ Served in an oversight capacity for a Fire Department services evaluation for the City of Lakeville, Minnesota. The first phase will entail a Standards of Coverage assessment; the second phase will include a comprehensive performance analysis with the identification of capacity levels and constraints of Department staffing services based on the data analysis resulting from the first phase.
- ◆ Served in an oversight capacity for determining fire station location and crew staffing needs for the City of Minneapolis Fire Department.

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- ◆ Served in an oversight capacity for a fire services merger study between the Cities of Burnsville and Eagan, Minnesota.
 - ◆ Served in an oversight capacity to perform a comprehensive public safety Master Plan that will enable the Police and Fire-Medical Departments to complete their organizational programmatic goals while falling in line with the General Plan 2035 for the City of Surprise, Arizona, and the City Council Strategic Plan.
 - ◆ Served in an oversight capacity for a fire and rescue operations and staffing study for the City of Rio Rancho, New Mexico.
 - ◆ Served in an oversight capacity to conduct a Standards of Coverage assessment and Master Plan update for the Chino Valley Independent Fire District.
 - ◆ Served in an oversight capacity to perform a fire department services evaluation for the City of Hastings, Minnesota.
 - ◆ Served in an oversight capacity for a deployment study and assessment of the City of Redlands Fire Department.
 - ◆ Served in an oversight capacity for a community risk assessment and Standards of Coverage analysis for the City of Santa Monica Fire Department.
 - ◆ Served in an oversight capacity for a Standards of Coverage deployment analysis for Snohomish County Fire District 1 in the State of Washington.
 - ◆ Served in an oversight capacity for a Standards of Coverage update for the San Diego Fire-Rescue Department.
 - ◆ Served in an oversight capacity for Citygate's Standards of Coverage study for the City of San Diego, California.
 - ◆ Served in an oversight capacity to provide a Standards of Coverage and staffing study for Kings County, California.
 - ◆ Served in an oversight capacity for a regional fire services deployment study for San Diego County, including 57 fire agencies in the County region. Citygate outlined a phased process designed to establish a blueprint for improving the County's regional fire protection and emergency medical system.

June 14, 2024

David Brosnahan
Fire Chief & Emergency Manager
City of Roseville Fire Department
2701 Lexington Ave. N
Roseville, MN 55113

Subject: Proposal for Fire Department Organizational and Staffing Study

Dear Chief Brosnahan:

Raftelis is pleased to submit this proposal to assist the City of Roseville Fire Department (Department) with an organizational and staffing study. Our focus has always been to help local government and utility clients solve their financial, organizational, and technology challenges.

We understand that the City is seeking a comprehensive assessment of its Fire Department staffing, structure, and operations. The goal of this engagement is to align priorities and values to ensure the Department's ability to address service delivery needs, now and into the future. We believe our firm offers you several distinct advantages for this work:

- **A workable and insightful approach:** Our team's approach specifically addresses the Department's needs and will help develop a best practice-level plan to align staffing and organizational structure of the Fire Department with the vision and mission of the Roseville community. Our proven methodology ensures a thorough analysis while providing flexibility to understand and develop recommendations that work in your local context. Your desire for optimized staffing and 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 operations, including fire and emergency services. Our team includes a former fire chief, as well as consultants who are all former local government professionals who regularly provide similar analyses for fire operations nationwide.
- **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.

Scope of Work

The City of Roseville is seeking a professional consultant to prepare a comprehensive organizational and staffing study for the Fire Department. The goal of this engagement is to evaluate current staffing and its ability to meet current and projected service demands.

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 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 **Recommendations** with an associated **Roadmap** to implement positive change. This approach is depicted in the graphic to the right.



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 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.

Activity 2: Conduct Field Work

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 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.

Activity 3: Assess Staffing and Operations

Raftelis will review and analyze existing data provided by the City along with data and information gathered from our field work. We will work with staff to obtain CAD/RMS data so we can analyze such issues as time spent on calls for service. Based on our analysis, we will develop specific recommendations regarding staffing and deployment, as well as other operational issues for the Fire Department..



The steps in this process include the following:

- As part of our entry interviews with the City, we will develop information about the Fire Department and its service functions. The interviews will support the development of a list of applicable functions performed and services provided by the Department.
- Based on our understanding of the Department, we will assemble a set of suggested best management practices as well as relevant measures of service demand, resources applied, and
- service outcomes provided.
- We will identify “quick win” opportunities for easy, low cost, high value improvements.
- We will prepare best practices information, summarizing the diagnostic project activity.
- Additional items to be evaluated and considered include, but are not limited to:
 - Appropriate staffing levels with an emphasis on safety, workload, and the use of existing
 - resources and overtime;
 - Current allocation and deployment practices;
 - Current minimum staffing goal;
 - Current scheduling practices;
 - Current and projected population distribution and demographics;
 - City geography and road and traffic conditions;
 - Department general orders, SOPs, and policies;
 - Opportunities for regionalization/consolidation of services;
 - Goals and objectives of the department related to staffing and meeting community expectations
 - for levels of service.

During the assessment process, we will evaluate all traditional Fire and EMS service areas and program activities against best practices in the fire and EMS service with the goal of identifying what opportunities may exist to elevate the standard of service provided in the City and what, if any, staffing and resource needs are required to effectively execute these programs:

Function	Program Area	Key Program Activities
Emergency Response	Fire Suppression	- Staffing and deployment models - Mitigating, controlling, and extinguishing fires
	Emergency Medical Services	- Provide urgent pre-hospital treatments - Provide transport - Consistent EMS protocols and personnel credentials
	Hazardous Materials Mitigation	Actions taken to eliminate risks associated with hazardous materials
	Special Operations Response	Responding to high-risk, but low-frequency emergency situations
Non-Emergency Response	EMS	- Actions to reduce impact on 911 system - Non-emergency requests impact on 911 system - Alternative non-emergent response deployment - Prepare annual Department operating and capital budgets
	Budget	- Fire/EMS staffing and deployment that meets the emergency and non-emergency needs. - Track agency(s) expenses and prepare spending reports
	Payroll	- Record staff attendance and leave usage - Manage time reporting
	Personnel	Manage employee performance
Administration	Purchasing	- Identify gear, equipment, and supplies needed by the Department - Review and approve invoices - Prepare and submit an annual performance and financial report
	Accreditation (if applicable)	Prepare documentation for accreditation renewal every five years including community risk assessment, community-driven strategic plan, and complete self-assessment manual
Support	Equipment Maintenance	- Collect, clean, and return gear exposed to fire scenes and contaminants - Inspect turnout gear and equipment for defects - Test equipment for safety and functionality
	Fleet Maintenance	Coordinate maintenance of Department vehicles and apparatuses
	Inventory	Maintain inventory of all gear, equipment, and supplies
	Procurement	- Procure turnout gear, personal protective equipment (PPE), equipment, and supplies as needed - Procure medical supplies as needed
	Community Education	Conduct community fire education events at local schools
Employee Training and Preparedness	Academy and Recruitment	- Strategies for recruitment and retention of all levels of staffing - Evaluate training facilities by use, location, capabilities and costs

Function	Program Area	Key Program Activities
Fire Marshal's Office	Training and Professional Development	• Fire Academy • Training activities (Suppression, EMS, ice/water, rope, trench, confined, HAZMAT, and high angle) • Non-emergency training • Perform assessments of training to determine priorities for the next year
	Plan Review	• Examining design plans of new construction and renovation projects to ensure the plans meet applicable fire codes
	Fire Inspections	• Inspect multifamily residential occupancies, commercial buildings, and hazardous processes to ensure they safely meet applicable fire codes
	Fire Investigations	• Examine scenes of fires to determine origin and cause

We evaluate the performance of the Department as it compares to industry standards of performance. The resulting diagnostic provides a quick and objective overview of both the quantitative and qualitative work activities of the departments. Raftelis has developed industry best practices in many areas of emergency services. 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 in the Department with the best practices of other successful organizations.

DELIVERABLES:

- Preliminary staffing and structure observations and recommendations PowerPoint

Activity 4: Prepare 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.

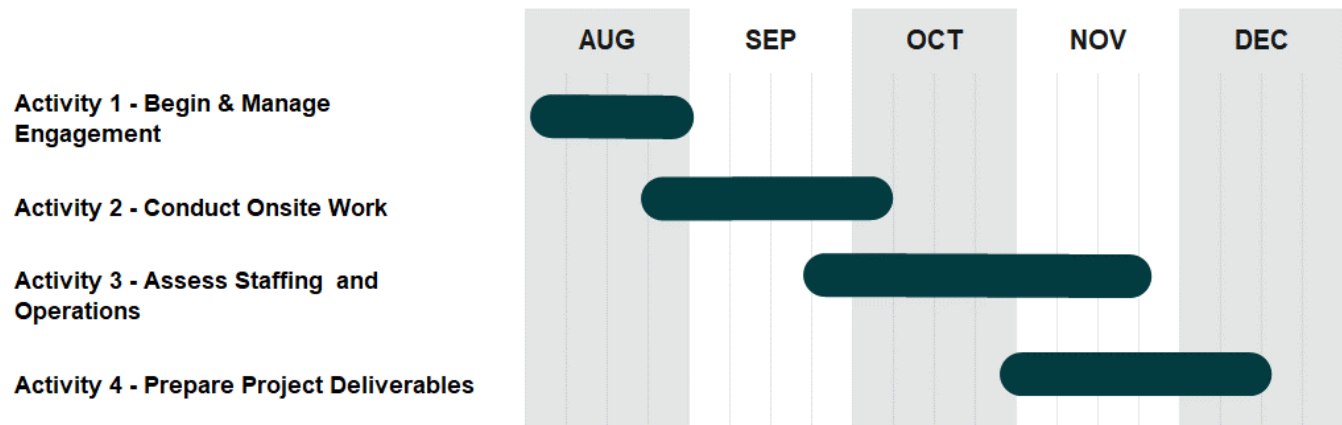
Based upon feedback received, we will finalize and present the project report virtually as requested by the City. The final report will be presented in both printed and electronic form.

DELIVERABLES:

- Draft and final report
- Implementation Roadmap

Project Timeline

A proposed project schedule is provided below. We expect to refine this with the Department during Activity 1.



Raftelis Team Members

For your project, we have developed an experienced team of consultants who specialize in the specific elements that will be critical to the success of the Department's project. All have local government and public safety consulting experience. Because we possess the in-house qualifications and experience necessary, no subconsultants will be used, and all team members are Raftelis employees.



Jonathan Ingram, Project Director

Jonathan has 20 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.

As a consultant, Jonathan 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 parks and recreation 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 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.



Tom DeMint, Subject Matter Expert

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 innovated 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 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, overseeing fire recruit and incumbent training for fire departments throughout Northern Colorado, Wyoming, and Montana. Tom is the former Co-Chair of the Fort Collins 9-11 Memorial fund raising committee and member of the Fort Collins Fire Museum Committee. He has conducted classes on fire prevention and fire code instruction in the United States, the Middle East, and the Caribbean.

Tom is a member of the International Association of Fire Chiefs (IAFC), National Fire Protection Association (NFPA), Metro Fire Planners, and in the past has been active in the 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 1 Peer Assessor for the CFAI.



James Flick, Senior Consultant

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, public safety, project management, and performance measurement. In addition, he is a skilled communicator, analyst, and creative problem solver. He has worked on several public safety projects for Raftelis, including for Cedar Rapids (IA), Hopkins (MN), and Lower Paxton Township (PA), among others.

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.

References

Our staff has assisted more than 1,700 local government organizations across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,300 financial, management, and/or technology consulting projects for over 700 public-sector agencies in 47 states, the District of Columbia, and Canada. Raftelis has assisted hundreds of local governments across the country. In many instances, we have worked with organizations over multiple years and established long-term partnerships to build capacity and lasting improvements throughout an organization. We have become trusted advisors to these local governments, as outlined in the following references.

City of Hopkins MN

Reference: Dale Specken, Fire Chief/Emergency Manager

P: 952.548.6451 / E: dspecken@hopkinsmn.com

In 2023, the firm was engaged by the City of Hopkins (City) to perform a staffing study of the Fire Department (Department), to ensure it was staffed and resourced to meet local service needs now and into the future. The work included a review of documents and data, including run cards, interviews with the City Council, Department leadership, and staff at the stations, and a series of four community summits to gather input from residents and stakeholders. The resulting report and recommendations helped to improve operations, including stations and facilities, staffing and organizational structure, technology, processes, and policies.

City of Edina MN

Reference: Scott Neal, City Manager

P: 952.927.8861 / E: sneal@edinamn.gov

The City of Edina (City) engaged The Novak Consulting Group, 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 Andover 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 IA

Reference: Greg Smith, Fire Chief

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

The firm was engaged by the City of Cedar Rapids (City) to conduct a deployment analysis and operational review of the Cedar Rapids Fire 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.

City of Bloomington IN

Reference: Adam Wason, Director of Public Works

P: 812.349.3410 / E: wasona@bloomington.in.gov

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 Fire Department. 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.

Project Fee

The total fixed fee to complete the scope of work outlined in this proposal is \$72,100, which includes all professional fees and expenses.

Activity	Description	Cost
1	Begin and Manage Engagement	\$6,400
2	Conduct Onsite work	\$18,100
3	Assess Staffing and Operations	\$23,975
4	Prepare Project Deliverables	\$23,625
TOTAL		\$72,100

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

We look forward to the opportunity to serve the Roseville Fire Department. If you have any questions, please don't hesitate to contact me using the contact information below.

Sincerely,



Jonathan Ingram

Vice President

P: 513.221.0500 / E: jingram@raftelis.com

The City of Roseville accepts the terms of this engagement letter and proposal:

Approved: _____	Date: _____
Name of Signatory: _____	Title: _____

ROSEVILLE
REQUEST FOR COUNCIL ACTION

Date: 8/5/2024

Item No.: 10.a.

Department Approval



City Manager Approval



Item Description: Approval of Payments

Background

State Statute requires the City Council to approve all payment of claims. The following summary of claims has been submitted to the City for payment.

Check Series #	Amount
ACH Payments	\$661,828.15
110113 – 110262	\$572,214.93
Total	\$1,234,043.08

A detailed report of the claims is attached. The City Staff has reviewed the claims and considers them to be appropriate for the goods and services received.

Policy Objectives

Under MN State Statute, all claims are required to be paid within 35 days of receipt.

Equity Impact Summary

Local governments play an important role in building racially equitable and inclusive regional economies. Payments to vendors contribute to the local economy by supporting businesses within the community, including those owned by people of color. Ensuring equitable distribution of contracts and payments among vendors, particularly minority-owned businesses, can help promote economic equity. This supports the broader goals of reducing racial economic disparities as well as Roseville's aspiration to have a community that is economically prosperous with a stable and broad tax base and vibrant small businesses.

Budget Implications

All expenditures listed above have been funded by the current budget, from donated monies, or from cash reserves.

Staff Recommendations

31 Staff recommends approval of all payment of claims.

32

33

34 **Requested Council Action**

35 Motion to approve the payment of claims as submitted.

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Prepared by: Joshua Kent - Assistant Finance Director

Attachments: 1. Checks for Approval

39

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
Fund: 100 General Fund					
Department: 00-00 GENERAL					
100-00-00-211100	ICMA Def Comp	Mission Square	Remittance Check	150.00	1373
100-00-00-211100	ICMA Def Comp	Mission Square	Remittance Check	2,972.00	1373
100-00-00-211100	ICMA Def Comp	Mission Square	Remittance Check	1,041.06	1373
100-00-00-211100	ICMA Def Comp	Mission Square	Remittance Check	5,567.00	1373
100-00-00-211101	Mission Sq Roth	Mission Square	Remittance Check	250.00	1373
Total Department 00-00 GENERAL				9,980.06	
Department: 01-00 CITY COUNCIL					
100-01-00-430000	Professional Services	Alerus Financial NA	COBRA JUNE SERVICE FEE PAID JULY	213.00	110206
100-01-00-430000	Professional Services	TimeSaver Off Site Secreta	MINUTES	167.00	1381
Total Department 01-00 CITY COUNCIL				380.00	
Department: 02-00 ADMINISTRATION					
100-02-00-430000	Professional Services	Shred-N-Go, Inc.	ADMIN SHREDDING THRU 7/14	78.93	110256
100-02-00-439000	CONTRACT MAINTENANCE	NFP Insurance Services, In	BSWIFT & ACA FEE	686.80	110169
100-02-00-440000	Conferences	Do Good Roseville	VOLUNTEER FAIR REGISTRATION FEE	20.00	110221
100-02-00-441100	Tuition Reimbursement	Mitchell Christensen	TUITION REIMBURSEMENT	1,400.00	1339
Total Department 02-00 ADMINISTRATION				2,185.73	
Department: 04-00 FINANCE					
100-04-00-430000	Professional Services	Metropolitan Courier Corp.	JUNE 2024 SERVICE CHARGE	781.39	110237
100-04-00-430000	Professional Services	TimeSaver Off Site Secreta	MINUTES	452.50	1381
Total Department 04-00 FINANCE				1,233.89	
Department: 06-00 LEGAL DEPARTMENT					
100-06-00-430000	Professional Services	Erickson, Bell, Beckman &	PROSECUTION SERVICES	14,811.00	1363
100-06-00-430000	Professional Services	Kennedy & Graven, Chartere	LEGAL FEES	2,164.50	110233
100-06-00-430000	Professional Services	Kennedy & Graven, Chartere	MONTHLY RETAINER FEE - CIVIL	16,592.56	110233
Total Department 06-00 LEGAL DEPARTMENT				33,568.06	
Department: 08-00 CENTRAL SERVICES					
100-08-00-424000	Operating Supplies	ARAMARK REFRESHMENT SERV	FILTER	156.86	110208
Total Department 08-00 CENTRAL SERVICES				156.86	
Department: 10-00 POLICE DEPARTMENT					
100-10-00-420000	Office Supplies	Baycom, Inc. c/o OwnersEdg	THERMAL PAPER	127.00	1317
100-10-00-420000	Office Supplies	Greenhaven Printing	BUSINESS CARDS CHAU	107.05	1331
100-10-00-422000	Clothing	Galls, LLC	OUTSTANDING 2023 INVOICE - UNIF	178.18	110137
100-10-00-422000	Clothing	Galls, LLC	OUTSTANDING 2023 INVOICE - UNIF	5.00	110137
100-10-00-422000	Clothing	Galls, LLC	VEST TRAUMA PLATE - J SWANSON	54.05	110137
100-10-00-422000	Clothing	Galls, LLC	VEST CARRIER ID - COX	26.22	110137
100-10-00-422000	Clothing	Galls, LLC	OUTREACH BACKPACK AND GLOVES - PITZL	135.98	110137
100-10-00-422000	Clothing	STREICHER'S	NEW HIRE VEST CARRIER - DURANT	387.94	1346
100-10-00-422000	Clothing	STREICHER'S	NEW HIRE VEST SUNDSTROM	387.94	1346
100-10-00-422000	Clothing	STREICHER'S	NEW HIRE VEST CARRIER - SUNDERSTROM	387.94	1346
100-10-00-422000	Clothing	STREICHER'S	PD HAT - COOK	25.00	1346
100-10-00-423000	Vehicle Supplies & Mainten	EMERGENCY AUTOMOTIVE TECH	ARM REST REPAIR SQUAD 2201	68.15	1325
100-10-00-423000	Vehicle Supplies & Mainten	Wayne Val Autobody	REPAIRS TO SQUAD 2204 - DEER ACCID	6,663.00	110202
100-10-00-423000	Vehicle Supplies & Mainten	White Bear Mitsubishi	DIAGNOSE AND REPAIR FUEL TANK - 2024	714.96	110203
100-10-00-423000	Vehicle Supplies & Mainten	White Bear Mitsubishi	TOW TO DEALERSHIP TO REPAIR MITSUB OU	392.33	110203
100-10-00-424000	Operating Supplies	All Traffic Solutions, Inc	SPEED BOARD BATTERIES	341.99	1314
100-10-00-424000	Operating Supplies	Galls, LLC	HOOD MASKS (20)	1,139.80	110226
100-10-00-424000-PD0002	Operating Supplies	Dell Marketing, L.P.	DELL LATITUDE 5550 BTX BASE	980.30	110130
100-10-00-424000-PD0002	Operating Supplies	Verizon	CCIPG OUTREACH DATA ACCT 542259159-00	63.25	110198

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
Fund: 100 General Fund					
Department: 10-00 POLICE DEPARTMENT					
100-10-00-430000	Professional Services	ANIMAL HUMANE SOCIETY	ANIMAL CONTROL SERVICES APR-JUN 2024	2,316.00	110116
100-10-00-430000	Professional Services	Baycom, Inc. c/o OwnersEdg	ARBITRATOR REPAIRS - 4 DAYS OF CONSUL	9,384.00	1317
100-10-00-430000	Professional Services	Como Park Animal Hospital	ANIMAL CONTROL - CANINE HEALTH EXAM C	123.60	110126
100-10-00-430000	Professional Services	Como Park Animal Hospital	ANIMAL CONTROL - FELINE 12/4/23	346.10	110126
100-10-00-430000	Professional Services	Como Park Animal Hospital	ANIMAL CONTROL - CANINE 10/31/23 CASE	715.77	110126
100-10-00-430000	Professional Services	Como Park Animal Hospital	ANIMAL CONTROL - CANINE 11/8/23 CASE	458.86	110126
100-10-00-430000	Professional Services	Como Park Animal Hospital	ANIMAL CONTROL - CANINE CASE # 230331	557.44	110126
100-10-00-430000	Professional Services	Language Line Services	JUNE INTERPRETATION SERVICES	322.28	110152
100-10-00-430000	Professional Services	Martin McAllister, Inc.	PUBLIC SAFETY ASSESSMENT - DUPAUL	625.00	110155
100-10-00-430000	Professional Services	Masa Consulting, Inc.	JUNE MENTAL HEALTH CONSULTS	3,400.00	1338
100-10-00-430000	Professional Services	Minnesota Occupational Hea	JUNE PREPLACEMENT EXAM - DUPAUL	401.00	110162
100-10-00-430000	Professional Services	People Incorporated	MENTAL HEALTH SERVICES AGREEMENT THRO	16,667.00	110246
100-10-00-430000	Professional Services	TWIN CITIES TRANSPORT & RE	2011 MERCEDES BENZ TOW CN24021809	180.00	110196
100-10-00-430001	Dispatching Services	Ramsey County	911 DISPATCH SERVICES JUNE	31,856.33	110177
100-10-00-430001	Dispatching Services	Ramsey County	CAD SERVICES JUNE	4,898.17	110177
100-10-00-431000	Telephone	Verizon	DATA MAY 27-JUN 26	40.01	110198
100-10-00-431000	Telephone	Verizon	JUNE DATA ACCT 487223064-00004	1,080.27	110199
100-10-00-431000	Telephone	Verizon	PHONE SERVICE JUN 9 - JUL 8 ACCT 5422	4,119.26	110199
100-10-00-437000	Contract Maint. - Vehicles	Caliber Collision	SQUAD 2103 BODY REPAIR	14,659.38	110121
100-10-00-437000	Contract Maint. - Vehicles	Car Wash Partners, LLC	JUNE WASHES	8.00	1319
100-10-00-437000	Contract Maint. - Vehicles	EMERGENCY AUTOMOTIVE TECH	REPAIRS ON SQUAD OPTICON	491.05	1324
100-10-00-437000	Contract Maint. - Vehicles	Ramsey County	FLEET SUPPORT JUNE	511.68	110177
100-10-00-439000	CONTRACT MAINTENANCE	Ancom Technical Center	RADIO REPAIRS	695.00	1315
100-10-00-439000	CONTRACT MAINTENANCE	CITY OF ST. PAUL	MAY RADIO MAINTENANCE	55.85	110124
100-10-00-439000	CONTRACT MAINTENANCE	CITY OF ST. PAUL	JAN RADIO MAINT	360.00	110124
100-10-00-439000	CONTRACT MAINTENANCE	Eden K9 Consulting & Train	ANNUAL KATS SOFTWARE CONTRACT (2)	348.00	110132
100-10-00-440000	Conferences	CITY OF ST. PAUL	LEADERSHIP CONF ON FEB 8 (6)	1,080.00	110124
100-10-00-443500	Minor Equipment	Dell Marketing, L.P.	REPL COMP - ORDERED BY BRAKE OPTIPLEX	827.67	110130
100-10-00-443500	Minor Equipment	Galls, LLC	4 - Poing Blank Shield Transport Bag	568.96	110226
Total Department 10-00 POLICE DEPARTMENT				109,282.76	
Department: 13-00 FIRE DEPARTMENT					
100-13-00-422000	Clothing	Aspen Mills Inc.	ALI	558.42	110117
100-13-00-423000	Vehicle Supplies & Mainten	All Safe Global, Inc.	PULL PINS	61.85	110113
100-13-00-423000	Vehicle Supplies & Mainten	Group Health Non-Patient A	2ND QUARTER INVOICING	339.57	110227
100-13-00-423000	Vehicle Supplies & Mainten	Henry Schein, Inc.	LIFEPAK/ASPIRIN/COLD COMPRESS/INFUSER	77.73	110229
100-13-00-423000	Vehicle Supplies & Mainten	Lube Tech & Partners, LLC	DEF	232.77	110234
100-13-00-423000	Vehicle Supplies & Mainten	McKesson Medical-Surgical	GLOVES	944.80	110236
100-13-00-430000	Professional Services	MNSPECT, LLC	FIRE INSPECTIONS	1,440.00	110165
100-13-00-439000	CONTRACT MAINTENANCE	Alex Air Apparatus 2 LLC	FILL STATION REPAIR	413.32	1354
100-13-00-439000	CONTRACT MAINTENANCE	Comcast	JULY SERVICES, ACCT 8772 10 529 01237	111.42	110216
100-13-00-439000	CONTRACT MAINTENANCE	Fire Loss Management, LLC	PLAN REVIEW	100.00	110134
100-13-00-439000	CONTRACT MAINTENANCE	Fire Loss Management, LLC	PARALLEL APTS REVIEW	650.00	110134
100-13-00-439000	CONTRACT MAINTENANCE	LINN BUILDING MAINTENANCE	MONTHLY CLEANING	568.56	110154
100-13-00-441000	Training	MN Fire Service Certificat	HONG RECERT	126.25	1374
100-13-00-441000	Training	MN Fire Service Certificat	SLATTERY RECERT	126.25	1374
100-13-00-441000	Training	MN Fire Service Certificat	ALI AND KOPIETZ RECERT	200.00	1374
100-13-00-441000	Training	MN Fire Service Certificat	DUBAY INSTRUCTOR II	136.50	1374
Total Department 13-00 FIRE DEPARTMENT				6,087.44	
Department: 13-13 FIRE DEPARTMENT ADMINISTRATION					
100-13-13-437000	Contract Maint. - Vehicles	ROSENBAUER MINNESOTA, LLC	GAUGE	322.28	110253

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
Fund: 100 General Fund					
Department: 13-13 FIRE DEPARTMENT ADMINISTRATION					
		Total Department 13-13 FIRE DEPARTMENT ADMINISTRATION		322.28	
Department: 20-20 PUBLIC WORKS ADMINISTRATION					
100-20-20-420000	Office Supplies	CES Imaging	MONTHLY FEE	40.00	110211
100-20-20-424000	Operating Supplies	Frontier Precision, Inc.	ANTENNA FOR RADIO	63.00	110135
100-20-20-439000	CONTRACT MAINTENANCE	Frontier Precision, Inc.	ANNUAL CHECK S-7 ROBOTIC TOTAL STATIO	810.00	110135
		Total Department 20-20 PUBLIC WORKS ADMINISTRATION		913.00	
Department: 20-21 STREET DEPARTMENT					
100-20-21-423000	Vehicle Supplies & Mainten	EMERGENCY AUTOMOTIVE TECH	LIGHT BAR	312.74	1361
100-20-21-423000	Vehicle Supplies & Mainten	OSI Environmental Inc	FILTERS UNCRUSHED	50.00	110243
100-20-21-424000	Operating Supplies	CITY OF ST. PAUL	ASPHALT MATERIAL	3,150.40	110214
100-20-21-424000	Operating Supplies	Fra-Dor Inc.	BLACKDIRT	101.25	110224
100-20-21-424000	Operating Supplies	Newman Signs, Inc.	STOCK SIGNS	5,793.91	110240
100-20-21-424000	Operating Supplies	Newman Signs, Inc.	CTY B SIGNS	1,630.54	110240
100-20-21-424000	Operating Supplies	Ramsey County	RAMSEY COUNTY FLEET SUPPORT	115.44	110248
100-20-21-424000	Operating Supplies	White Cap, LP	DETACK	850.66	110262
		Total Department 20-21 STREET DEPARTMENT		12,004.94	
Department: 20-30 VEHICLE MAINTENANCE					
100-20-30-421000	Motor Fuel	BEAUDRY OIL AND SERVICE, I	2/1/24 - 1/31/25 Blanket PO for fuel	764.01	110120
100-20-30-421000	Motor Fuel	BEAUDRY OIL AND SERVICE, I	2/1/24 - 1/31/25 Blanket PO for fuel	10,450.29	110120
100-20-30-421000	Motor Fuel	Kath Fuel Oil Service, Inc	DEF FLUID	778.50	1335
100-20-30-422000	Clothing	Cintas Corporation	UNIFORM RENTAL	44.11	110123
100-20-30-422000	Clothing	Cintas Corporation	UNIFORM RENTAL	44.11	110123
100-20-30-422000	Clothing	Cintas Corporation	UNIFORM RENTAL	44.11	110212
100-20-30-423000	Vehicle Supplies & Mainten	Allstate Peterbilt of Sout	OIL FILTER	51.60	110115
100-20-30-423000	Vehicle Supplies & Mainten	EMERGENCY AUTOMOTIVE TECH	LIGHT BAR	304.96	1325
100-20-30-423000	Vehicle Supplies & Mainten	FACTORY MOTOR PARTS CO.	WHEEL HUB ASSEMBLY	67.37	1326
100-20-30-423000	Vehicle Supplies & Mainten	FACTORY MOTOR PARTS CO.	BALL BEARING	179.71	1326
100-20-30-423000	Vehicle Supplies & Mainten	FACTORY MOTOR PARTS CO.	RADIATOR	112.71	1326
100-20-30-423000	Vehicle Supplies & Mainten	FACTORY MOTOR PARTS CO.	CARTRIDGE LUBE FILTER	15.34	1326
100-20-30-423000	Vehicle Supplies & Mainten	FACTORY MOTOR PARTS CO.	WHEEL BEARING AND HUB ASSEMBLY	203.77	1326
100-20-30-423000	Vehicle Supplies & Mainten	Jeff Belzers Roseville Chr	PART	45.86	110231
100-20-30-423000	Vehicle Supplies & Mainten	Jeff Belzers Roseville Chr	PART HOSE	91.50	110231
100-20-30-423000	Vehicle Supplies & Mainten	MIDWAY FORD CO.	CREDIT ON ACCOUNT 1569	(338.60)	110161
100-20-30-423000	Vehicle Supplies & Mainten	MIDWAY FORD CO.	MODULE CONTROL	1,013.10	110238
100-20-30-423000	Vehicle Supplies & Mainten	Suburban Tire Wholesale, I	TIRES	328.44	110187
100-20-30-423000	Vehicle Supplies & Mainten	Suburban Tire Wholesale, I	TIRES	3,400.00	110257
100-20-30-423000	Vehicle Supplies & Mainten	TOWMASTER	ELBOW STREET, BUSHING, HOSE BARB, FRE	56.40	110192
100-20-30-423000	Vehicle Supplies & Mainten	Tri State Bobcat, Inc	DECK BELT	428.97	110194
100-20-30-423000	Vehicle Supplies & Mainten	Tri State Bobcat, Inc	SCRAPER HOLDER	49.28	110260
100-20-30-437000	Contract Maint. - Vehicles	Jeff Belzers Roseville Chr	EVAPORATIVE SYSTEM	575.39	110231
100-20-30-437000	Contract Maint. - Vehicles	Jeff Belzers Roseville Chr	LONG CRANKING POOR AIRFLOW	1,370.00	110148
100-20-30-437000	Contract Maint. - Vehicles	Jeff Belzers Roseville Chr	ENGINE MOUNT LOOSE	91.19	110148
100-20-30-437000	Contract Maint. - Vehicles	MIDWAY FORD CO.	TRANSMISSION SELECTOR ASSEMBLY	720.80	110161
100-20-30-437000	Contract Maint. - Vehicles	Transwest	REPLACED RX MODULE CRACKED	1,305.15	110193
		Total Department 20-30 VEHICLE MAINTENANCE		22,198.07	
Department: 23-00 BUILDING MAINTENANCE					
100-23-00-424000	Op Supplies-City Hall	Fikes, Inc.	ROLL TOWEL / TOILET TISSUE	398.95	1366
100-23-00-424000	Op Supplies-City Hall	GRAINGER	BUFFING PADS	62.29	110141
100-23-00-430000	Professional Services	LINN BUILDING MAINTENANCE	MONTHLY CLEANING	7,817.70	110154

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
Fund: 100 General Fund					
Department: 23-00 BUILDING MAINTENANCE					
100-23-00-430000	Professional Services	McGough Property Managemen	LABOR FEE 5-27 - 6-30 2024	3,420.00	1371
100-23-00-436001	Utilities-City Hall	Xcel Energy	51-5185469-0	3,577.16	1351
100-23-00-436003	Utilities-City Garage	Xcel Energy	51-5185469-0	1,758.67	1351
100-23-00-436003	Utilities-City Garage	Xcel Energy	51-5185469-0	152.58	1351
100-23-00-439001	CONTRACT MAINTENANCE - CIT	SANDSTROM LAND MANAGEMENT,	CITY HALL AND LEXINGTON SHOPS	1,943.50	1378
100-23-00-439001	CONTRACT MAINTENANCE - CIT	Yale Mechanical	CITY HALL PM	667.00	1352
100-23-00-439003	Contract Maint.- City Gara	Erickson Electric Company,	CHECK POWER TO THE FUEL PUMPS 1140 WO	851.20	110133
100-23-00-439003	Contract Maint.- City Gara	Huebsch, Inc.	RUGS/MATS PW BUILDING	156.55	110143
100-23-00-439003	Contract Maint.- City Gara	MINT ROOFING	ROOF REPAIR PW BUILDING 1140 WOODHILL	639.70	110163
100-23-00-439003	Contract Maint.- City Gara	Yale Mechanical	PW BUILDING PM	667.00	1352
Total Department 23-00 BUILDING MAINTENANCE				22,112.30	
Total Fund 100 General Fund				220,425.39	
Fund: 103 Contracted Engineering Svcs					
Department: 20-00 PUBLIC WORKS GENERAL					
103-20-00-430000-PW2311	Snelling-CR B Pedestrian S	SRF CONSULTING GROUP, INC	CTY RD B AND SNELLING PED STUDY	10,139.71	1344
Total Department 20-00 PUBLIC WORKS GENERAL				10,139.71	
Total Fund 103 Contracted Engineering Svcs				10,139.71	
Fund: 110 Telecommunications					
Department: 09-00 COMMUNICATIONS					
110-09-00-448000	Miscellaneous	Verizon	PHONE SERVICE JUN 9 - JUL 8 ACCT 5422	87.46	110199
Total Department 09-00 COMMUNICATIONS				87.46	
Total Fund 110 Telecommunications				87.46	
Fund: 200 Recreation Fund					
Department: 40-40 RECREATION ADMINISTRATION					
200-40-40-431000	Telephone	T Mobile	JULY CELL PHONE BILL ACCT 967323742	257.01	110189
200-40-40-431100	Postage	Postmaster-Mailing Require	FOR DEPOSIT PI 2437	6,372.96	110173
200-40-40-432000	Transportation	Carley McGovern	MILEAGE	61.64	1320
200-40-40-432000	Transportation	Carley McGovern	MILEAGE	34.84	1320
200-40-40-441000	Training	New Brighton Parks/Recreat	DE-ESCALATION WORKSHOP - 2 REGISTRATI	100.00	110168
Total Department 40-40 RECREATION ADMINISTRATION				6,826.45	
Department: 40-41 RECREATION FEE PROGRAMS					
200-40-41-344000-PR0281	Fee Program Revenue	DOROTHY LOFTON	PICNIC SHELTER KEY DEPOSIT REFUND	50.00	110222
200-40-41-424000-PR0290	Operating Supplies	Taho Sportswear, Inc.	RUN FOR ROSES T-SHIRTS BATCH 2	1,060.00	1379
200-40-41-430000-PR0210	Professional Services	AARP Driver Safety Program	SMART DRIVER PAYMENT	125.00	110205
200-40-41-430000-PR0211	Professional Services	TODD RICHARD SAUERS	ADULT SUMMER SOCCER REFEREE PAYMENT	1,805.00	110258
200-40-41-430000-PR0212	Professional Services	Willie McCray	ADULT SOFTBALL UMPIRE PAYMENT	2,376.00	1382
200-40-41-430000-PR0212	Professional Services	Willie McCray	ADULT SOFTBALL UMPIRE PAYMENT	2,284.00	1382
200-40-41-430000-PR0212	Professional Services	Willie McCray	ADULT SOFTBALL UMPIRE PAYMENT	2,508.00	1349
200-40-41-430000-PR0227	Professional Services	ABIGAIL HAYEK	ADULT SAND VOLLEYBALL REFEREE PAYMENT	228.00	1353
200-40-41-430000-PR0227	Professional Services	ABIGAIL HAYEK	SAND VOLLEYBALL REFEREE PAYMENT	232.00	1313
200-40-41-430000-PR0227	Professional Services	Austin Beatty	SAND VOLLEYBALL REFREE PAYMENT	162.00	1316
200-40-41-430000-PR0227	Professional Services	Austin Beatty	ADULT SAND VOLLEYBALL REFEREE PAYMENT	135.00	1357
200-40-41-430000-PR0227	Professional Services	Breanna Burmester	ADULT SAND VOLLEYBALL REFEREE PAYMENT	174.00	1358
200-40-41-430000-PR0227	Professional Services	Breanna Burmester	SAND VOLLEYBALL REFEREE PAYMENT	58.00	1318
200-40-41-430000-PR0227	Professional Services	JAMIE NOBLE PRICE	SAND VOLLEYBALL REFREE PAYMENT	108.00	1333
200-40-41-430000-PR0227	Professional Services	JAMIE NOBLE PRICE	ADULT SAND VOLLEYBALL REFEREE PAYMENT	108.00	1368
200-40-41-430000-PR0227	Professional Services	KAIRO CARDENAS LAZOS	SAND VOLLEYBALL REFREE PAYMENT	378.00	1334

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
Fund: 200 Recreation Fund					
Department: 40-41 RECREATION FEE PROGRAMS					
200-40-41-430000-PR0227	Professional Services	KAIRO CARDENAS LAZOS	ADULT SAND VOLLEYBALL REFEREE PAYMENT	540.00	1369
200-40-41-430000-PR0227	Professional Services	Kathie Urbaniak	ADULT SAND VOLLEYBALL REFEREE PAYMENT	108.00	1370
200-40-41-430000-PR0227	Professional Services	Kathie Urbaniak	SAND VOLLEYBALL REFEREE PAYMENT	108.00	1336
200-40-41-430000-PR0227	Professional Services	LAUREN KLEMSTEIN	SAND VOLLEYBALL REFREE PAYMENT	54.00	1337
200-40-41-430000-PR0227	Professional Services	MYA MARTENSON	ADULT SAND VOLLEYBALL REFEREE PAYMENT	261.00	1376
200-40-41-430000-PR0227	Professional Services	MYA MARTENSON	SAND VOLLEYBALL REFEREE PAYMENT	116.00	1341
200-40-41-430000-PR0227	Professional Services	OWEN COUNCIL	SAND VOLLEYBALL REFEREE PAYMENT	162.00	1342
200-40-41-430000-PR0227	Professional Services	OWEN COUNCIL	ADULT SAND VOLLEYBALL REFEREE PAYMENT	108.00	1377
200-40-41-430000-PR0227	Professional Services	Patrick Hubbard	ADULT SAND VOLLEYBALL REFEREE PAYMENT	108.00	110244
200-40-41-430000-PR0227	Professional Services	Peeraphong Moo Kengwichai	ADULT SAND VOLLEYBALL REFEREE PAYMENT	162.00	110245
200-40-41-430000-PR0227	Professional Services	Peeraphong Moo Kengwichai	SAND VOLLEYBALL REFEREE PAYMENT	108.00	110170
200-40-41-430000-PR0227	Professional Services	THOMAS IMHOF	ADULT SAND VOLLEYBALL REFEREE PAYMENT	108.00	1380
200-40-41-430000-PR0227	Professional Services	THOMAS IMHOF	SAND VOLLEYBALL REFEREE PAYMENT	54.00	1347
200-40-41-430000-PR0234	Professional Services	Revolutionary Sports, LLC	SPORTS CLASSES	9,877.92	110180
200-40-41-430000-PR0248	Professional Services	Ingina, LLC	TECH TAC TOE ALIEN OOZE AND GENIUS GI	858.00	110144
200-40-41-430000-PR0252	Professional Services	Get Messy LLC	BIG AND MESSY CONTRACT ART CLASS	522.00	110138
200-40-41-430000-PR0252	Professional Services	Get Messy LLC	STEAM-SATIONAL ART CONTRACT ART CLASS	1,044.00	110138
200-40-41-430000-PR0253	Professional Services	The Cleaning Authority, In	JUNE MONTHLY CLEANING	3,855.60	110190
200-40-41-430000-PR0260	Professional Services	HENDERSON, JAMES	RAIDER GIRLS BASKETBALL PAYMENT	975.00	110228
200-40-41-430000-PR0260	Professional Services	Revolutionary Sports, LLC	SPORTS CAMP PAYMENTS	2,832.20	110251
200-40-41-430000-PR0260	Professional Services	Roseville Boys Basketball	RAIDER BASKETBALL & LITTLE HOOPER PAY	3,538.00	110254
200-40-41-430000-PR0260	Professional Services	Roseville Girls Basketball	RAIDER GIRLS BASKETBALL CAMP PAYMENT	1,500.00	110255
200-40-41-430000-PR0273	Professional Services	City of Little Canada	ADULT TRIP - EXPERIENCE BROADCASTING	1,360.00	110213
200-40-41-430000-PR0273	Professional Services	FRIDLEY COMMUNITY EDUCATIO	ADULT TRIP TWINS GAME	1,050.00	110225
200-40-41-430000-PR0273	Professional Services	FRIDLEY COMMUNITY EDUCATIO	ADULT TRIP JERSEY BOYS	1,650.00	110225
Total Department 40-41 RECREATION FEE PROGRAMS				42,850.72	
Department: 40-42 RECREATION NON FEE PROGRAMS					
200-40-42-430000-PR0106	Professional Services	Reach for Resources, Inc	MILEAGE REIMBURSEMENT	80.80	110250
200-40-42-430000-PR0115	Professional Services	Ecuador Manta	ECUADOR MANTA LIVE AT THE ROG PERFORM	1,600.00	110223
200-40-42-430000-PR0115	Professional Services	ST. LOUIS PARK COMMUNITY B	LIVE AT THE ROG PERFORMANCE 7/18/24	75.00	110185
200-40-42-430000-PR0115	Professional Services	STEVEN JENNINGS	JAMBALAYA LIVE AT THE ROG PERFORMANCE	1,900.00	110186
200-40-42-430000-PR0122	Professional Services	J & M Displays, Inc.	PARTY IN THE PARKS FIREWORKS	18,000.00	110145
200-40-42-438000	Rental	On Site Companies-OSSTC	RAYB PORTABLE RENTALS	296.00	110242
200-40-42-438000	Rental	On Site Companies-OSSTC	DYP PORTABLE	150.00	110242
200-40-42-438000	Rental	On Site Companies-OSSTC	PORTABLE PAYMENT	2,440.00	110242
Total Department 40-42 RECREATION NON FEE PROGRAMS				24,541.80	
Department: 40-50 NATURE CENTER					
200-40-50-436000-PR0119	Utilities	Xcel Energy	51-5185470-3	631.15	1351
Total Department 40-50 NATURE CENTER				631.15	
Department: 40-53 SKATING CENTER					
200-40-53-436000	Utilities	Xcel Energy	51-5185473-6	15,221.42	1351
200-40-53-439000	CONTRACT MAINTENANCE	LINN BUILDING MAINTENANCE	MONTHLY CLEANING	3,296.00	110154
200-40-53-439000	CONTRACT MAINTENANCE	LINN BUILDING MAINTENANCE	MONTHLY CLEANING	1,137.12	110154
Total Department 40-53 SKATING CENTER				19,654.54	
Total Fund 200 Recreation Fund				94,504.66	
Fund: 204 PARK MAINTENANCE					
Department: 40-43 RECREATION MAINTENANCE					
204-40-43-422000	Clothing	Cintas Corporation	COVERALL/NAVY TWILL	2.73	110123

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
Fund: 204 PARK MAINTENANCE					
Department: 40-43 RECREATION MAINTENANCE					
204-40-43-422000	Clothing	Cintas Corporation	COVERALL / NAVY TWILL	2.73	110123
204-40-43-422000	Clothing	Cintas Corporation	COVERALL / NAVY TWILL	2.73	110123
204-40-43-423000	Vehicle Supplies & Mainten	Line-X Pros	PLATINUM BEDLINER	1,099.00	110153
204-40-43-423000	Vehicle Supplies & Mainten	MTI Distributing, Inc.	BELT-HEX, BLADE-MEDIUM FLOW	372.31	1340
204-40-43-424000	Operating Supplies	Beacon Athletics	SPARKLE #6 LINE CHALK	1,049.40	110119
204-40-43-424000	Operating Supplies	Beacon Athletics	HOLLYWOOD IMPACT DOUBLE 1ST BASE	470.00	110119
204-40-43-424000	Operating Supplies	Beacon Athletics	THE HALL BASE - 15", SET OF 3	698.00	110119
204-40-43-424000	Operating Supplies	Beacon Athletics	PRODRY CALCINED CLAY - 50 OF 40" BAGS	1,675.00	110119
204-40-43-424000	Operating Supplies	Beacon Athletics	15 FOAM BASE PLUGS BUCKET	245.00	110119
204-40-43-424000	Operating Supplies	Certified Laboratories, In	BRILLIANCE AEROSOL, FUEL SURCHARGE	180.45	1321
204-40-43-424000	Operating Supplies	Fikes, Inc.	VARIOUS PAPER PRODUCTS	799.92	1366
204-40-43-424000	Operating Supplies	Fikes, Inc.	ROLL TOWEL, TRASH PICKER	150.68	1328
204-40-43-424000	Operating Supplies	Goodin Corp.	2 C-M ADAPTER PROGRESS	139.77	1330
204-40-43-424000	Operating Supplies	LINN BUILDING MAINTENANCE	MONTHLY CLEANING	561.35	110154
204-40-43-430000-PR0400	Professional Services	PRECISION LANDSCAPE & TREE	TREE REMOVAL - CENTRAL PARK	352.50	110174
204-40-43-430000-PR0400	Professional Services	PRECISION LANDSCAPE & TREE	TREE REMOVAL - 2322 AUERBACH AVE	143.00	110174
204-40-43-430000-PR0400	Professional Services	PRECISION LANDSCAPE & TREE	TREE REMOVAL - ARBORETUM	423.00	110174
204-40-43-430000-PR0400	Professional Services	PRECISION LANDSCAPE & TREE	TREE REMOVAL - UPPER VILLA	376.00	110174
204-40-43-431000	Telephone	T Mobile	JULY CELL PHONE BILL ACCT 967323742	172.90	110189
204-40-43-431000	Telephone	Verizon	DATA MAY 27-JUN 26	356.10	110198
204-40-43-431000-PR0627	Telephone	Verizon	DATA MAY 27-JUN 26	35.01	110198
204-40-43-439000	CONTRACT MAINTENANCE	SANDSTROM LAND MANAGEMENT, CENTRAL PARK LEX AVE BLVD WEEDING		2,080.00	1343
Total Department 40-43 RECREATION MAINTENANCE				11,387.58	
Total Fund 204 PARK MAINTENANCE				11,387.58	
Fund: 220 Municipal Community Band					
Department: 40-44 COMMUNITY BAND					
220-40-44-424000	Operating Supplies	Richard Baldinelli	COMMUNITY BAND SUPPLIES	49.57	110252
Total Department 40-44 COMMUNITY BAND				49.57	
Total Fund 220 Municipal Community Band				49.57	
Fund: 260 Community Development					
Department: 56-17 BUILDING PERMITS & INSPECTIONS					
260-56-17-430007	Electrical Inspections	Stephen Tokle Inspections, JUNE 2024 ELECTRICAL CONTRACTOR PAYME		10,673.52	1345
260-56-17-431000	Telephone	Verizon	DATA MAY 27-JUN 26	51.99	110198
Total Department 56-17 BUILDING PERMITS & INSPECTIONS				10,725.51	
Total Fund 260 Community Development				10,725.51	
Fund: 265 License Center					
Department: 05-00 DEPUTY REGISTER					
265-05-00-424000	Operating Supplies	Definitive Technology Solu	WASTE TONER	108.50	110129
265-05-00-424000	Operating Supplies	Huebsch, Inc.	RUGS/MATS LIC./PASSPORT CENETR	404.34	110143
265-05-00-430000	Professional Services	LINN BUILDING MAINTENANCE	MONTHLY CLEANING	1,421.40	110154
265-05-00-430000	Professional Services	SANDSTROM LAND MANAGEMENT, CITY HALL AND LEXINGTON SHOPS		400.00	1378
265-05-00-432000	Transportation	Alex Frederick	MILEAGE REIMBURSEMENT	160.13	1355
265-05-00-432000	Transportation	Amy Kolasa	MILEAGE REIMBURSEMENT	58.96	1356
265-05-00-436000	Utilities	Xcel Energy	51-5185478-1	936.38	1351
265-05-00-443500	Minor Equipment	Dell Marketing, L.P.	LC COMPUTER	845.87	110219
Total Department 05-00 DEPUTY REGISTER				4,335.58	
Total Fund 265 License Center				4,335.58	

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
Fund: 400 Equipment Revolving					
Department: 10-00 POLICE DEPARTMENT					
400-10-00-452000	Vehicles / Equipment	EMERGENCY AUTOMOTIVE TECH	SQUAD BUILD PARTS FOR OUR NEW FORD 15	10,555.88	1325
400-10-00-452000	Vehicles / Equipment	EMERGENCY AUTOMOTIVE TECH	BUILD PARTS FOR THE NEW PACIFICA VAN	5,615.28	1361
400-10-00-453000	Other Improvements	Master Technology Group	TROUBLESHOOT AND INSTALL NEW REPORT R	1,315.00	110156
Total Department 10-00 POLICE DEPARTMENT				17,486.16	
Total Fund 400 Equipment Revolving				17,486.16	
Fund: 401 Fire Equipment					
Department: 13-00 FIRE DEPARTMENT					
401-13-00-453000	Other Improvements	Knox Company	MEDVAULT	3,862.00	110151
401-13-00-453000	Other Improvements	Municipal Emergency Servic	GEAR	1,857.68	1375
401-13-00-453000	Other Improvements	Muska Electric Co	LIGHTING	3,120.59	110167
Total Department 13-00 FIRE DEPARTMENT				8,840.27	
Total Fund 401 Fire Equipment				8,840.27	
Fund: 402 Parks & Recreation Vehicle Rev					
Department: 40-53 SKATING CENTER					
402-40-53-451000	Furniture & Fixtures	REFURBIFY, LLC	BLINDS	6,720.00	110178
Total Department 40-53 SKATING CENTER				6,720.00	
Total Fund 402 Parks & Recreation Vehicle Rev				6,720.00	
Fund: 409 Plant Fund					
Department: 08-00 CENTRAL SERVICES					
409-08-00-438100	Rental-Copier Machines	Definitive Technology Solu	COPIER RENTAL	3,522.44	110128
Total Department 08-00 CENTRAL SERVICES				3,522.44	
Total Fund 409 Plant Fund				3,522.44	
Fund: 411 Recreation Improvements					
Department: 40-43 RECREATION MAINTENANCE					
411-40-43-430000	Professional Services	Tree Trust	TREE REMOVALS, PLANTINGS, TREATMENTS	8,640.00	110259
411-40-43-430000-PR2350	Professional Services	Tree Trust	TREE REMOVALS, PLANTINGS, TREATMENTS	30,521.71	110259
411-40-43-430000-PR2350	Professional Services	Tree Trust	TREE REMOVALS, PLANTINGS, TREATMENTS	30,960.00	110259
Total Department 40-43 RECREATION MAINTENANCE				70,121.71	
Total Fund 411 Recreation Improvements				70,121.71	
Fund: 417 STREETSCAPE					
Department: 20-20 PUBLIC WORKS ADMINISTRATION					
417-20-20-424000	Operating Supplies	Holcim-MWR, Inc.	CONCRETE	1,294.26	110230
417-20-20-439000	CONTRACT MAINTENANCE	SANDSTROM LAND MANAGEMENT, STREETSCAPE MAINTAINENCE THRU 6/30		3,937.50	1343
Total Department 20-20 PUBLIC WORKS ADMINISTRATION				5,231.76	
Total Fund 417 STREETSCAPE				5,231.76	
Fund: 425 2719 Lexington Avenue					
Department: 02-00 ADMINISTRATION					
425-02-00-430000	Professional Services	Kennedy & Graven, Chartere	NEW MAINTENANCE FACILITY LEGAL	409.50	110233
425-02-00-430000	Professional Services	Kennedy & Graven, Chartere	LEGAL FEES	331.50	110233
Total Department 02-00 ADMINISTRATION				741.00	
Total Fund 425 2719 Lexington Avenue				741.00	
Fund: 534 GO Bonds Series 2020A					

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
Fund: 534 GO Bonds Series 2020A					
Department: 62-00 BOND PAYMENTS					
534-62-00-430000	Professional Services	Bond Trust Services Corp.	BOND 2020A PAYING AGENT FEE	475.00	110210
			Total Department 62-00 BOND PAYMENTS	475.00	
			Total Fund 534 GO Bonds Series 2020A	475.00	
Fund: 590 Special Assmt. Construction					
Department: 20-23 STREET CONSTRUCTION					
590-20-23-453000-PW2404	Cty Rd B Recon & 2024 PMP	GMH ASPHALT CORPORATION	COUNTY ROAD B RECONSTRUCTION	166,617.77	110139
590-20-23-453000-PW2404	Cty Rd B Recon & 2024 PMP	MCNEELY, MARGARET	TEMPORARY CONSTRUCTION EASEMENT	750.00	110157
			Total Department 20-23 STREET CONSTRUCTION	167,367.77	
			Total Fund 590 Special Assmt. Construction	167,367.77	
Fund: 592 Street Construction - 2022					
Department: 20-23 STREET CONSTRUCTION					
592-20-23-490000-PW2222	Contractor Payments	TKDA Associates	MCCARRONS RETAINING WALL	2,289.79	110191
			Total Department 20-23 STREET CONSTRUCTION	2,289.79	
			Total Fund 592 Street Construction - 2022	2,289.79	
Fund: 600 Sanitary Sewer					
Department: 00-00 GENERAL					
600-00-00-202000	Accounts Payable	BARB WRIGHT	UB refund for account: 020669-000	11.31	110118
600-00-00-202000	Accounts Payable	DONNA GREGG	UB refund for account: 013392-000	9.71	110131
600-00-00-202000	Accounts Payable	GAIL MCMAHON	UB refund for account: 021655-000	75.78	110136
600-00-00-202000	Accounts Payable	GREG PARK	UB refund for account: 022561-000	50.59	110142
600-00-00-202000	Accounts Payable	JAMES N. CLARK	UB refund for account: 010931-000	24.90	110146
600-00-00-202000	Accounts Payable	JOAN BRUST	UB refund for account: 002962-000	23.52	110149
600-00-00-202000	Accounts Payable	JOHN FARRELL	UB refund for account: 001974-000	13.36	110150
600-00-00-202000	Accounts Payable	JOHN HENRICH	UB refund for account: 007441-000	6.23	110232
600-00-00-202000	Accounts Payable	MARVEL JORDAN	UB refund for account: 008275-000	24.66	110235
600-00-00-202000	Accounts Payable	MICAH ENGEL	UB refund for account: 021386-000	71.87	110159
600-00-00-202000	Accounts Payable	PHYLLIS PEARSON	UB refund for account: 001213-000	21.08	110172
600-00-00-202000	Accounts Payable	R K GALKIEWICZ	UB refund for account: 009765-000	99.41	110175
600-00-00-202000	Accounts Payable	ROB REYNOLDS	UB refund for account: 016651-000	24.14	110182
600-00-00-202000	Accounts Payable	RUTH BANAS	UB refund for account: 021489-000	123.60	110183
600-00-00-202000	Accounts Payable	TWIN CITIES HABITAT FOR HU	UB refund for account: 025894-000	1.08	110195
600-00-00-202000	Accounts Payable	U.S. BANK NATIONAL ASSOC	UB refund for account: 022123-000	40.67	110197
600-00-00-202000	Accounts Payable	VERNON & BONNIE EIDMAN	UB refund for account: 005667-000	32.88	110200
			Total Department 00-00 GENERAL	654.79	
Department: 50-00 SANITARY SEWER					
600-50-00-370100	SANITARY SEWER - CONSUMPTI	City of Maplewood	SEWER AND STORM REIMBRUSEMENT	78,733.95	1322
600-50-00-424000	Operating Supplies	General Industrial Supply	GREEN/BLUE PAINT	225.25	1329
600-50-00-430000	Professional Services	GOPHER STATE ONE CALL	LOCATE TICKETS JUNE 2024	252.45	110140
600-50-00-430000	Professional Services	InfoSend, Inc.	MAY JUN UB BILL/INSERT MAILING	358.39	1367
600-50-00-431100	Postage	InfoSend, Inc.	MAY JUN UB BILL/INSERT MAILING	1,245.93	1367
600-50-00-439000	CONTRACT MAINTENANCE	Cummins Sales and Service	GENERATOR SERVICE CLEVELAND L/S	409.36	110127
600-50-00-439000	CONTRACT MAINTENANCE	PRECISION LANDSCAPE & TREE	TREE REMOVAL DALE OWASSO L/S	1,200.00	110247
600-50-00-443600	Software Operating Charges	EPTURA, INC	FLEET ASSET MANAGEMENT	2,375.28	1362
600-50-00-445000	Metro Waste Control Board	Metropolitan Council	WASTE WATER SERVICES	292,802.56	1372
600-50-00-448600	Credit Card Fees	INVOICE CLOUD	JUNE INVOICE AND CC PROCESSING FEES	3,367.20	1332
600-50-00-453000	Other Improvements	ESS Brothers & Sons, Inc.	Sanitary Sewer Repair	30,000.00	1364
			Total Department 50-00 SANITARY SEWER	410,970.37	

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
Fund: 600 Sanitary Sewer					
				Total Fund 600 Sanitary Sewer	411,625.16
Fund: 610 Water Fund					
Department: 00-00 GENERAL					
610-00-00-202000	Accounts Payable	ALLISON WEBER	UB refund for account: 020808-000	283.00	110114
610-00-00-202000	Accounts Payable	BARB WRIGHT	UB refund for account: 020669-000	7.84	110118
610-00-00-202000	Accounts Payable	DONNA GREGG	UB refund for account: 013392-000	11.12	110131
610-00-00-202000	Accounts Payable	GAIL MCMAHON	UB refund for account: 021655-000	57.08	110136
610-00-00-202000	Accounts Payable	GREG PARK	UB refund for account: 022561-000	54.60	110142
610-00-00-202000	Accounts Payable	JAMES N. CLARK	UB refund for account: 010931-000	35.29	110146
610-00-00-202000	Accounts Payable	JAMES THOMPSON	UB refund for account: 003577-000	107.80	110147
610-00-00-202000	Accounts Payable	JOAN BRUST	UB refund for account: 002962-000	20.26	110149
610-00-00-202000	Accounts Payable	JOHN FARRELL	UB refund for account: 001974-000	13.61	110150
610-00-00-202000	Accounts Payable	JOHN HENRICH	UB refund for account: 007441-000	6.86	110232
610-00-00-202000	Accounts Payable	MARVEL JORDAN	UB refund for account: 008275-000	1.96	110235
610-00-00-202000	Accounts Payable	MICAH ENGEL	UB refund for account: 021386-000	93.91	110159
610-00-00-202000	Accounts Payable	PHYLLIS F DELISI	UB refund for account: 002231-000	95.67	110171
610-00-00-202000	Accounts Payable	PHYLLIS PEARSON	UB refund for account: 001213-000	29.79	110172
610-00-00-202000	Accounts Payable	R K GALKIEWICZ	UB refund for account: 009765-000	74.82	110175
610-00-00-202000	Accounts Payable	ROB REYNOLDS	UB refund for account: 016651-000	32.73	110182
610-00-00-202000	Accounts Payable	RUTH BANAS	UB refund for account: 021489-000	104.78	110183
610-00-00-202000	Accounts Payable	TWIN CITIES HABITAT FOR HU	UB refund for account: 025894-000	3.59	110195
610-00-00-202000	Accounts Payable	U.S. BANK NATIONAL ASSOC	UB refund for account: 022123-000	62.33	110197
610-00-00-202000	Accounts Payable	VERNON & BONNIE EIDMAN	UB refund for account: 005667-000	24.24	110200
610-00-00-208100	State Surcharge-Water	MN Dept of Health-Drinking	QTR DRINKING WATER ASSESSMENT	25,327.89	110164
				Total Department 00-00 GENERAL	26,449.17
Department: 51-00 WATER FUND					
610-51-00-424000	Operating Supplies	CITY OF ST. PAUL	ASPHALT MATERIAL	787.60	110214
610-51-00-424000	Operating Supplies	FERGUSON WATERWORKS #2518	ECODER UPGRADE R450 TO R900	74.00	1365
610-51-00-424000	Operating Supplies	FERGUSON WATERWORKS #2518	E-CODER UPGRADE	1,174.00	1327
610-51-00-424000	Operating Supplies	General Industrial Supply	GREEN/BLUE PAINT	225.25	1329
610-51-00-424000	Operating Supplies	USA BLUE BOOK	TOTAL CHLORINE SWIFTEST	154.87	110261
610-51-00-430000	Professional Services	GOPHER STATE ONE CALL	LOCATE TICKETS JUNE 2024	252.45	110140
610-51-00-430000	Professional Services	InfoSend, Inc.	MAY JUN UB BILL/INSERT MAILING	358.40	1367
610-51-00-430000	Professional Services	RACO	ALARM AGENT SERVICE FOR 1-YEAR WATER	450.00	110176
610-51-00-430000	Professional Services	Water Conservation Service	LEAK DETECTION 2571 RICE ST	357.51	110201
610-51-00-431000	Telephone	T Mobile	Account #967323231, Mobile # 651-417-	35.85	110188
610-51-00-431100	Postage	InfoSend, Inc.	MAY JUN UB BILL/INSERT MAILING	1,245.93	1367
610-51-00-438000	Rental	Total Tool	TOOL RENTAL	61.00	1348
610-51-00-443600	Software Operating Charges	EPTURA, INC	FLEET ASSET MANAGEMENT	2,375.28	1362
				Total Department 51-00 WATER FUND	7,552.14
				Total Fund 610 Water Fund	34,001.31
Fund: 620 Golf Course					
Department: 52-51 VEHICLES & EQUIPMENT					
620-52-51-382100	Building Rental	MECHELLE TESSEM	CEDARHOLM RENTAL DEPOSIT REFUND	200.00	110158
620-52-51-382100	Building Rental	MICHELLE IVERSON	CEDARHOLM RENTAL DEPOSIT REFUND	200.00	110160
620-52-51-424000	Operating Supplies	Reinders Inc.	HEADWAY 30LB BAGS (4), TRICURE GRANUL	478.40	110179
620-52-51-425000	Merchandise for Sale	Capitol Beverage Sales, LP	ALCOHOL FOR RESALE	308.80	1359
620-52-51-425000	Merchandise for Sale	Coffee Mill, Inc.	ULTRA MINIMOO'S LQD CREA	137.00	110215
620-52-51-431000	Telephone	T Mobile	JULY CELL PHONE BILL ACCT 967323742	37.39	110189
620-52-51-438000	Rental	DLL Finance LLC	JULY AND AUGUST 2024 INSTALLMENTS - G	3,754.59	110220

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
Fund: 620 Golf Course					
Department: 52-51 VEHICLES & EQUIPMENT					
620-52-51-439000	CONTRACT MAINTENANCE	CENTRAL MCGOWAN, INC.	CO2 CYLINDER SERVICE CONTRACT	51.00	110122
620-52-51-439000	CONTRACT MAINTENANCE	CENTRAL MCGOWAN, INC.	CO2 CYLINDER SERVICE CONTRACT	51.00	110122
620-52-51-439000	CONTRACT MAINTENANCE	Comcast	COMCAST BUSINESS CABLE	170.73	110125
Total Department 52-51 VEHICLES & EQUIPMENT				5,388.91	
Total Fund 620 Golf Course				5,388.91	
Fund: 640 Storm Drainage					
Department: 00-00 GENERAL					
640-00-00-202000	Accounts Payable	BARB WRIGHT	UB refund for account: 020669-000	4.68	110118
640-00-00-202000	Accounts Payable	DONNA GREGG	UB refund for account: 013392-000	4.02	110131
640-00-00-202000	Accounts Payable	GAIL MCMAHON	UB refund for account: 021655-000	34.10	110136
640-00-00-202000	Accounts Payable	GREG PARK	UB refund for account: 022561-000	26.03	110142
640-00-00-202000	Accounts Payable	JAMES N. CLARK	UB refund for account: 010931-000	0.04	110146
640-00-00-202000	Accounts Payable	JOAN BRUST	UB refund for account: 002962-000	12.11	110149
640-00-00-202000	Accounts Payable	JOHN FARRELL	UB refund for account: 001974-000	8.11	110150
640-00-00-202000	Accounts Payable	JOHN HENRICH	UB refund for account: 007441-000	3.01	110232
640-00-00-202000	Accounts Payable	MARVEL JORDAN	UB refund for account: 008275-000	21.49	110235
640-00-00-202000	Accounts Payable	MICAH ENGEL	UB refund for account: 021386-000	11.21	110159
640-00-00-202000	Accounts Payable	R K GALKIEWICZ	UB refund for account: 009765-000	44.72	110175
640-00-00-202000	Accounts Payable	ROB REYNOLDS	UB refund for account: 016651-000	2.17	110182
640-00-00-202000	Accounts Payable	RUTH BANAS	UB refund for account: 021489-000	62.59	110183
640-00-00-202000	Accounts Payable	TWIN CITIES HABITAT FOR HU	UB refund for account: 025894-000	0.21	110195
640-00-00-202000	Accounts Payable	U.S. BANK NATIONAL ASSOC	UB refund for account: 022123-000	29.54	110197
640-00-00-202000	Accounts Payable	VERNON & BONNIE EIDMAN	UB refund for account: 005667-000	14.48	110200
Total Department 00-00 GENERAL				278.51	
Department: 54-00 STORM WATER					
640-54-00-374000	Storm Drainage	City of Maplewood	SEWER AND STORM REIMBRUSEMENT	7,931.34	1322
640-54-00-424000	Operating Supplies	CITY OF ST. PAUL	ASPHALT MATERIAL	1,260.16	110214
640-54-00-430000	Professional Services	GOPHER STATE ONE CALL	LOCATE TICKETS JUNE 2024	252.45	110140
640-54-00-430000	Professional Services	InfoSend, Inc.	MAY JUN UB BILL/INSERT MAILING	358.40	1367
640-54-00-430000	Professional Services	TimeSaver Off Site Secreta	MINUTES	285.50	1381
640-54-00-430000	Professional Services	WSB & Associates, Inc.	Pond Maintenance Assessment	59.25	1350
640-54-00-431100	Postage	InfoSend, Inc.	MAY JUN UB BILL/INSERT MAILING	1,245.93	1367
640-54-00-439000	CONTRACT MAINTENANCE	Erickson Electric Company,	FAN INSTALL BUBBLER SYSTEM BENNETT LA	2,240.64	110133
640-54-00-439000	CONTRACT MAINTENANCE	ESS Brothers & Sons, Inc.	Storm Sewer Catch Basin Repair	60,030.00	1364
640-54-00-439000	CONTRACT MAINTENANCE	Roadkill Animal Control	DEER DISPOSAL	144.00	110181
640-54-00-439000-PW2408	CONTRACT MAINTENANCE	WSB & Associates, Inc.	POND MAINTENANCE ASSESSMENT	491.00	1350
640-54-00-443600	Software Operating Charges	EPTURA, INC	FLEET ASSET MANAGEMENT	2,375.28	1362
640-54-00-452000	Vehicles / Equipment	Winter Equipment, Inc.	WING SETUP #145+#147	3,665.66	110204
640-54-00-453000	Other Improvements	Anchor Scientific, Inc.	GW50NO ECO-FLOAT WIRE MOUNT	250.07	110207
640-54-00-453000	Other Improvements	Cummins Sales and Service	REPLACE HMI SCREEN	2,921.19	110218
640-54-00-453000	Other Improvements	Yale Mechanical	CHECK A/C AT STORM L/S	582.00	1352
640-54-00-453000-PW2409	2024 BMP Maintenance	SANDSTROM LAND MANAGEMENT,	BMP MAINTENANCE THRU 6/30	9,625.46	1343
Total Department 54-00 STORM WATER				93,718.33	
Total Fund 640 Storm Drainage				93,996.84	
Fund: 650 ENVIRONMENTAL					
Department: 00-00 GENERAL					
650-00-00-202000	Accounts Payable	BARB WRIGHT	UB refund for account: 020669-000	2.54	110118
650-00-00-202000	Accounts Payable	DONNA GREGG	UB refund for account: 013392-000	2.18	110131

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
Fund: 650 ENVIRONMENTAL					
Department: 00-00 GENERAL					
650-00-00-202000	Accounts Payable	GAIL MCMAHON	UB refund for account: 021655-000	18.48	110136
650-00-00-202000	Accounts Payable	GREG PARK	UB refund for account: 022561-000	14.10	110142
650-00-00-202000	Accounts Payable	JAMES N. CLARK	UB refund for account: 010931-000	0.04	110146
650-00-00-202000	Accounts Payable	JOAN BRUST	UB refund for account: 002962-000	6.56	110149
650-00-00-202000	Accounts Payable	JOHN FARRELL	UB refund for account: 001974-000	4.40	110150
650-00-00-202000	Accounts Payable	JOHN HENRICH	UB refund for account: 007441-000	1.63	110232
650-00-00-202000	Accounts Payable	MARVEL JORDAN	UB refund for account: 008275-000	11.65	110235
650-00-00-202000	Accounts Payable	MICAH ENGEL	UB refund for account: 021386-000	6.18	110159
650-00-00-202000	Accounts Payable	R K GALKIEWICZ	UB refund for account: 009765-000	24.26	110175
650-00-00-202000	Accounts Payable	ROB REYNOLDS	UB refund for account: 016651-000	1.20	110182
650-00-00-202000	Accounts Payable	RUTH BANAS	UB refund for account: 021489-000	33.93	110183
650-00-00-202000	Accounts Payable	TWIN CITIES HABITAT FOR HU	UB refund for account: 025894-000	0.12	110195
650-00-00-202000	Accounts Payable	U.S. BANK NATIONAL ASSOC	UB refund for account: 022123-000	16.00	110197
650-00-00-202000	Accounts Payable	VERNON & BONNIE EIDMAN	UB refund for account: 005667-000	7.85	110200
Total Department 00-00 GENERAL				151.12	
Total Fund 650 ENVIRONMENTAL				151.12	
Fund: 700 Workers Compensation					
Department: 60-00 WORKERS COMPENSATION					
700-60-00-435000	Insurance	MN Dept of Labor-Financial 2024 1ST HALF SCF ASSESSMENT		11,689.63	110239
Total Department 60-00 WORKERS COMPENSATION				11,689.63	
Total Fund 700 Workers Compensation				11,689.63	
Fund: 710 Risk Management					
Department: 00-00 GENERAL					
710-00-00-210503	DENTAL	Delta Dental Plan of Minne DENTAL JUNE ADMIN FEE		1,450.94	1323
710-00-00-210503	DENTAL	Delta Dental Plan of Minne DELTA JUNE CLAIMS		7,440.71	1323
Total Department 00-00 GENERAL				8,891.65	
Department: 61-00 RISK MANAGEMENT					
710-61-00-441000	Training	OECS - 170064	AUG	525.00	110241
Total Department 61-00 RISK MANAGEMENT				525.00	
Total Fund 710 Risk Management				9,416.65	
Fund: 722 C.D.B.G. Park Improvements					
Department: 57-78 EDA - NEIGHBORHOOD ENHANCEMENT PROGRAM					
722-57-78-490000	Contractor Payments	Montgomery Brinkman, LLC	ACCELERATED ABATEMENT-GRASS/DEBRIS	702.00	110166
Total Department 57-78 EDA - NEIGHBORHOOD ENHANCEMENT PROGRAM				702.00	
Total Fund 722 C.D.B.G. Park Improvements				702.00	
Fund: 723 Housing & Redevelopment Agency					
Department: 00-00 GENERAL					
723-00-00-119118	Senior Deferred Loans	CENTER FOR ENERGY AND ENVI LOANS AND ADMIN		12,750.00	1360
Total Department 00-00 GENERAL				12,750.00	
Total Fund 723 Housing & Redevelopment Agency				12,750.00	
Fund: 725 EDA Operating Fund					
Department: 57-00 EDA - GENERAL					
725-57-00-434000	Printing	BOLGER LLC - 139110	BROCHURE PRINTING	803.43	110209
Total Department 57-00 EDA - GENERAL				803.43	

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
Fund: 725 EDA Operating Fund					
Department: 57-73 EDA - OWNERSHIP REHAB PROGRAM					
725-57-73-430000	Professional Services	CENTER FOR ENERGY AND ENVI LOANS AND ADMIN		7,250.00	1360
725-57-73-490000	Contractor Payments	Center for Energy and Envi HES AUDITS		1,400.00	1360
Total Department 57-73 EDA - OWNERSHIP REHAB PROGRAM				8,650.00	
Total Fund 725 EDA Operating Fund				9,453.43	
Fund: 727 South East Roseville Initiativ					
Department: 57-00 EDA - GENERAL					
727-57-00-430000	Professional Services	Saint Paul Area Chamber of JUNE SERVICES FOR RICE & LARPENTEUR A		10,416.67	110184
Total Department 57-00 EDA - GENERAL				10,416.67	
Total Fund 727 South East Roseville Initiativ				10,416.67	

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
--- TOTALS BY GL DISTRIBUTION ---					
		100-00-00-211100	ICMA Def Comp	9,730.06	
		100-00-00-211101	Mission SQ Roth	250.00	
		100-01-00-430000	Professional Services	380.00	
		100-02-00-430000	Professional Services	78.93	
		100-02-00-439000	CONTRACT MAINTENANCE	686.80	
		100-02-00-440000	Conferences	20.00	
		100-02-00-441100	Tuition Reimbursement	1,400.00	
		100-04-00-430000	Professional Services	1,233.89	
		100-06-00-430000	Professional Services	33,568.06	
		100-08-00-424000	Operating Supplies	156.86	
		100-10-00-420000	Office Supplies	234.05	
		100-10-00-422000	Clothing	1,588.25	
		100-10-00-423000	Vehicle Supplies & Maintenance	7,838.44	
		100-10-00-424000	Operating Supplies	1,481.79	
		100-10-00-424000-PD0002	Operating Supplies	1,043.55	
		100-10-00-430000	Professional Services	35,497.05	
		100-10-00-430001	Dispatching Services	36,754.50	
		100-10-00-431000	Telephone	5,239.54	
		100-10-00-437000	Contract Maint. - Vehicles	15,670.11	
		100-10-00-439000	CONTRACT MAINTENANCE	1,458.85	
		100-10-00-440000	Conferences	1,080.00	
		100-10-00-443500	Minor Equipment	1,396.63	
		100-13-00-422000	Clothing	558.42	
		100-13-00-423000	Vehicle Supplies & Maintenance	1,656.72	
		100-13-00-430000	Professional Services	1,440.00	
		100-13-00-439000	CONTRACT MAINTENANCE	1,843.30	
		100-13-00-441000	Training	589.00	
		100-13-13-437000	Contract Maint. - Vehicles	322.28	
		100-20-20-420000	Office Supplies	40.00	
		100-20-20-424000	Operating Supplies	63.00	
		100-20-20-439000	CONTRACT MAINTENANCE	810.00	
		100-20-21-423000	Vehicle Supplies & Maintenance	362.74	
		100-20-21-424000	Operating Supplies	11,642.20	
		100-20-30-421000	Motor Fuel	11,992.80	
		100-20-30-422000	Clothing	132.33	
		100-20-30-423000	Vehicle Supplies & Maintenance	6,010.41	
		100-20-30-437000	Contract Maint. - Vehicles	4,062.53	
		100-23-00-424000	Op Supplies-City Hall	461.24	
		100-23-00-430000	Professional Services	11,237.70	
		100-23-00-436001	Utilities-City Hall	3,577.16	
		100-23-00-436003	Utilities-City Garage	1,911.25	
		100-23-00-439001	CONTRACT MAINTENANCE - CITY HALL	2,610.50	
		100-23-00-439003	Contract Maint.- City Garage	2,314.45	
		103-20-00-430000-PW2311	Snelling-CR B Pedestrian Study	10,139.71	
		110-09-00-448000	Miscellaneous	87.46	
		200-40-40-431000	Telephone	257.01	
		200-40-40-431100	Postage	6,372.96	
		200-40-40-432000	Transportation	96.48	
		200-40-40-441000	Training	100.00	
		200-40-41-344000-PR0281	Fee Program Revenue	50.00	
		200-40-41-424000-PR0290	Operating Supplies	1,060.00	
		200-40-41-430000-PR0210	Professional Services	125.00	

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
		200-40-41-430000-PR0211	Professional Services	1,805.00	
		200-40-41-430000-PR0212	Professional Services	7,168.00	
		200-40-41-430000-PR0227	Professional Services	3,580.00	
		200-40-41-430000-PR0234	Professional Services	9,877.92	
		200-40-41-430000-PR0248	Professional Services	858.00	
		200-40-41-430000-PR0252	Professional Services	1,566.00	
		200-40-41-430000-PR0253	Professional Services	3,855.60	
		200-40-41-430000-PR0260	Professional Services	8,845.20	
		200-40-41-430000-PR0273	Professional Services	4,060.00	
		200-40-42-430000-PR0106	Professional Services	80.80	
		200-40-42-430000-PR0115	Professional Services	3,575.00	
		200-40-42-430000-PR0122	Professional Services	18,000.00	
		200-40-42-438000	Rental	2,886.00	
		200-40-50-436000-PR0119	Utilities	631.15	
		200-40-53-436000	Utilities	15,221.42	
		200-40-53-439000	CONTRACT MAINTENANCE	4,433.12	
		204-40-43-422000	Clothing	8.19	
		204-40-43-423000	Vehicle Supplies & Maintenance	1,471.31	
		204-40-43-424000	Operating Supplies	5,969.57	
		204-40-43-430000-PR0400	Professional Services	1,294.50	
		204-40-43-431000	Telephone	529.00	
		204-40-43-431000-PR0627	Telephone	35.01	
		204-40-43-439000	CONTRACT MAINTENANCE	2,080.00	
		220-40-44-424000	Operating Supplies	49.57	
		260-56-17-430007	Electrical Inspections	10,673.52	
		260-56-17-431000	Telephone	51.99	
		265-05-00-424000	Operating Supplies	512.84	
		265-05-00-430000	Professional Services	1,821.40	
		265-05-00-432000	Transportation	219.09	
		265-05-00-436000	Utilities	936.38	
		265-05-00-443500	Minor Equipment	845.87	
		400-10-00-452000	Vehicles / Equipment	16,171.16	
		400-10-00-453000	Other Improvements	1,315.00	
		401-13-00-453000	Other Improvements	8,840.27	
		402-40-53-451000	Furniture & Fixtures	6,720.00	
		409-08-00-438100	Rental-Copier Machines	3,522.44	
		411-40-43-430000	Professional Services	8,640.00	
		411-40-43-430000-PR2350	Professional Services	61,481.71	
		417-20-20-424000	Operating Supplies	1,294.26	
		417-20-20-439000	CONTRACT MAINTENANCE	3,937.50	
		425-02-00-430000	Professional Services	741.00	
		534-62-00-430000	Professional Services	475.00	
		590-20-23-453000-PW2404	Cty Rd B Recon & 2024 PMP	167,367.77	
		592-20-23-490000-PW2222	Contractor Payments	2,289.79	
		600-00-00-202000	Accounts Payable	654.79	
		600-50-00-370100	SANITARY SEWER - CONSUMPTION	78,733.95	
		600-50-00-424000	Operating Supplies	225.25	
		600-50-00-430000	Professional Services	610.84	
		600-50-00-431100	Postage	1,245.93	
		600-50-00-439000	CONTRACT MAINTENANCE	1,609.36	
		600-50-00-443600	Software Operating Charges	2,375.28	
		600-50-00-445000	Metro Waste Control Board	292,802.56	
		600-50-00-448600	Credit Card Fees	3,367.20	
		600-50-00-453000	Other Improvements	30,000.00	

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
		610-00-00-202000	Accounts Payable	1,121.28	
		610-00-00-208100	State Surcharge-Water	25,327.89	
		610-51-00-424000	Operating Supplies	2,415.72	
		610-51-00-430000	Professional Services	1,418.36	
		610-51-00-431000	Telephone	35.85	
		610-51-00-431100	Postage	1,245.93	
		610-51-00-438000	Rental	61.00	
		610-51-00-443600	Software Operating Charges	2,375.28	
		620-52-51-382100	Building Rental	400.00	
		620-52-51-424000	Operating Supplies	478.40	
		620-52-51-425000	Merchandise for Sale	445.80	
		620-52-51-431000	Telephone	37.39	
		620-52-51-438000	Rental	3,754.59	
		620-52-51-439000	CONTRACT MAINTENANCE	272.73	
		640-00-00-202000	Accounts Payable	278.51	
		640-54-00-374000	Storm Drainage	7,931.34	
		640-54-00-424000	Operating Supplies	1,260.16	
		640-54-00-430000	Professional Services	955.60	
		640-54-00-431100	Postage	1,245.93	
		640-54-00-439000	CONTRACT MAINTENANCE	62,414.64	
		640-54-00-439000-PW2408	CONTRACT MAINTENANCE	491.00	
		640-54-00-443600	Software Operating Charges	2,375.28	
		640-54-00-452000	Vehicles / Equipment	3,665.66	
		640-54-00-453000	Other Improvements	3,753.26	
		640-54-00-453000-PW2409	2024 BMP Maintenance	9,625.46	
		650-00-00-202000	Accounts Payable	151.12	
		700-60-00-435000	Insurance	11,689.63	
		710-00-00-210503	DENTAL	8,891.65	
		710-61-00-441000	Training	525.00	
		722-57-78-490000	Contractor Payments	702.00	
		723-00-00-119118	Senior Deferred Loans	12,750.00	
		725-57-00-434000	Printing	803.43	
		725-57-73-430000	Professional Services	7,250.00	
		725-57-73-490000	Contractor Payments	1,400.00	
		727-57-00-430000	Professional Services	10,416.67	
--- TOTALS BY FUND ---					
		100	General Fund	220,425.39	
		103	Contracted Engineering Svcs	10,139.71	
		110	Telecommunications	87.46	
		200	Recreation Fund	94,504.66	
		204	PARK MAINTENANCE	11,387.58	
		220	Municipal Community Band	49.57	
		260	Community Development	10,725.51	
		265	License Center	4,335.58	
		400	Equipment Revolving	17,486.16	
		401	Fire Equipment	8,840.27	
		402	Parks & Recreation Vehicle Rev	6,720.00	
		409	Plant Fund	3,522.44	
		411	Recreation Improvements	70,121.71	
		417	STREETSCAPE	5,231.76	
		425	2719 Lexington Avenue	741.00	
		534	GO Bonds Series 2020A	475.00	
		590	Special Assmt. Construction	167,367.77	
		592	Street Construction - 2022	2,289.79	

INVOICE DISTRIBUTION REPORT FOR CITY OF ROSEVILLE

GL Number	GL # Line Desc	Vendor Name	Invoice Description	Amount	Check Number
		600	Sanitary Sewer	411,625.16	
		610	Water Fund	34,001.31	
		620	Golf Course	5,388.91	
		640	Storm Drainage	93,996.84	
		650	ENVIRONMENTAL	151.12	
		700	Workers Compensation	11,689.63	
		710	Risk Management	9,416.65	
		722	C.D.B.G. Park Improvements	702.00	
		723	Housing & Redevelopment Agency	12,750.00	
		725	EDA Operating Fund	9,453.43	
		727	South East Roseville Initiativ	10,416.67	
		Total For All Funds:		<u>1,234,043.08</u>	

REQUEST FOR COUNCIL ACTION

Date: 8/5/2024

Item No.: 10.b.

Department Approval

City Manager Approval



Item Description: Approve 3 Temporary Liquor Licenses

Background

Chapter 301 of the City Code requires all applications for business and other licenses to be submitted to the City Council for approval. The following applications are submitted for consideration:

Temporary Liquor License

Alarm Products Distributors
2341 St. Croix Street
Roseville, MN 55113

Alarm Products Distributors is having a Product Show on August 15, 2024. This is their 1st event in 2024. Their total number of days is 1 out of the limit of 12 for the calendar year.

Friends Of Roseville Parks
2660 Civic Center Drive
Roseville, MN 55113

Friends of Roseville Parks is having their annual Tapped and Uncorked event on September 13, 2024. This is their 1st event in 2024. Their total number of days is 1 out of the limit of 12 for the calendar year.

Saint Rose of Lima Catholic Church
2048 Hamline Ave N
Roseville, MN 55113

Saint Rose of Lima Catholic Church is having a block party in their parking lot on September 21, 2024. This is their 2nd event in 2024. Their total number of days is 2 out of the limit of 12 for the calendar year.

Policy Objectives

Required by City Code

Equity Impact Summary

There is no anticipated equity impact.

Budget Implications

The correct fees were paid to the City at the time the application(s) were made.

Staff Recommendations

Staff has reviewed the application(s) and has determined that the applicant(s) meet all City requirements. Staff recommends approval of the license(s).

Requested Council Action

Motion to approve the Temporary Liquor Licenses for Alarm Products Distributors, Friends of Roseville Parks, and Saint Rose of Lima Catholic Church.

Prepared by: Allie Sertich, Deputy City Clerk

Attachments:

1. APD Temporary Liquor License
2. FOR Parks Temporary Liquor License
3. St. Rose Temporary Liquor License



Minnesota Department of Public Safety
Alcohol and Gambling Enforcement Division
445 Minnesota Street, Suite 1600, St. Paul, MN 55101
651-201-7507 TTY 651-282-6555

**APPLICATION AND PERMIT FOR A 1 DAY
TO 4 DAY TEMPORARY ON-SALE LIQUOR LICENSE**

Name of organization ALARM PRODUCTS DISTRIBUTORS		Date of organization 1972	Tax exempt number 3803529
Organization Address (No PO Boxes) 2341 ST CROIX ST	City ROSEVILLE	State MN	Zip Code 55113
Name of person making application KANDACE BETZOLD	Business phone 6514132980	Home phone	
Date(s) of event 8/15	Type of organization ☐ Microdistillery ☐ Small Brewer ☐ Club ☐ Charitable ☐ Religious ☐ Other non-profit		
Organization officer's name JOHN DOBRATZ	City	State MN	Zip Code 55014
Organization officer's name BRANDON DOBRATZ	City	State MN	Zip Code 55304
Organization officer's name	City	State MN	Zip Code

Location where permit will be used. If an outdoor area, describe.

THE BAR WILL BE LOCATED UNDERNEATH OUR HUGE EVENT TENT LOCATED IN THE PARKING LOT OF OUR BUISNESS FROM THE HOURS OF 5-9PM

If the applicant will contract for intoxicating liquor service give the name and address of the liquor license providing the service.

Five Deco Catering DBA: Green Mill Catering 886 Syndicate Street North
St Paul, MN 55104

If the applicant will carry liquor liability insurance please provide the carrier's name and amount of coverage.

Five Deco Catering DBA: Green Mill Catering
\$2,000,000

APPROVAL

APPLICATION MUST BE APPROVED BY CITY OR COUNTY BEFORE SUBMITTING TO ALCOHOL AND GAMBLING ENFORCEMENT

City or County approving the license	Date Approved
Fee Amount	Permit Date
Event in conjunction with a community festival ☐ Yes ☐ No	City or County E-mail Address
Current population of city	

Please Print Name of City Clerk or County Official

Signature City Clerk or County Official

CLERKS NOTICE: Submit this form to Alcohol and Gambling Enforcement Division 30 days prior to event

No Temp Applications faxed or mailed. Only emailed.

ONE SUBMISSION PER EMAIL, APPLICATION ONLY.

PLEASE PROVIDE A VALID E-MAIL ADDRESS FOR THE CITY/COUNTY AS ALL TEMPORARY PERMIT APPROVALS WILL BE SENT BACK VIA EMAIL. E-MAIL THE APPLICATION SIGNED BY CITY/COUNTY TO AGE.TEMPORARYAPPLICATION@STATE.MN.US



Minnesota Department of Public Safety
Alcohol and Gambling Enforcement Division
445 Minnesota Street, Suite 1600, St. Paul, MN 55101
651-201-7507 TTY 651-282-6555

**APPLICATION AND PERMIT FOR A 1 DAY
TO 4 DAY TEMPORARY ON-SALE LIQUOR LICENSE**

Name of organization Friends of Roseville Parks		Date of organization 1969	Tax exempt number 41-13123-80
Organization Address (No PO Boxes) 2660 Civic Center Drive	City Roseville	State MN	Zip Code 55113
Name of person making application Kori L DeJong, [REDACTED]	Business phone 651.308.9279	Home phone [REDACTED]	
Date(s) of event September 13, 2024	Type of organization ☐ Microdistillery ☐ Small Brewer ☐ Club ☐ Charitable ☐ Religious ☒ Other non-profit		
Organization officer's name Linda Carlson - President	City Roseville	State MN	Zip Code 55113
Organization officer's name Laur Peterson - 1st VP	City Roseville	State MN	Zip Code 55113
Organization officer's name Kori DeJong	City Roseville	State MN	Zip Code 55113

Location where permit will be used. If an outdoor area, describe.
John Rose Skating Oval, 2661 Civic Center Drive, Roseville, MN 55113

If the applicant will contract for intoxicating liquor service give the name and address of the liquor license providing the service.

If the applicant will carry liquor liability insurance please provide the carrier's name and amount of coverage.

\$2,000,000
Marsh McLennan Agency LLC, 6160 Golden Hills Drive

APPROVAL

APPLICATION MUST BE APPROVED BY CITY OR COUNTY BEFORE SUBMITTING TO ALCOHOL AND GAMBLING ENFORCEMENT

City or County approving the license	Date Approved
Fee Amount	Permit Date
Event in conjunction with a community festival ☐ Yes ☐ No	City or County E-mail Address
Current population of city	

Please Print Name of City Clerk or County Official

Signature City Clerk or County Official

CLERKS NOTICE: Submit this form to Alcohol and Gambling Enforcement Division 30 days prior to event

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ONE SUBMISSION PER EMAIL, APPLICATION ONLY.

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PERMIT APPROVALS WILL BE SENT BACK VIA EMAIL. E-MAIL THE APPLICATION SIGNED BY
CITY/COUNTY TO AGE.TEMPORARYAPPLICATION@STATE.MN.US**



Minnesota Department of Public Safety
 Alcohol and Gambling Enforcement Division
 445 Minnesota Street, Suite 1600, St. Paul, MN 55101
 651-201-7507 Fax 651-297-5259 TTY 651-282-6555

**APPLICATION AND PERMIT FOR A 1 DAY
 TO 4 DAY TEMPORARY ON-SALE LIQUOR LICENSE**

Name of organization		Date organized	Tax exempt number
Saint Rose of Lima Catholic Church		9/1/1941	8570281
Address	City	State	Zip Code
2048 Hamline Ave. No.	Roseville	Minnesota	55113
Name of person making application		Business phone	Home phone
Joseph Juare jjuaire@saintroseoflima.net		651-357-1204	
Date(s) of event	Type of organization ☐ Microdistillery ☐ Small Brewer		
September 21, 2024	☐ Club ☐ Charitable ☒ Religious ☐ Other non-profit		
Organization officer's name	City	State	Zip Code
Father Marc Paveglio	Roseville	Minnesota	55113
Organization officer's name	City	State	Zip Code
		Minnesota	
Organization officer's name	City	State	Zip Code
		Minnesota	

Location where permit will be used. If an outdoor area, describe.
 School Parking Lot

If the applicant will contract for intoxicating liquor service give the name and address of the liquor license providing the service.

If the applicant will carry liquor liability insurance please provide the carrier's name and amount of coverage.
 Catholic Mutual Insurance, \$1,000,000

APPROVAL

APPLICATION MUST BE APPROVED BY CITY OR COUNTY BEFORE SUBMITTING TO ALCOHOL AND GAMBLING ENFORCEMENT

City or County approving the license	Date Approved
Fee Amount	Permit Date
Date Fee Paid	City or County E-mail Address
	City or County Phone Number
Signature City Clerk or County Official	Please Print Name of City Clerk or County Official

CLERKS NOTICE: Submit this form to Alcohol and Gambling Enforcement Division 30 days prior to event.

ONE SUBMISSION PER EMAIL, APPLICATION ONLY.

PLEASE PROVIDE A VALID E-MAIL ADDRESS FOR THE CITY/COUNTY AS ALL TEMPORARY PERMIT APPROVALS WILL BE SENT BACK VIA EMAIL. E-MAIL THE APPLICATION SIGNED BY CITY/COUNTY TO AGE.TEMPORARYAPPLICATION@STATE.MN.US

ROSEVILLE
REQUEST FOR COUNCIL ACTION

Date: 8/5/2024

Item No.: 10.c.

Department Approval



City Manager Approval



Item Description: Approve General Purchases Exceeding \$10,000 or Sale of Surplus Items

Background

City Code section 103.05 establishes the requirement that all general purchases or contracts in excess of \$10,000 be separately approved by the City Council, independent of the budget process or other statutory purchasing requirements. In addition, State Statutes generally require the Council to authorize the sale of surplus vehicles and equipment. *Attachment 1* includes a list of items submitted for Council review and approval.

Staff will note that, unless noted otherwise, all items contained in this report were previously identified and included in the adopted budget or Capital Improvement Plan (CIP) submitted for Council review during the most recent budget cycle. This information package included a CIP Project/Initiative summary which identified the type of purchase, estimated cost, funding source, and other supporting narrative. Where applicable, these project/initiative summaries are included with *Attachment 2*.

Policy Objectives

Required under City Code 103.05.

Equity Impact Summary

Payments to vendors contribute to the local economy by supporting businesses within the community, including those owned by people of color. Ensuring equitable distribution of contracts and payments among vendors, particularly minority-owned businesses, can help promote economic equity. This supports broader goals of reducing racial economic disparities as well as Roseville's aspiration to be a community that is economically prosperous with a stable and broad tax base and vibrant small businesses.

Budget Implications

Funding for all items is provided for in the current budget or through pre-funded capital replacement funds.

35
36 **Staff Recommendations**

37 Staff recommends the City Council approve the submitted purchases or contracts for
38 service and, where applicable, authorize the sale/trade-in of surplus items.
39

40
41 **Requested Council Action**

42 Motion to approve the submitted purchases or contracts for services and, where
43 applicable; the sale/trade-in of surplus items.
44

45
46 **Prepared by:** Joshua Kent - Assistant Finance Director

Attachments: 1. Over \$10,000 Report Items for Purchase or Sale_Trade-in
2. CIP Project-Initiative Summary

47

General Purchases or Contracts

Division	Vendor	Description	Key	Budget Amount	P.O. Amount	Budget / CIP
Fire Department	Headwaters Painting	Sand, Wash and Paint Apparatus Bay Doors	(a)	\$ 20,000	\$ 14,660	2024 CIP
Public Works	RTL Equipment	Skid Steer Snow Blower	(b)	\$ 10,000	\$ 11,753	2024 CIP
Public Works (Storm Drainage)	Erickson Electric Company	Variable Frequency Drive	(c)	\$ 131,000	\$ 36,575	2024 CIP
Parks & Recreation	Villa Landscapes	Arboretum Fountain	(d)	\$ 10,000	\$ 35,246	2024 CIP

Key

- (a) This is planned maintenance and painting of the apparatus doors at the fire station, which has been included in the 2024 CIP. The apparatus doors are showing normal wear and tear and staff is recommending this maintenance.
- (b) This is a planned purchase and replacement of the 2005 skid steer snow blower that is in operation and has been included in the 2024 CIP budget. The typical replacement cycle is 15 years, indicating that the current blower attachment is at the end of its useful life. It is planned to sell the 2005 model to cover the difference of the purchase price of the new model from RTL Equipment. This purchase would be made off of Minnesota State Contract T-632(5).
- (c) The Walsh Storm Water lift station was replaced in 2017. At the time of the replacement a Variable Frequency Drive (VFD) was considered but was not added. After 8 years of operating the new pumps, staff is recommending a VFD be added to better control the pumping and to reduce intake maintenance. The VFD will allow the city to pump the pond more slowly or faster depending on the need. This will help control flooding better and reduce intake maintenance when the pump is operated slower as it should reduce the suction which creates a lot of intake maintenance from debris being pulled into the wet well. There is \$131,000 in unspent funds in the Storm Drainage Other Improvements CIP. Staff is requesting using some of these funds to add the VFD.
- (d) It was planned that the Arboretum Fountain to have a full replacement in the 2024 Parks Improvement CIP. With only \$10,000 budgeted in the 2024 CIP for the demolition of the old fountain and installation of the new fountain, the remaining \$25,246 will be covered by donations that have been received by the arboretum and the fund balance within the Parks Improvement CIP.

Sale of Surplus Vehicles or Equipment

Division	Description	Est. Sale / Trade-In Amount
Fire Department	2010 Fire Engine	\$ 135,000

2024 Capital Improvement Plan

Project/Initiative Summary

Department/Division:	Fire
Project/Initiative Title:	Bi-Fold Door Paint/Maintenance
Total Estimated Cost:	\$20,000
Funding Source:	General Facilities Fund (410)
Annual Operating Budget Impact:	Not Applicable

Project/Initiative Description:

The bi-fold apparatus bay doors are designed to provide the emergency vehicles the ability to exit the building in a very efficient manner; quickly and safely. These doors are not only a key aesthetic aspect to the fire station. These doors are subject to harsh weather conditions throughout the year and do require maintenance to keep them operational. The mechanical components and electric motors that operate the doors need to be repaired or replaced due to normal usage.

Location:

Fire Station

2024 Capital Improvement Plan

Project/Initiative Summary

Department/Division:	Public Works
Project/Initiative Title:	#111 A02 Bobcat, Snow Blower
Total Estimated Cost:	\$10,000
Funding Source:	Public Works Vehicle & Equip Fund (<i>property tax</i>)
Annual Operating Budget Impact:	\$0

Project/Initiative Description:

Replacement of existing snow blower attachment for skid steers. The existing blower attachment is from 2005 and is at the end of its useful life. The replacement cycle is typically 15 years. The new equipment allows for better snow plowing of parking lots, streets, and trails with less equipment downtime due to repairs.

Location:

Maintenance Facility

2024 Capital Improvement Plan

Project/Initiative Summary

Department/Division:	Storm Sewer
Project/Initiative Title:	Storm Infrastructure Rehabilitation
Total Estimated Cost:	\$700,000
Funding Source:	Storm Sewer Fund (<i>Utility fees</i>)
Annual Operating Budget Impact:	\$0

Project/Initiative Description:

This line item is to replace or rehab portions of the storm sewer system within the city. Many of the storm pipes and structures are over 50 years old and are at the end of the expected design life. The City typically uses this line item to replace pipes as part of the Pavement Management Program (PMP) project, to do other storm sewer replacement as part of larger drainage improvement projects, or to rehab sewer lines with cured-in-place pipe (CIPP) lining projects. CIPP lining coats the inside of the pipe to extend the life of the pipe another 50 years and lessen the risk of flooding and sinkholes due to collapse of pipes.

Location:

Various Locations in the City

2024 Capital Improvement Plan

Project/Initiative Summary

Department/Division: **Park Improvements**
Project/Initiative Title: Arboretum Improvements
Total Estimated Cost: \$15,000
Funding Source: Park Improvement Program Fund (*property tax*)
Annual Operating Budget Impact: [Enter amount here (if applicable)]

Project/Initiative Description:

This project will be for some much-needed upkeep and improvements at the Muriel Sahlin Arboretum:

Arboretum Maintenance Facility – Scheduled Repairs and Painting	\$5,000
Arboretum Fountain – Full Replacement	\$10,000

Location:

2525 Dale Street

ROSEVILLE
REQUEST FOR COUNCIL ACTION

Date: 8/5/2024

Item No.: 10.d.

Department Approval



City Manager Approval



Item Description: Receive 2024 Second Quarter Financial Report

Background

The second quarter of 2024 is complete and financial results are available. The Finance Director prepared the attached second quarter financial report for Council review. This report shows budget versus actual performance for the period ending June 30, 2024.

The financial report includes those programs and services that constitute the City's core functions and for which changes in financial trends can have a near-term impact on the ability to maintain current service levels. Programs such as debt service and tax increment financing which are governed by pre-existing obligations and restricted revenues are not shown. In addition, expenditures in the City's capital improvement funds are not shown as these expenditures are specifically tied to pre-established capital reserve funds. Unlike some of the City's operating budgets, these reserve funds are not typically susceptible to year-to-year fluctuations. In these instances, annual reviews are considered sufficient. Enterprise funds do record both operations and capital within the fund as the revenues and reserves pay for operations and capital improvements.

The information is presented strictly on a cash basis which measures only the *actual* revenues that have been deposited and the *actual* expenditures that have been paid, except for the Enterprise funds (Water, Sewer, Storm and Recycling) where revenues are based on amounts billed in the first three months of the year. This is in contrast with the City's audited year-end financial report which attempts to measure revenues earned but not collected, as well as costs incurred but not yet paid.

It should be noted that some of the City's revenue streams such as property taxes and intergovernmental revenues, are non-recurring or are received intermittently throughout the year. This can result in wide revenue fluctuations from month to month. In addition, some of the City's expenditures are also non-recurring and subject to wide fluctuations. The financial report notes those areas where fluctuations occur during the year. At this point in time 50% of the year has passed and that sets the estimated benchmark for the first quarter report.

General Fund Summary - The General Fund includes the activities associated with the City's police, fire, streets, administration & finance, legal, and other general functions. Property tax revenue and state aid are the largest revenue sources for this fund. The general fund reserves carry the operations in this fund until property taxes are received from Ramsey County in June. The majority of State Aids are received in September and October. As a result, in the second quarter revenues were only at 16% of the budget. Expenditures are trending near the benchmark with some exceptions as noted on the report. Expenditures at this point in time are consistent with the prior two years.

Parks and Recreation Fund Summary – Revenues are running slightly ahead of 50%, similar to 2024. This is due to several park building rentals reserved at the beginning of the year and program participation reserved in advance of the various programs. As these programs are seasonal, the expenditures are tracking below 50% as many of the programs are operated in the summer and fall.

Information Technology Fund Summary – This fund is being merged with the general fund as part of the 2024 budget process. The transfer is to the general fund based on revenues collected through June 30, 2024.

Community Development Fund – Revenues are currently tracking better than anticipated. However, there is some seasonality in the various permits issued by Community Development. Expenditures are tracking less than anticipated, but several expenditures occur later in the year.

Communications Fund Summary – Cable franchise fees are the largest revenue source for this fund. Franchise fees are received a month after the end of the quarter, so there is a lag until year end when we record accruals. Expenditures are below 50% as North Suburban Cable Commission accidentally billed us for 5 quarters in 2023, so we will end 2024 under budget by one quarter.

License Center Fund Summary – The License Center revenues are tracking slightly above the benchmark and expenditures are tracking slightly below the benchmark. If this trend continues, this fund should end the year above the approved reserve level range of 10-15%.

Sanitary Sewer Fund Summary – The Sanitary Sewer Fund revenues and expenditures are near expected levels. Capital expenditures and transfers will occur later in the year. Expenditures are tracking slightly higher as we have seven months of MCES charges paid through June 30.

Water Fund Summary – Water Fund revenues and expenditures are near expected levels. Expenditures can fluctuate during the year based on water consumption. Expenditures are slightly lower due to only five months of St. Paul Regional Water invoices being paid through June 30, 2024. Capital expenditures and transfers will occur later in the year.

Storm Sewer Fund Summary – Storm Sewer Fund revenues and expenditures are near expected levels based on the prior two years. Capital expenditures and transfers will occur later in the year.

Environment Fund Summary – The Environmental Fund revenues are running a bit below expected due to the County grant not being received as of June 30. Expenditures are near expected levels based on prior two years.

Golf Course Fund Summary – The golf course activity is seasonal in nature, which impacts both the revenues and the expenditures in this fund. The revenues are running ahead of projections based on the prior two years.

The City's overall financial condition remains strong, and the Finance Department has not noted any unexpected variances in the operating funds for the second quarter of 2024. Variances that have occurred are noted and explained in the attached financial report. There are no budget adjustments necessary at this point in time.

Policy Objectives

The information presented above satisfies the reporting requirements in the City's Operating Budget Policy.

Equity Impact Summary

There is no equity impact.

Budget Implications

Not applicable.

Staff Recommendations

96 Not applicable.

97

98 **Requested Council Action**

99 For informational purposes only. No formal Council action is requested.

100

101

Prepared by: Michelle Pietrick, Finance Director

Attachments: 1. Attachment 1 - Second Quarter Financial Report

102

Description	2024 Original Budget	2024 Amended Budget	Actual thru June 2024	Benchmark 50% Percent of Budget	
GENERAL OPERATING FUND					
GENERAL FUND - REVENUES					
Taxes	\$ 19,007,568	\$ 18,911,398	\$ 7,041,574	37.23%	A
Intergovernmental	\$ 1,860,585	\$ 2,016,955	\$ 327,520	16.24%	B
Charges for Services	\$ 1,296,000	\$ 1,296,000	\$ 318,732	24.59%	C
Licenses & Permits	\$ 418,002	\$ 418,002	\$ 125,969	30.14%	C
Other Revenues	\$ 239,208	\$ 239,208	\$ 110,231	46.08%	
Transfers In	\$ 816,520	\$ 816,520	\$ 22,790	2.79%	E
Total Revenues	\$ 23,637,883	\$ 23,698,083	\$ 7,946,816	33.53%	
GENERAL FUND - EXPENDITURES					
General Government					
City Council	\$ 325,187	\$ 325,187	\$ 240,097	73.83%	I
Administration	\$ 2,241,270	\$ 2,256,640	\$ 961,966	42.63%	H
Elections	\$ 105,160	\$ 105,390	\$ 51,072	48.46%	
Legal Services	\$ 385,000	\$ 385,000	\$ 191,939	49.85%	
Finance	\$ 877,192	\$ 895,082	\$ 537,059	60.00%	O
Central Services	\$ 53,500	\$ 53,500	\$ 32,677	61.08%	F
General Insurance	\$ 70,000	\$ 70,000	\$ 35,000	50.00%	
Contingency	\$ 500,000	\$ -			
Total General Government	\$ 4,557,309	\$ 4,090,799	\$ 2,049,810	50.11%	
Public Safety					
Police	\$ 11,221,924	\$ 11,661,819	\$ 5,448,746	46.72%	
Fire	\$ 4,447,892	\$ 4,491,730	\$ 2,171,917	48.35%	
Fire Relief	\$ 46,500	\$ 46,500	\$ 1,000	2.15%	B
Total Public Safety	\$ 15,716,316	\$ 16,200,049	\$ 7,621,663	47.05%	
Public Works					
Administration	\$ 1,168,753	\$ 1,201,560	\$ 557,865	46.43%	
Streets	\$ 1,278,550	\$ 1,288,720	\$ 491,184	38.11%	F,K
Central Garage	\$ 238,740	\$ 238,740	\$ 134,075	56.16%	F
Building Maintenance	\$ 453,215	\$ 453,215	\$ 222,244	49.04%	
Street Lighting	\$ 225,000	\$ 225,000	\$ 62,298	27.69%	L
Total Public Works	\$ 3,364,258	\$ 3,407,235	\$ 1,467,666	43.07%	
Total Expenditures	\$ 23,637,883	\$ 23,698,083	\$ 11,139,139	47.00%	
Revenues Over (Under) Expenditures	\$ -	\$ -	\$ (3,192,323)		
OTHER OPERATING FUNDS					
PARKS AND RECREATION FUNDS					
Taxes	\$ 3,299,460	\$ 3,378,300	\$ 1,232,997	36.50%	A
Other Revenues	\$ 2,740,591	\$ 2,740,591	\$ 1,480,392	54.02%	J
Transfers In	\$ 1,530	\$ 1,530	\$ -	0.00%	
Expenditures - Operating	\$ 6,041,581	\$ 6,120,421	\$ 2,470,940	40.37%	J
Revenues Over (Under) Expenditures	\$ -	\$ -	\$ 242,449		
INFORMATION TECHNOLOGY FUND					
Other Revenues	\$ 530,864	\$ 530,864	\$ 255,635	48.15%	
Transfers In	\$ 65,000	\$ 65,000		0.00%	E
Transfers Out	\$ 595,864	\$ 595,864	\$ 255,635	42.90%	H
Revenues Over (Under) Expenditures	\$ -	\$ -	\$ -		
COMMUNITY DEVELOPMENT FUND					
Revenues	\$ 1,488,400	\$ 1,488,400	\$ 1,088,877	73.16%	
Expenditures - Operating	\$ 1,913,817	\$ 1,966,670	\$ 886,862	45.09%	
Revenues Over (Under) Expenditures	\$ (425,417)	\$ (478,270)	\$ 202,015		

Description	2024 Original Budget	2024 Amended Budget	Actual thru June 2024	Benchmark 50% Percent of Budget	
COMMUNICATIONS FUND					
Taxes	\$ 192,830	\$ 210,160	\$ 71,417	33.98%	A
Other Revenues	\$ 421,100	\$ 421,100	\$ 109,254	25.94%	D
Expenditures - Operating	\$ 613,930	\$ 631,260	\$ 252,366	39.98%	
Revenues Over (Under) Expenditures	\$ -	\$ -	\$ (71,695)		
LICENSE CENTER FUND					
Revenues	\$ 2,501,000	\$ 2,501,000	\$ 1,339,310	53.55%	
Expenditures - Operating	\$ 1,934,216	\$ 2,063,806	\$ 967,540	46.88%	
Transfers Out	\$ 200,000	\$ 200,000	\$ -	0.00%	E
Revenues Over (Under) Expenditures	\$ 366,784	\$ 237,194	\$ 371,770		
ENTERPRISE FUNDS					
WATER UTILITY FUND					
Operating Revenues and Grants	\$ 9,045,000	\$ 9,045,000	\$ 3,192,044	35.29%	N
Transfers In	\$ 638,600	\$ 638,600	\$ 319,300	50.00%	
Expenditures - Operating	\$ 8,502,361	\$ 8,527,041	\$ 3,481,505	40.83%	F
Transfers Out, Capital & Debt Service	\$ 1,680,250	\$ 1,680,250	\$ 215,055	12.80%	H
Revenues Over (Under) Expenditures	\$ (499,011)	\$ (523,691)	\$ (185,216)		
SANITARY SEWER UTILITY FUND					
Operating Revenues and Grants	\$ 6,500,000	\$ 6,500,000	\$ 2,714,874	41.77%	N
Expenditures - Operating	\$ 4,857,581	\$ 4,872,341	\$ 2,722,503	55.88%	M
Transfers Out and Capital	\$ 1,444,000	\$ 1,444,000	\$ 963,836	66.75%	H
Revenues Over (Under) Expenditures	\$ 198,419	\$ 183,659	\$ (971,465)		
STORM WATER UTILITY FUND					
Operating Revenues and Grants	\$ 3,819,593	\$ 3,819,593	\$ 1,636,386	42.84%	N
Expenditures - Operating	\$ 1,589,520	\$ 1,595,400	\$ 662,198	41.51%	F
Transfers Out and Capital	\$ 1,699,000	\$ 1,699,000	\$ 739,221	43.51%	H
Revenues Over (Under) Expenditures	\$ 531,073	\$ 525,193	\$ 234,967		
ENVIRONMENTAL UTILITY FUND					
Revenues	\$ 1,142,008	\$ 1,142,008	\$ 454,448	39.79%	N
Expenditures - Operating	\$ 1,108,367	\$ 1,112,510	\$ 505,342	45.42%	
Revenues Over (Under) Expenditures	\$ 33,641	\$ 29,498	\$ (50,894)		
GOLF COURSE FUND					
Revenues	\$ 458,388	\$ 458,388	\$ 299,803	65.40%	J
Transfers In	\$ 94,500	\$ 94,500	\$ 41,122	43.52%	
Expenditures - Operating	\$ 523,660	\$ 538,290	\$ 256,713	47.69%	
Transfers Out and Capital	\$ 94,500	\$ 94,500	\$ 41,122	43.52%	
Revenues Over (Under) Expenditures	\$ (65,272)	\$ (79,902)	\$ 43,090		
EDA Operating Fund					
Taxes	\$ 365,235	\$ 365,235	\$ 135,269	37.04%	A
Other Revenues	\$ 23,125	\$ 23,125	\$ 14,096	60.96%	
Expenditures - Operating	\$ 388,360	\$ 388,360	\$ 151,101	38.91%	
Revenues Over (Under) Expenditures	\$ -	\$ -	\$ (1,736)		

EDA notes: expenses are running less than 50% due to professional services currently under budget and taxes are consistent with prior years collections through June 30.

City of Roseville
Quarterly Financial Report
As of June 30, 2024

Tickmark Explanations for Budget VS Actual Variances

- A. Taxes will be received in June/July and December/January- current collections rate is consistent with prior years.
- B. State Aids and other grants are received in the third and fourth quarter.
- C. Majority of these revenues are received later in the year
- D. Franchise fees are received quarterly at the end of the following month
- E. Majority of transfers are recorded at year end
- F. Internal allocations for Garage, Phones, postage, copier and IT costs are done quarterly at the end of the following month
- G. Legal service invoices for two months only - this is normal
- H. Professional services, training, and capital costs occur later in the year
- I. Annual NYFS contract paid in the first quarter which skews the percentage of budget.
- J. Parks & Rec is seasonal in nature - fees and building rental come in higher first quarter and then smooth out, expenditures occur more heavily in summer and fall
- K. Professional services and maintenance costs occur later in the year
- L. Based on lag in invoicing, only 5 months of electric costs paid in the 2nd quarter, consistent with prior years.
- M. Sanitary Sewer has 4 months of MCES charges
- N. Utility revenues are based on service delivery, bills issued in Jan and Feb of 2024 are partially accrued back to the 2023 books as they are for services delivered in 2023. This is an annual occurrence.
- O. Springbrook maintenance paid for the full year which is skewing the percentage of budget.

ROSEVILLE
REQUEST FOR COUNCIL ACTION

Date: 8/5/2024

Item No.: 10.e.

Department Approval



City Manager Approval



Item Description: Approve Issuance of Request for Proposal for Recreation Management Software

Background

The City of Roseville utilizes a recreation management system (RMS) for several key functions related to offering parks and recreation services, specifically:

- **Program and Class Registration:** All parks and recreation programs are organized through the RMS, including online program information for customers, program registration, instructor class lists, and more. In 2023, 12,000 registration transactions were conducted using the RMS. 91% of program registrations now occur online, using the RMS.
- **Facility and Equipment Reservations:** Most parks and recreation facilities (park buildings, shelters, and banquet space) are managed through the RMS, including facility schedules, permits, invoices, and other facility rental functions. In 2023, 2,384 facility reservations were conducted in the RMS.
- **Marketing and Communications:** The RMS serves as the interface through which customers can view information about courses and facilities, see whether there are openings, register, and provide key customer information to staff. Additionally, the RMS can be used to email customers and communicate in other ways.
- **Financial Processing:** All fees collected for parks and recreation programs, and most fees for parks and recreation facilities are collected through the RMS. In 2023, \$1.6 million in fees were collected through the RMS.
- **Data Analytics and Reporting:** The RMS serves as the database for the Parks and Recreation Department. It is used to track program registrant information (age, address, residency, family, etc.), and overall departmental data (program information, class sizes, etc). Importantly, our current RMS is not configured to collect customer's demographic data.

The City of Roseville currently uses ActiveNet for its recreation management system. The current agreement with ActiveNet was executed in 2005 and has been functioning as a year-to-year agreement for many years. In speaking with peers in the industry, it appears that there are opportunities for the City to find a RMS provider that is more advantageous for the City and at a lower cost than the City is currently paying.

Additionally, complaints from residents about the City's RMS have become more frequent

in recent years. In February 2024, the Parks and Recreation Commission listed the RMS as one of the key weaknesses of the City in their SWOT (strength, weakness, opportunity, and threat) analysis.

In June 2024, staff formally discussed their intention to issue a Request for Proposal (RFP) to solicit proposals for a new recreation management system with the Commission, which the Commission unanimously supported. The feedback that the Commission provided was used in the drafting of the RFP and will also be used in scoring proposals.

It is hoped that if the RFP can be issued in August 2024, a system can be operational in 2025.

Policy Objectives

The recreation management system is crucial to the City's ability to efficiently provide crucial recreation services, programs, and facility rentals. Issuance of this RFP is consistent with the City's objectives of efficient operations, competitively bidding significant expenses, and responding to resident concerns.

Equity Impact Summary

The recreation management system is a key element of the Parks and Recreation Department's ability to provide many of its services. The current RMS has been identified as a possible barrier to participation.

Importantly, our current RMS, as configured, cannot track the racial demographic information of program participants. This greatly limits staff's ability to make important data-based decisions utilizing an equity lens. The proposed RFP requires proposers to outline their product's ability to track and report on key demographic data.

Budget Implications

The current cost of ActiveNet is a percentage of each transaction (which varies based on transaction type). In 2023, the City paid \$90,740 to ActiveNet in software and credit card processing fees. All RMS fees are paid using revenue that the City collects through program and facility payments. It is believed that a more financially advantageous agreement can be reached through this process.

The 2024 Capital Improvement Program includes \$27,000 for expenses related to the implementation of a new RMS if a new vendor is selected.

Staff Recommendations

A motion authorizing staff to issue a Request for Proposal for a new recreation management vendor, pending final legal review (attachment 1).

Requested Council Action

A motion authorizing staff to issue a Request for Proposal for a new recreation management vendor, pending final legal review (attachment 1).

Prepared by: Matthew L. Johnson, Parks and Recreation Director

Attachments: 1. City of Roseville Rec Management RFP

REQUEST FOR PROPOSALS

Software, Implementation & Ongoing Maintenance Services

for an

RECREATION MANGEMENT SOFTWARE

for the

City of Roseville, MN



ISSUANCE DATE: AUGUST 6, 2024

DATE DUE: AUGUST 29, 2024 (4:00p.m.)

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1.0 RFP Introduction

1.1 Introduction

The City of Roseville (the “City”) is soliciting proposals from qualified vendors (“Proposers”) who specialize in recreation management software to provide a full range of applications that include software, implementation services, initial and ongoing training, technical support, and compliance with State and Federal mandated requirements and ongoing enhancements.

Ideally, the City would like to acquire these software modules as one integrated solution from a single vendor (the “Vendor”). The City expects a system that hosts online registration and facility reservations that is user-friendly, responsive, and customizable that is intuitive and easy-to-use for customer facing staff and administration. The system should allow for the City to utilize updated technology to meet the advanced needs of customers as well as the needs of the department.

The City will evaluate all “cloud” or “hosted” environment options. Please supply software and services pricing with all these options in mind. Please include a detailed list of all recommended hardware (card readers, e.g.) and 3rd Party software (payment processors, e.g.) requirements. Also include a budget estimate for these hardware and Third Party software components. The City reserves the right to procure these components on its own if it decides upon a hosted solution.

1.2 Project Summary

The City of Roseville, incorporated in 1948, is located in Ramsey County, with an estimated 2021 population of 35,566. The City is located 15 minutes north of both downtown Minneapolis and downtown St. Paul.

The Roseville Parks and Recreation Department is a CAPRA accredited agency and provides outstanding parks and recreation programs and facilities to the community. The department is made up of Cedarholm Golf Course, Roseville Skating Center, Harriet Alexander Nature Center, Gymnastics Center, Dance and Wellness Studio, 32 parks and over 600 acres of parkland.

The City has been utilizing a number of systems to manage parks and recreation components. ActiveNet has been used since 2005 for all of its activity registrations and facility reservations. Other systems are being used for specialty functions such as ice rentals, league management, and golf management. At this time, the focus of the RFP will be activity registration and facility reservation, however, additional modules may be considered.

The current software (ActiveNet) is used to register participants for classes and programs and to manage facility bookings. Existing annual transactions are as follows (based on fiscal year 2023):

Total Revenue though ActiveNet: \$1,650,000

- Program Registration Revenue: \$1,300,000
 - Online Reservations: 91%
 - Front Desk (Phone or In Person): 9%
 - Number of transactions: 12,000
- Facility Reservation Revenue: \$350,000
 - Online Reservations: 10%
 - Front Desk (Phone or In Person): 90%
 - Number of transactions: 2,384

The City seeks to implement an off-the shelf system with minimum customization. Applications to be quoted are:

- Activity Registration
- Facility Reservations
- Household Management with (GIS Management Options Preferred)
- Calendars (customer facing: facility, programs, events)
- Merchant options/credit card processing (PCI Compliance)
- Mobile Responsive
- Email/SMS Blast to registered users
- Customizable reports
- Customer Demographic Reports: Ability to run confidential demographic reports
- Customer Portal: Ease for customers to access receipts and update household information
- Point of sale – Ability to sell and inventory merchandise.
- Ticketing: Events

The City is interested in learning more about other product offerings that proposers feel the City might be interested in but not specifically within the scope of this proposal. For those product offerings, please provide a short description of what is available from your firm, and the costs associated with those offerings.

The City anticipates having three sets of staff users: Administrative, Payment Processing, and Support. Administrative users are those who utilize the system by setting up activities, managing facility rentals, and creating reports. Payment Processing staff have the responsibility to work directly with customers to process payments either over the phone or in-person. Support staff will access the system to run rosters or facility reports.

System	Users
Administrative	18
Payment Processing	15
Support	15

1.3 System Scope and Procurement Schedule

The City is seeking proposals for an integrated RMS system that will include software implementation services ongoing training and technical support. Ideally a single vendor will provide this integrated solution for all systems. Below is the timetable that has been set for this project.

Procurement Schedule	
August 6, 2024	RFP released
August 19, 2024	Last day to accept questions and requests for clarification on the RFP - 4:00 PM (Central)
August 22, 2024	Answers to submitted questions provided by 4:00 PM (Central)
August 29, 2024	Proposals due – 4:00 PM (Central)
Early September	Finalists are selected and notified of software demonstration
September 16 through 20	Software demonstrations
September 24, 2024	Clarification meeting/documentation completed with apparent best value. Draft service agreement provided.
October 7, 2024	Anticipated Award of contract by City Council
Mid-October	Implementation Begins (tentative go-live date Feb, 2025)

*schedule subject to change at the City's discretion.

1.4 Inquiries

Inquiries concerning this procurement including questions related to technical issues are to be directed to:

Carrie Anderson
 Assistant Parks and Recreation Director
 City of Roseville
 2660 Civic Center Drive
 Roseville, MN 55113
 Email: carrie.anderson@cityofroseville.com
 Phone: 651-792-7102

All questions concerning the RFP must reference the RFP page number, section heading and paragraph. Please state the question as concisely as possible. All questions regarding this RFP must be received via email no later than 4:00pm on August 22nd, 2024.

Proposers are directed specifically to not contact any other staff other than specified personnel identified above for any purpose. Unauthorized contact of any personnel may be cause for rejection of the proposer's RFP response.

1.5 Selection Process

The vendor/s selected for an award will be the vendor/s whose proposal is responsive, responsible, and the most advantageous to the City, as determined by the City in its sole discretion. The City anticipates awarding the contract to the best valued vendor. The vendor will be prioritized based on price, past performance of the vendor/s, and current performance capability as outlined in this document. The City anticipates that all vendors will have a fair and reasonable opportunity to provide service.

The City will require select proposers, at their own cost, to provide demonstrations.

The City may request clarification and conduct discussions with any Proposer who submits a proposal.

The award/negotiation sequence will be based on a selection methodology established by the City. Once the proposals are opened a committee selected by the City will evaluate each proposal taking into consideration the criteria and methodology stipulated in this RFP. The City will be the sole judge in evaluation considerations and may make an award to the bidder(s) who submit the proposal judged by the City to be most advantageous. A recommendation as to the proposal that is believed to be in the best interest of the City as determined by the evaluation committee will be presented to the City Council.

All proposals submitted shall be valid for a period of one-hundred twenty (120) calendar days from the date of the proposal opening. No proposal may be withdrawn during this 120-day period.

1.6 Issuance

Issuance of this RFP does not compel the City to award a contract. The City reserves the right to reject any or all proposals wholly or in part; to waive any technicalities, informalities, or irregularities in any proposal at its sole option and discretion. The City reserves the right to request clarification or additional information. The City reserves the right to re-solicit for proposals, or to temporarily or permanently abandon the procurement.

If the City awards a contract, it will award the contract to the Respondent whose proposal is the most advantageous to the City, as determined by the City in the exercise of its sole discretion.

2.0 Response Requirements and Conditions

2.1 Proposal Response Instructions

The Proposal must be **received no later than 4:00 PM (C.D.T.) on Thursday, August 29, 2024**, at the following address:

Carrie Anderson
Assistant Parks and Recreation Director
City of Roseville
2660 Civic Center Drive
Roseville, MN 55113

Proposals must be submitted in sealed packages with the following information clearly marked on the outside of each package:

- Name of responder
- Project title: **City of Roseville RMS Proposal**

IF A PROPOSAL IS MAILED, CERTIFIED MAIL IS RECOMMENDED. Proposers may verify the City's receipt prior to the deadline by email to carrie.anderson@cityofroseville.com

Failure to comply with the requirements of this RFP may result in disqualification.

Electronic and facsimile bids will not be considered. Proposers shall have sole responsibility for delivery of bids on time and to the proper location. Proposals received subsequent to the time and date specified above will not be considered.

Proposers are required to submit **four** (4) hard copies of the proposal together with one (1) electronic copy of the proposal.

The RFP and data submitted to the City are governed by the Minnesota Government Data Practices Act (the "Data Practices Act"). Upon submission, all proposals shall be classified pursuant to the Data Practices Act. In the event that a proposer desires to claim portions of its proposal exempt from disclosure, it is incumbent upon the proposer to clearly identify those portions with the word "Confidential" printed on the top right-hand corner of each page for which such privilege is claimed. Examples of potentially confidential materials include trade secret information and selected business information. Each page shall be clearly marked and readily separable from the proposal in order to facilitate public inspection of the non-confidential portion of the proposal. The proposer must also submit a written explanation of the basis for its conclusion that the identified data is not subject to disclosure under the Minnesota Government Data Practices Act. The City will consider a proposer's request for exemptions from disclosure; however, the City is governed by and must make any data classification determination based upon the Data Practices Act and other applicable laws. A statement by a bidder that submitted data are copyrighted or otherwise protected does not prevent public access to the data contained in the bid.

2.2 Rejection of Proposals

The City reserves the right to reject any and all proposals received in response to this proposal offering, and to waive any informality or irregularities in this proposal offering. The award of the contract shall be at the sole discretion of the City of Roseville, Minnesota. The award will be made to the responsible proposer whose proposal is determined to be the most advantageous to the City, taking into consideration the evaluation factors set forth in this proposal package. The City may make the award without further discussion of the Proposals submitted. Therefore, the proposal should be submitted initially on the most favorable terms, which the proposer can propose with respect to price, product, service, and technical capability. The contents of the proposal of the selected proposer will become the basis for the City's and the Vendor's contractual obligations when the award is made.

2.3 Withdrawal of Proposals

- Proposals may not be withdrawn for a period of 120 days after the time set for the bid opening.
- Proposals may be withdrawn prior to the proposal due date and time. Such requests must be in writing.

2.4 Proposal Costs

Those submitting proposals do so entirely at their sole cost and expense. There is no expressed or implied obligation by the City to reimburse any individual or firm for any costs incurred in preparing or submitting proposals providing additional information when requested by the City or for participating in any selection interviews or product demonstrations.

2.5 Local State and Federal Compliance Requirements

Proposers shall comply with all local, state and federal ordinances, statutes, regulations, directives and orders as applicable to this bid and subsequent contract(s) including but not limited to:

- Equal Employment Opportunity (EEO) in compliance with Executive Order 11246 as amended and applicable to this contract.
- Occupational Safety and Health Act (OSHA) as applicable to this contract.

2.6 Insurance

Successful bidder shall not commence work under the contract until proof of all required insurance has been submitted to City and approved by City.

General Liability

The Vendor shall at all times during the term of any contract carry, maintain, and keep in full force and effect, a policy or policies of Commercial General Liability Insurance, with minimum limits of one million dollars (\$1,000,000) for each occurrence and two million dollars (\$2,000,000) general aggregate for bodily injury, death, loss or property damage for products or completed operations and any and all other activities undertaken by the Vendor in the performance of any contract.

Professional Liability

The Vendor shall at all times during the term of any contract, carry, maintain, and keep in full force and effect a policy or policies of professional liability insurance with a minimum limit of one million dollars (\$1,000,000) per claim and aggregate for errors and/or omissions of the Vendor in the performance of any contract.

Automobile Liability

Vendor shall at all times during the term of any contract obtain, maintain, and keep in full force and effect, a policy or policies of Automobile Liability Insurance, with minimum of one million dollars (\$1,000,000) per claim and occurrence and two million dollars (\$2,000,000) in the aggregate for bodily injuries or death of one person and five hundred thousand dollars (\$500,000) for property damage arising from one incident.

Worker's Compensation

The Vendor agrees to maintain in force at all times during the performance of work under any contract worker's compensation insurance as required by the law. The Vendor shall require any subcontractor similarly to provide such compensation insurance for their respective employees.

Primary Coverage

The insurance provided by the Vendor shall be primary to any coverage available to the City. The insurance policies (other than workers compensation and professional liability) shall include provisions for waiver of subrogation.

Indemnification

Vendor agrees to accept all responsibility for loss or damage to any person or entity, including City, and to indemnify, hold harmless, and release the City, its Mayor, Councilmembers, officers, agents, and employees, from and against any actions, claims, damages, liabilities, disabilities, or expenses, that may be asserted by any person or entity, including the Vendor, that arise out of, pertain to, or relate to Vendor's performance or obligations under any contract. The Vendor agrees to provide a complete defense for any claim or action brought against the City based upon a claim relating to Vendor's performance or obligations under any contract. The Vendor's defense, indemnification and hold harmless obligations under this Section apply whether or not there is concurrent negligence on City's part, but to the extent required by law, excluding liability due to City's conduct. City shall have the right to select its legal counsel at Vendor's expense, subject to Vendor's approval, which shall not be unreasonably withheld. This indemnification obligation is not limited in any way by any limitation on the amount or type of damages or compensation payable to or for the Vendor or its agents under workers' compensation acts, disability benefits acts, or other employee benefit acts.

3.0 Proposal Format and Instructions

3.1 Proposal Format

In order to facilitate the analysis of responses to this RFP proposers are required to prepare their proposals in accordance with the instructions outlined in this section.

The City may make such investigations it deems necessary to determine the ability of the bidder to perform the work proposed. Conditional proposals will not be accepted.

If revisions become necessary to the RFP, the City will provide addenda to all proposers who have received the RFP. All addenda issued by the City must be so noted on any proposals that are submitted to the City. Proposers shall contact the City to ascertain whether any addenda have been issued. Failure to do so could result in a proposal being deemed non-responsive to the RFP.

Proposals should be prepared as simply as possible and provide a straightforward concise description of the bidder's capabilities to satisfy the requirements of the RFP. Emphasis should be on accuracy, completeness and clarity of content. All parts, pages, figures and tables should be numbered and clearly labeled.

The proposal should be organized into the following major sections:

Proposal Section	Section Number
Transmittal Letter and Executive Summary	3.2
Project Approach and Software Solution	3.3
Implementation Methodology	3.4
Company Background and History	3.5
Key Proposed Personnel and Team Organization	3.6
Project Roles and Responsibilities	3.7
Project Schedule	3.8
Data Conversion Plan	3.9
Software Hosting	3.10
Hardware	3.11
Quality Assurance Plan	3.12
Sub-Contracting	3.13
References	3.14
Responses to Narrative Questions	3.15
Exceptions to Terms and Conditions	3.16
Price Proposal	3.17

Instructions relative to each part of the response to this RFP are defined in the remainder of this section. Each section shall be clearly labeled with the **proposal section and number in bold typeface**. Proposers may choose to use the provided templates, or utilize their own document.

Omission of (or unclear labeling of) any of the above proposal sections may result in proposer disqualification.

3.2 Transmittal Letter and Executive Summary

The Proposal should contain the Transmittal Letter and Executive Summary. The Transmittal Letter shall be signed by an authorized representative of the company such as the owner, partner, or in the case of a corporation, the President, Vice President, Secretary, or other corporate officer(s).

The Transmittal Letter must provide the Proposer's primary contact information, including the following:

1. Name of the Proposer representative
2. Title
3. Name of company
4. Address
5. Telephone number
6. E-mail address and
7. Signature of authorized officer of the firm

The Transmittal Letter shall be printed on the Proposer's letterhead and must include the following acknowledgement:

By signing this Transmittal Letter I acknowledge and accept that by submitting a Proposal in response to this solicitation, the Proposer submitting this Proposal, on whose behalf I am signing, shall be deemed to have accepted all specifications, terms, and general conditions and requirements set forth in and explained in this RFP, except any such specifications, terms, general conditions, and requirements that are explicitly identified in the Proposal.

The Executive Summary should provide a brief summary of the Proposal contents, emphasizing any unique aspects or strengths of the Proposal. The Executive Summary may be incorporated as part of the Transmittal Letter.

3.3 Project Approach and Software Solution

The Proposal should include a description of the proposed approach for providing the services described in Section 1.2 Project Summary. This section must also include a summary description of the capabilities for each functional in narrative format. The purpose of this summary is so that the City has a high-level understanding of the proposed solution. The narrative should be written for an audience of City staff who will utilize the system.

Marketing materials should not be submitted on the proposed functionality.

Proposers shall describe any assumptions made in Proposals in detail. These should include any assumptions related to the current City technical environment, staffing, project management approach, and City resources available during implementation and support phases.

This section must not exceed five pages (12 point font).

3.4 Implementation Methodology

The Proposal should include a comprehensive description of the proposed implementation methodology for the Project. The description should include how the Proposer has developed this methodology to both incorporate lessons learned from past experiences as well as to meet the needs described in Section 1.2.

The City has identified a tentative anticipated go-live of February 2025. In addition to this narrative section, vendors shall include a proposed Project schedule as required in section 3.8.

3.5 Company Background and History

The Proposal should include a comprehensive narrative history of the firm, including the development of its experience in providing services similar to those described in Section 1.2. The following points should be addressed in the Proposal.

1. Total number of employees
2. Office locations
3. Total number of active clients
4. Total number of active government clients
5. Total number of active city government clients
6. Total years offering government RMS systems
7. Largest active government installation including population
8. Smallest active government installation including population and
9. Other products offered by company

If a partnership with third-party companies is a part of a Proposal, the company background and history shall be provided for all third-party companies. It is expected that all of the points above shall be addressed for each company involved in a Proposal, prime or third-party.

3.6 Key Proposed Personnel and Team Organization

The Proposal should include the resumes of the proposed Project personnel as well as the structure of the proposed Selected Vendor Project Team. The resumes and structures shall be provided for the implementation team as well as the personnel involved in live operation and ongoing support and maintenance.

Resumes shall be specific to the actual personnel to be assigned to this Project for all primary roles. Resumes shall include the following information:

1. Name and title
2. Role on the project
3. Description of project roles and responsibilities
4. Relevant credentials and experience

The City reserves the right to require background checks be conducted on any individual conducting work as either an employee of the Vendor, or on the Vendor's behalf.

3.7 Project Roles and Responsibilities

The Proposal should include the proposed resource levels for the City Implementation Project Team and Selected Vendor Project Teams.

Proposers shall provide resource hour estimates by system module for each of the project activities.

3.8 Project Schedule

The Proposal should include the proposed Project schedule including major milestones, activities, and timing of deliverables.

3.9 Data Conversion Plan

The Proposal should include data conversion options for the City's current data.

3.10 Software Hosting

The Proposal shall include a full description of the Proposer's technical and operational capabilities for software hosting.

The Proposer shall include the following information in addition to this description:

1. Where are the data center and storage facilities?
2. Total number of active clients currently served by hosted solutions provided by your company.
3. How many years has your company provided hosted solutions?
4. How are hosted software applications deployed for use by numerous customers?
5. What availability and response time do you guarantee?
6. How many instances of unplanned outages have any of your customers experienced within the past five (5) years?
7. What is your process for notification of standard maintenance and down-time?

The Proposer shall provide relevant documentation related to any recent certifications related to their hosting technical and operation capabilities.

3.11 Hardware Requirements

Please clearly outline what hardware will be needed to utilize your product, with specific consideration given to:

- Database management
- Point of Sale transactions
- Facility sites

3.12 Quality Assurance Plan

The Proposal should include the proposed Quality Assurance Plan. This Plan should be based

on the Proposer's standard approach for achieving quality assurance.

3.13 Sub-Contracting

The Proposal should identify any of the required services that are proposed to be sub-contracted, if any.

3.14 References

The Proposal should identify the Proposer's references for the Project. Proposers shall provide at least five (5) City government clients with whom the Proposer has worked during the past three (3) years that are of similar size and complexity to the City.

If references are not available, an explanation shall be included.

If possible, the City prefers references that utilized the same Project Manager as will be used for this project.

3.15 Response to Narrative Questions

The Proposal should include the Proposer's response to the following narrative questions.

The total length of this section shall not exceed four pages (12 point font)

1. What sets your solution apart from your competitors?
2. Describe your customer support resources.
3. How does your proposed solution capture and process credit card data?
4. Describe your company's security process including PCI Compliance standards and disaster recovery plan and procedures.
5. Describe how your solution captures and reports on customer demographics including age, race, and gender.
6. Based on the information in the RFP, and your relevant experience, please identify the three most significant risks associated with implementation of your solution.
7. In addition to the product that you are proposing, are there any other modules or value adds that you would recommend that the City consider (please include a brief description of each and the cost).
8. Describe how your solution can interface with the City's financial management platform, BS&A
9. What decisions or modifications is your firm considering for the solution that is currently being proposed.
10. What is the current release number of the product being proposed?
11. When is the next release anticipated?
12. How long does implementation of your product (from contract signing to launch) typically take with a City the size of Roseville?
13. What other applications will the project being proposed integrate with to improve the City's implementation of parks and recreation programs and services?

3.16 Exceptions to Terms and Conditions

The Proposal should include any exception the Proposer takes to the terms and conditions set forth in this RFP. Proposer should identify the areas where they feel the requested service or product is not available, deviates from the specific requests, or is deemed to be an unwise or unwarranted approach. The Proposer will describe exceptions to the RFP and identify their impact to the City, including, but not limited to, workarounds, reductions in performance, capacity, flexibility, accuracy, and ultimately cost and value. The City reserves the right to disallow exceptions it finds are not in the best interests of the City. Any and all exceptions to the requirements of this RFP must be identified and fully explained in the submitted Proposal. It is the City's intention to be made aware of, any exceptions to terms or conditions prior to contract negotiations. Entering into negotiations with a Proposer who has identified such exceptions should not be interpreted as the City's acceptance of such exceptions.

3.17 Price Proposal

The Price Proposal shall consist of a detailed breakout of fees and services being provided, and the proposed length of the initial agreement.

Sections shall include:

- Price to launch
- Annual fees
- Credit Card processing fees charged by vendor
- Anticipated Credit Card processing fees charged by a third party.
- Anticipated City of Roseville TOTAL cost:
 - Year 1
 - Year 2
 - Year 3

Any other information that details the proposal's pricing structure.

4.0 Evaluations

4.1 EVALUATION METHOD: The evaluation process is not meant to imply that one proposer is superior to any other, but rather that the selected proposer can provide and has proposed the best software and implementation approach for the City's current and future needs based on the information available and the City's best efforts of determination.

The City will evaluate all proposals deemed responsive to this RFP by a committee selected by the City. The initial evaluation will consider the qualifications, approach, and demonstrated experience of each respondent. Following the evaluation committee's analysis of the written proposals and discussions the responses will be ranked to establish the highest score.

A select number of proposers will be "short listed" required to provide a demonstration of their product to the scoring committee. The City also reserves the right to send out additional questions or request other materials from short listed proposers.

Discussions and negotiations may take place with the short list of proposers to ensure clarification and to obtain a best and final offer. The award will be based upon the proposal that is determined to be the most advantageous to the City. The scoring of RFP's will be decided using the weighted percentages shown in the following table:

Criteria	Description	Weight
Functional & Technical	This criterion considers the functional purpose of the various tools and modules needed in activities management, facility/rental management, point of sale management, credit card processing, reporting/financial reports, mobile responsiveness, ease of customer communication through system, cloud based system, ease of customer facing functions, and other functions to increase efficiency for both staff and customers. In evaluating the Proposer's products, the City will consider the business benefits and the business process improvements as a result of implementing the Proposer's products.	40%
Experience	This criterion considers the Proposer's references of similar sized government agencies, number of years providing recreation management software to agencies, and understanding of the scope of work needed to be successful.	15%
Support and Training	This criterion considers (1) the Proposer's support process including expected response time, and (2) the initial and ongoing training plans and resources available to support staff	15%
Cost	This criterion considers the price of the services solicited by this RFP. Proposers will be evaluated on their pricing scheme as well as on their price in comparison to the other Proposers based on the first 5-year cost, excluding implementation cost.	30%

The vendor/s selected for an award will be the vendor/s whose proposal is responsive, responsible, and the most advantageous to the City, as determined by the City in its sole discretion. The City anticipates that all vendors will have a fair and reasonable opportunity to provide service.

ROSEVILLE
REQUEST FOR COUNCIL ACTION

Date: 8/5/2024

Item No.: 10.f.

Department Approval



City Manager Approval



Item Description: Approve Arvig Utility Easement

Background

Arvig Enterprises ("Arvig") has been working with the City to obtain an easement to install a fiber line on Fairview Avenue near County Road C. Due to the limited county right-of-way in this area, an easement from the City is needed since the City owns the parcel to the east. Part of the turn lane and the sidewalk on the east side of Fairview Avenue are located within the City parcel. Since this infrastructure is normally located in right-of-way, staff will allow Arvig to utilize this area similar to right-of-way for utility purposes. To document the use of this area, our attorney worked with Arvig to draft a utility easement. The five-foot easement allows for Arvig to install their fiber line on the far west side of the City parcel adjacent to County right-of-way. The use of the City parcel will not be affected.

Policy Objectives

It is City policy to keep systems operating in a safe condition.

Equity Impact Summary

There should be no equity impacts associated with this easement.

Budget Implications

There are no costs for the easement.

Staff Recommendations

Staff recommends the City Council approve the utility easement.

Requested Council Action

Motion to approve utility easement with Arvig Enterprises.

Prepared by: Jesse Freihammer, Public Works Director

Attachments: 1. Easement
2. Location Map

UTILITY EASEMENT

THIS INSTRUMENT is made by the City of Roseville, a Minnesota municipal corporation, Grantor, in favor of Arvig Enterprises INC, a corporation under the laws of the State of Minnesota, Grantee (“Arvig”).

Recitals

- A. Grantor is the fee owner of property in Ramsey County, Minnesota, legally described on the attached Exhibit A (the “Property”).
- B. Grantor desires to grant Arvig a non-exclusive permanent utility easement, according to the terms and conditions contained herein.

Terms of Easement

1. Grant of Easement. For good and valuable consideration, receipt of which is hereby acknowledged by Grantor, Grantor grants and conveys to Arvig a permanent, non-exclusive utility easement over, under, across, and through that part of the Property legally described on Exhibit B and shown on the map attached as Exhibit C (the “Easement Area”).
2. Scope of Easement. The above-described permanent utility easement includes the right of Arvig, its contractors, agents, and employees to do whatever is necessary for enjoyment of the rights granted herein to use the Easement Area for the placement of utilities and related purposes including the right to enter the Easement Area for purposes of constructing, operating, maintaining, altering, grading, repairing, replacing, or removing its utilities, including but not limited to, the right to place, maintain, improve, repair, replace, and remove its utilities and related facilities within the Easement Area, and the rights to cut, trim, or remove trees, shrubs, or other vegetation existing within the Easement Area, and to prohibit obstructions and grading alterations now or in the future as in Arvig’s judgment unreasonably interfere with the use or maintenance of the Easement Area.
3. Warranty of Title. Grantor warrants that Grantor is the fee owner of the Property and has the right, title, and capacity to convey to Arvig the easement herein.
4. Environmental Matters. Grantor shall not be responsible for any costs, expenses, damages, demands, obligations, including penalties and reasonable attorneys’ fees, or losses resulting from any claims, actions, suits, or proceedings based upon a release or threat of release of any hazardous substances, pollutants, or contaminants which may have existed on, or which relate to, the Easement Area or the Property prior to the date of this instrument.
5. Binding Effect. The terms and conditions of this instrument shall run with the land and be binding on Grantor and Grantor’s successors and assigns.
6. Right-of-Way. This easement is located within the public right-of-way as it is defined in Minnesota Statutes Section 237.162. Therefore, Minnesota Statutes Sections 237.16, 237.162, 237.163, 237.79, 237.81, Minnesota Rules Parts 7819.0050 – 7819.9950, Minnesota Rules Chapter

7560, and Chapter 707 of the City Code shall govern, meaning that the Grantor may require Arvig or its successors or assigns to obtain a right-of-way permit and to relocate Arvig's utilities at Arvig's cost.

STATE DEED TAX DUE HEREON: NONE

Dated this 5th day of August, 2024.

CITY OF ROSEVILLE

By: _____
Dan Roe

Its: Mayor

By: _____
Patrick Trudgeon
Its: City Manager

STATE OF MINNESOTA }
COUNTY OF RAMSEY } ss.

The foregoing instrument was acknowledged before me this 5th day of August, 2024, by Dan Roe and Patrick Trudgeon, the Mayor and City Manager, respectively, of the City of Roseville, a Minnesota municipal corporation, Grantor, on behalf of the City.

Notary Public

NOTARY STAMP OR SEAL

THIS INSTRUMENT DRAFTED BY AND SHOULD BE RETURNED TO:
Kennedy & Graven, Chartered (SJS)
150 South 5th Street, Suite 700
Minneapolis, MN 55402
(612) 337-9300

EXHIBIT A

Legal Description of the Property

PARCEL ID: 042923430011

PROPERTY ADDRESS: 1750 COUNTY ROAD C W
ROSEVILLE MN 55113

PLAT: SECTION 4 TOWN 29 RANGE 23

TAX DESCRIPTION: SECTION 4 TOWN 29 RANGE 23 PART OF SW 1/4 OF SE
1/4 DESC AS COM AT SW ...PT OF BEG IN SEC 4 TN 29 RN
23

LEGAL ADDRESS: That portion of the Southwest $\frac{1}{4}$ Southeast $\frac{1}{4}$ of Section 4,
Township 29 North, Range 23 West, 4th Principal Meridian,
Ramsey County, Minnesota, described as follows, to-wit:

Commencing at the Southwest corner of said Southwest $\frac{1}{4}$ Southeast $\frac{1}{4}$; thence Easterly along the South line of said Southwest $\frac{1}{4}$ Southeast $\frac{1}{4}$ a distance of 46.55 feet to the Point of Beginning of the parcel to be described; thence North 03 degrees 03 minutes East to a point distant 25.0 feet Southerly of, as measured at right angles to, Burlington Northern Railroad Company's (formerly Northern Pacific Railway Company's) hereinafter described Minneapolis Branch Main Track centerline; thence Easterly parallel with said Main Track centerline to the point of intersection with a line drawn at right angles to said main Track centerline distance 900.0 feet Easterly of the Point of Beginning as measured along said South line of the Southwest $\frac{1}{4}$ Southeast $\frac{1}{4}$ of said Section 4; thence Southerly at right angles to said Main Track centerline to the South line of the Southwest $\frac{1}{4}$ Southeast $\frac{1}{4}$ of Section 4; thence Westerly to the True Point of Beginning.

EXHIBIT B

Legal Description of the Easement Area

Utility Easement Description

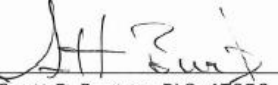
A 5.00-foot utility easement over, under and across that part of the Southeast Quarter, Section 4, Township 29 North, Range 23 West, Ramsey, Minnesota, centered on the following described line:

Commencing at the south quarter corner of said Section 4; thence North 89 degrees 25 minutes 08 seconds East along the south line of said Southeast Quarter of Section 4, a distance of 43.81 feet, to the point of beginning; thence North 03 degrees 31 minutes 54 seconds East, 119.45 feet; thence North 62 degrees 05 minutes 31 seconds East, 14 feet, more or less to the southerly line of Burlington Northern right-of-way and there terminating.

Sidelines of said easement shall be prolonged or shortened to terminate at the south line of said Southeast Quarter and the southerly line of Burlington Northern right-of-way.

Certification

I hereby certify that this survey, plan, or report was prepared by me or under my direct supervision and that I am duly Licensed Land Surveyor under the laws of the state of Minnesota.

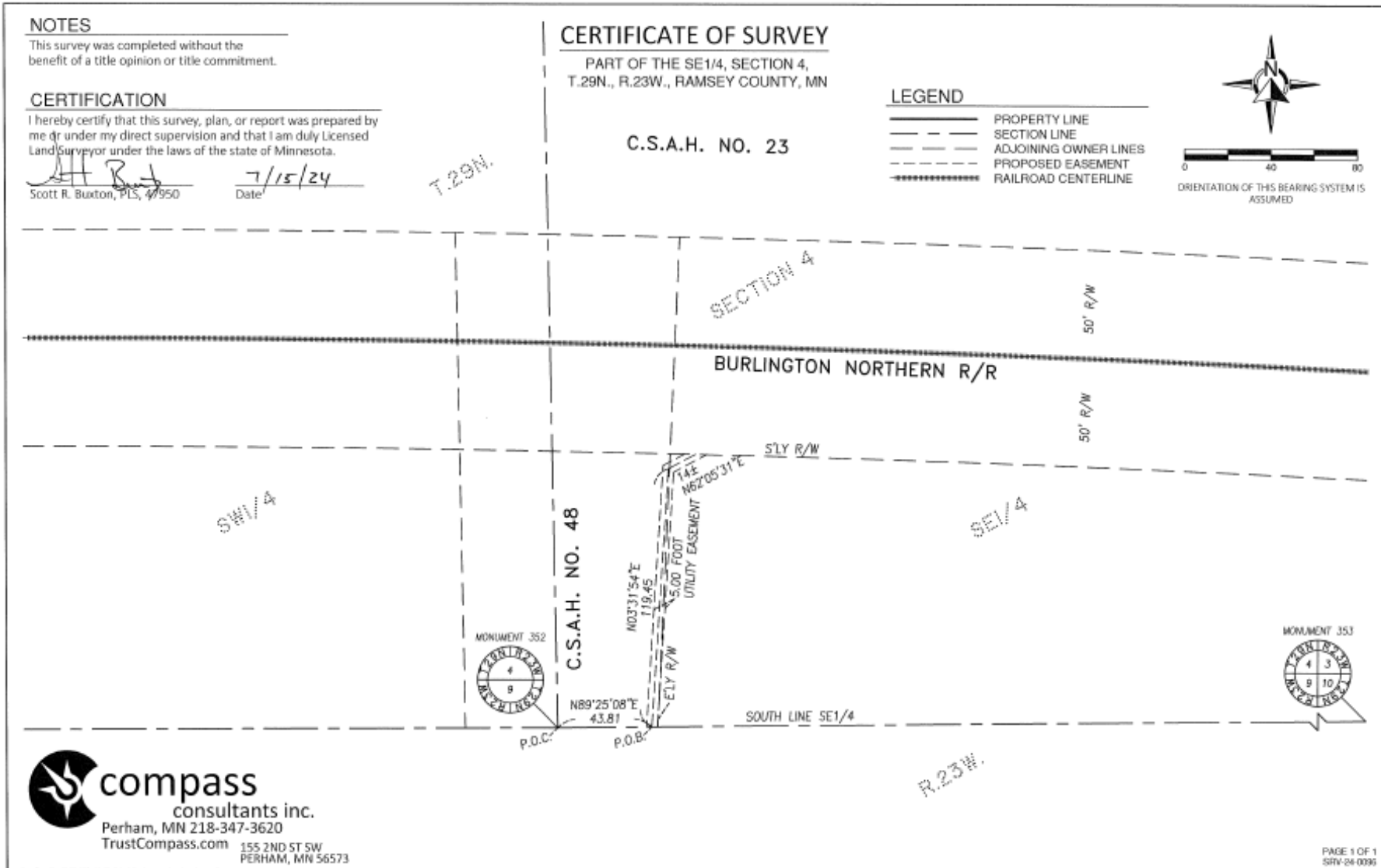


Scott R. Buxton, PLS, 47950

7/15/24
Date

The descriptions shown herein are shown on Compass Consultants Certificate of Survey SRV-24-0096 signed on July 15th, 2024.

EXHIBIT C **Depiction of the Easement Area**



ROSEVILLE
REQUEST FOR COUNCIL ACTION

Date: 8/5/2024
Item No.: 10.g.

Department Approval



City Manager Approval



Item Description: Approve Roseville Area Schools Resource Officers Agreement for the 2024-2025 School Year

Background

The Roseville Police Department currently has two school resource officers (SRO). One full-time SRO is assigned to Roseville Area High School (RAHS) and one full-time SRO is assigned to Roseville Area Middle School (RAMS) and provides support to the elementary schools within the district. This agreement aims to meet the need for licensed peace officers, offering specific services to the Roseville Area School District. It establishes a framework for collaboration between schools and law enforcement, focusing on shared goals.

Key objectives of the partnership include enhancing communication and coordination to foster a safe and positive learning environment. By defining roles and expectations, the partnership formalizes relationships between officers, school administrators, staff, students, and families. Importantly, assigning an SRO to elementary and middle schools ensures continuity of support as students progress to RAHS, aiming to build enduring positive relationships across the community.

During summer months, when school is not in session, both SROs will be temporarily assigned to the patrol or investigations unit.

The city attorney has reviewed and approved the contract.

Policy Objectives

One of Roseville's Community Aspirations is to be a community where all people feel safe and secure, and where trust and mutual respect for police are fostered. The presence of school resource officers is crucial in achieving this aspiration. These officers not only help ensure the safety of our students and staff, but they also serve as vital resources, connecting students with the support they need to succeed. The role of a school resource officer extends beyond safety, as they build relationships and develop trust with our students and staff, fostering a positive and supportive school environment.

Equity Impact Summary

Roseville Police School Resource Officers aim to foster relationships and build trust between law enforcement and young people and families from Roseville's historically disadvantaged communities. They establish connections among schools, law enforcement, mental health providers, and other community-based organizations, supporting the City of Roseville and the Roseville Police Department's commitment to creating a safe and inclusive community for all.

Budget Implications

As with past agreements, the Roseville School District agrees to assume 67 percent of the total costs associated with salary and cell phone charges of each officer. The school district also provides office space for both SROs at no cost to the city.

40

41 **Staff Recommendations**

42 Staff recommends approval of the 2024-2025 Roseville Area Officers Agreement for the 2024-2025

43 school year.

44

45 **Requested Council Action**

46 Approve the 2024-2025 Roseville Area Schools Police Resource Officers agreement.

47

48

Prepared by: Erika Scheider, Chief of Police

Attachments: 1. 2024-25 Roseville Area School District Police School Resource Officers Contract

49

ROSEVILLE AREA SCHOOLS
AND
CITY OF ROSEVILLE POLICE DEPARTMENT
ROSEVILLE AREA SCHOOLS SCHOOL RESOURCE OFFICERS AGREEMENT
2024-2025 School Year

THIS AGREEMENT, made and entered into by and between the City of Roseville (hereinafter "City") and the Roseville Area School District, Independent School District No. 623 (hereinafter "School District").

WHEREAS, the City and School District intend to cooperate in the joint use of School Resource Officers to assist in the establishment and coordination of a cooperative community approach between the School District, its parents, the City, and other community members to meet the special needs and problems of School District students and City residents; and

WHEREAS, the City and School District desire to have a School Resource Officer assigned to certain Roseville Area Schools, including the Roseville Area High School, Roseville Area Middle School, and other schools as a liaison between the School District and the City; and

WHEREAS, by this Agreement the parties desire to establish a framework of cooperating to work jointly to develop rapport among the youth of the School District and the law enforcement community, and the site of this City/School District community partnership will be at designated Roseville Area Schools as agreed to by the parties; and

WHEREAS, the City and the School District will both contribute to the costs associated with this School Resource Officers program, both the City and the School District will be granted certain rights pertaining to the Roseville Area Schools School Resource Officer program;

NOW, THEREFORE, it is agreed by and between the parties as follows:

1. Contributions to the School Resource Officer Program by the City:
 - A. The City will employ up to two (2) School Resource Officers. The City will be responsible for any claims and other liability as would normally apply to a City employee. This Agreement in no way constitutes a waiver or alteration by the City of relevant liability limits established under Minnesota Statutes Chapter 466. The City expressly declares that it in no way intends to be subject to any measure of liability beyond the limits of Minnesota Statutes Chapter 466 by way of entering into this Agreement.
 - B. The City will provide overall supervision and the School Resource Officers shall be responsible to the Roseville Chief of Police or his/her designee. The City directs the job responsibilities of the School Resource Officers.

- C. The School Resource Officers shall perform the duties and responsibilities identified on the position responsibility write-up attached to the Agreement as Exhibit A. The position responsibility write-up will be reviewed and updated periodically by the Roseville Police Chief and the Roseville Area Schools Administration. Attached also as Exhibit B is the Student and Teacher Calendar for 2024-2025.
2. Contribution to the School Resource Officer Program by the School District:
- A. The School District will pay the City 67 percent of the total costs associated with the payment of salary and benefits of each individual assigned School Resource Officer and cell phone expenses, not to exceed \$101,601 per officer. The position will be filled by a police officer paid according to the current police officer union contract. The School Resource Officer is expected to be on duty 168 student days and additional staff days as determined by the School District, the principal of the assigned school or their designee, not to exceed a total of 175 days per year. When there is a need for the School Resource Officer to be absent for more than five (5) consecutive student days, the Principal and the Chief of Police will arrange for a substitute Officer or arrange for the City to reimburse the School District for missed time.
 - B. The School Resource Officers' primary work locations will be at the Roseville Area High School or the Roseville Area Middle Schools (RAMS), as determined by the parties ("Assigned School"). The dedicated RAMS School Resource Officer also will provide dedicated service hours at various elementary school buildings within the School District, as assigned by the School District Superintendent or their designee.
 - C. The School District will provide office space for the School Resource Officers at Roseville Area School sites and contribute the utilities (heating, electricity, and water), insurance (property), security, and routine maintenance costs at no cost to the City, and in a manner consistent with the policies and practices of the School District.
 - D. The School District will provide a reserved parking space in the proximity of the School Resource Officer's office. The School District will assume the full cost of snowplowing, maintenance, and repairs to the parking space for the term of the joint venture.
 - E. The School District will provide basic custodial service, consistent with the policies and practices of the School District.
 - F. The Assigned School Principal or their designee will provide regular onsite supervisory support, consistent with the policies and practices of the School District, while being fully aware that the School Resource Officer is an employee of the City.
 - G. The School District and assigned School Principal are responsible for training School District staff on the terms of this agreement, including but not limited to the responsibilities

and limits of School Resource Officer intervention in student behavioral incidents or disciplinary situations and enforcement of school policies.

3. Selection and Duties:

A. The building administrators/principals and student leaders of the Assigned Schools shall be involved in selection of the School Resource Officer. Duties assigned the School Resource Officer, distinct from those outlined herein, shall be mutually agreed to by the Roseville Area Schools administration and the Police Chief, or their respective designees.

B. Duties:

- On Site Duty Day: 7:45 a.m. - 3:15 p.m.
- Occasionally the Principal may request of the Chief of Police that the School Resource Officer attend a school event outside normal duty hours.
- The School Resource Officer will notify the School Principal's Secretary when he/she will be absent.
- Proactive patrols of school campuses, including parking lots, school grounds, and interior areas.
- Annually review safety-related practices recommend improvements prior to October 1.
- Meet weekly with Administrative Teams.
- Participate in School Safety Committee meetings.
- Assist Principal, Associate Principals and Deans with lunchroom supervision, investigation of incidents, and other duties as specified in Exhibit A.
- Proactive relationship building such as educational classroom visits, guest speaking, attending family engagement activities and events at school buildings.
- Create opportunities to build relationships within the community by organizing events such as "Breaking Down Barriers".
- Join student assistance team's reward and incentives programs at the elementary level and join students at recess for activities.
- For assigned school sites outside of the City's law enforcement jurisdiction, coordinate as necessary, with local law enforcement.
- Additional responsibilities as outlined in Exhibit A.

The School Resource Officer will not responsible for discipline or enforcement of School policies.

4. Term of Agreement: The City and the School District shall have the right to terminate this Agreement by giving the other party sixty (60) days written notice of its intent to cancel the entire Agreement. If, for any reason, the City is unable to staff its School Resource Officer position, the City shall have the absolute right to suspend this Agreement upon five (5) days notice until the positions can be filled. In the event of cancellation, the parties will be mutually relieved of any further obligation as set forth in this Agreement. Unless terminated earlier as provided herein, this Agreement shall

remain in effect until June 30, 2025. Thereafter, the Agreement may be renewed for 12-month periods commencing with July 1 and ending June 30 of the following year. Annually, by May 1, the School District will notify the Chief of Police for the Roseville Police Department of the School District's intent regarding renewal of this Agreement for the following school year.

5. Yearly Review: Annually before June 1, the School District and the City shall meet to review this Agreement. Adjustments and addendums to this Agreement may be made by mutual agreement.

6. Notice: All notices and demands by or from either party shall be in writing and shall be validly given or made if served either personally or if deposited in the United States Mail, certified or registered, postage prepaid, return receipt requested. If such notice is served personally, service shall be conclusively deemed made at the time of such personal service. If such notice or demand is made by registered or certified mail in the manner herein provided, service shall be conclusively deemed made forty-eight (48) hours after the deposit thereof in the United States Mail addressed to the party whom such notice is to be given.

Any notice or demand to the City shall be addressed to the City at:

City of Roseville
2660 Civic Center Drive
Roseville, MN 55113-1899

Any notice or demand to the School District shall be addressed to the School District at:

Independent School District No. 623
1251 West County Road B-2
Roseville, MN 55113

7. Entire Agreement: This Agreement represents the entire understanding and agreement between the parties hereto and this Agreement may not be altered, changed, or amended except by an instrument in writing, signed by all parties.

INDEPENDENT SCHOOL DISTRICT NO. 623 CITY OF ROSEVILLE

By: _____ By: _____
Curtis Johnson, Chair Dan Roe, Mayor

By: _____ By: _____
Jenny Loeck, Superintendent Pat Trudgeon, City Manager

EXHIBIT A

POSITION RESPONSIBILITY WRITE-UP

Position Title: School Resource Officer Date: August, 2024

Department: Student Services Location: Roseville Area Schools (as assigned)

Accountable To: City of Roseville Chief of Police or Designee

Primary Objectives of Position

To assist in the coordination of a cooperative community approach between schools, families, police, and other resources to meet the needs of students and families.

MAJOR AREAS OF RESPONSIBILITY

1. Leads and creates opportunities to build and promote positive relationships amongst law enforcement and school communities.
2. Follows up on referrals made by the Police Department and administrative staff.
3. Serves as a member of the administrative team and student support team.
4. Visits with and gets acquainted with students during lunch periods, recess, between classes, at school activities and on field trips when possible.
5. Supports and works cooperatively with administrative and support staff, in cases of criminal law violation and may conduct follow-up investigation of incidents.
6. Works cooperatively with school staff to initiate prevention programs in the area of juvenile crime.
7. Educates and advises families regarding student behavior that could lead or has led to legal infractions or other matters as requested.
8. Assists the school administration in setting up procedures that would contribute to the safety and security of the building and grounds.
9. Makes presentations on relevant topics to students as requested by teachers or administrators; helps arrange field trips and speakers in his or her area of expertise.
10. Builds and maintains rapport among youth, parents, school personnel and law enforcement officers, and services as part of a team effort to provide role models.
11. Assists, as assigned, with petitions to Juvenile Court and works with social and welfare agencies, probation personnel, and makes referrals for family counseling, for chemical health evaluation, and for other student needs.
12. Assists, as assigned, in reporting child abuse/neglect cases and in handling Children in Need of Protection or Services (CHIPS) cases.
13. During the summer months, performs duties as assigned by the lieutenant in charge of police patrol or investigations.

14. Follow-up to non-school related incidents with students & families to provide support and resources.
15. Proactive relationship building such as educational classroom visits, guest speaking, attending family engagement activities and events.

Knowledge and Skills Required

Knowledge of and ability to follow School District policies, regulations and procedures.

Ability to work with other law enforcement and outside agencies where jurisdictional requirements prevail.

Ability to relate to and work with students and families of various cultural and economic backgrounds.

Ability to establish and maintain good working relationships with school administrators, teachers and staff.

Supervision

Supervised by the City of Roseville Police Department. Works directly with and under the guidance of the assigned School Principal.

Supervision of Others

None.

Responsibility for Public Contact

Continuous, requiring tact, courtesy, and good judgment.

Clothing to be worn

Because the officer assigned to the School Resource Program is working in a very visible position, the normal dress will be a soft law enforcement uniform, but the officer will exercise discretion depending upon the circumstances.

2024-2025 Family Calendar

September 2024

S	M	T	W	T	F	S
1	2	3★	4★	5	6	7
8	9★	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

October 2024

S	M	T	W	T	F	S
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6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

November 2024

S	M	T	W	T	F	S
					1	2
3	4	5	6	7	8	9
10	11	12	13	14	15	16
17	18	19	20	21	22	23
24	25	26	27	28	29	30

December 2024

S	M	T	W	T	F	S
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31				

January 2025

S	M	T	W	T	F	S
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12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

February 2025

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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

March 2025

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23	24	25	26	27	28	29
30	31					

April 2025

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20	21	22	23	24	25	26
27	28	29	30			

May 2025

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4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

June 2025

S	M	T	W	T	F	S
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8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

KEY

- No School for All
- ★ 1st Day for Grades 1-6, Grade 7 at RAMS, Grades 7-8 at Parkview, Grade 9
- ★ 1st Day for K, Grade 8 at RAMS, Grades 10-12
- ★ 1st Day for Pre-K
- Pre-K-6 No School/7-12 Asynchronous
- Pre-K-8 No School
- Last Day of School

SEPTEMBER

- 3.....First Day for Grades 1-6, Grade 7 at RAMS, Grades 7-8 at Parkview, Grade 9
- 4.....First Day for K, Grade 8 at RAMS, Grades 10-12
- 9.....First Day for Pre-K

OCTOBER

- 16.....Staff Development (No School)
- 17-18.....Fall Break (No School)

NOVEMBER

- 4.....Staff Development (No School)
- 5.....Election Day/Staff Development (Pre-K-6 No School/7-12 Asynchronous)
- 28-29.....Thanksgiving Break (No School)

DECEMBER

- 2.....Grading Day (No School)
- 23-Jan 3.....Winter Break (No School)

JANUARY

- 20.....Martin Luther King Jr. Day (No School)
- 31.....Staff Development (Pre-K-6 No School/7-12 Asynchronous)

FEBRUARY

- 3.....Staff Development (Pre-K-8 No School)
- 17.....Presidents Day (No School)

MARCH

- 7.....Staff Development/Grading Day (No School)
- 10-14.....Spring Break (No School)
- 31.....No School

APRIL

- 18.....Staff Development (No School)
- 21.....Staff Development (Pre-K-6 No School/7-12 Asynchronous)

MAY

- 9.....Staff Development (No School)
- 23.....Staff Development (No School)
- 26.....Memorial Day (No School)

JUNE

- 10.....Last Day of School



Roseville Area Schools
Excellence, Innovation & Equity in All We Do

REQUEST FOR COUNCIL ACTION

Date: 8/5/2024
Item No.: 10.h.

Department Approval

Janice Gundlach

City Manager Approval

Aracel

Item Description: Authorize the Mayor and City Manager to execute the Fourth Amendment to the Joint Cooperation Agreement with Ramsey County Housing and Redevelopment Authority

Background

Ramsey County is an Entitlement Urban County and has been receiving an annual allocation of Community Development Block Grant (CDBG) dollars through the U.S. Department of Housing and Urban Development (HUD) since 1985. This money has been used to undertake housing and community development activities primarily benefiting low and moderate-income residents of suburban Ramsey County. Since 1992, the Home Investment Partnerships Act (HOME) program has also been a resource for the county. Ramsey County's eligibility for both programs, and the actual dollar amount received, are based on the total population of jurisdictions choosing to participate. Roseville has been participating since 1985, ensuring that projects that qualify for funds are eligible to apply to Ramsey County for these resources. Several housing projects and community infrastructure improvements have benefited from receipt of these funds. Periodically, Ramsey County must requalify under the CDBG Act and Roseville must enter into a joint cooperative agreement to continue to have access to these funds through Ramsey County. The fourth amendment and the original agreement have been reviewed by the City Attorney and are attached.

Policy Objectives

Continued access to this financial resource can contribute towards a variety of the city's aspirations, most notably a community that is economically prosperous.

Equity Impact Summary

Funds provided through this Joint Cooperation Agreement primarily assist low and moderate income neighborhoods.

Budget Implications

Application and receipt of funds for eligible projects through this cooperation can offset City costs.

Staff Recommendations

Authorize the City Manager and Mayor to execute the Fourth Amendment to the Joint Cooperation Agreement.

35 **Requested Council Action**

36 Authorize the City Manager and Mayor to execute the Fourth Amendment to the Joint
37 Cooperation Agreement.
38

39 **Prepared by:** Jeanne Kelsey, Housing and Economic Development Program Manager

Attachments: 1. 1985 Joint Cooperation Agreement
2. Fourth Amendment to Joint Cooperation Agreement

40

EXTRACT OF MINUTES OF MEETING OF THE
CITY COUNCIL OF THE CITY OF ROSEVILLE

RECEIVED
BOARD OF RAMSEY
COUNTY COMMISSIONERS

AUG 14 10 37 AM '85

* * * * *

Pursuant to due call and notice thereof, a regular meeting of the City Council of the City of Roseville, County of Ramsey, Minnesota was duly held on the 12th day of August, 1985 at 7:30 p.m.

The following members were present: Johnson, Demos, Curly and Kehr, and the following were absent: Franke.

Member Johnson introduced the following resolution and moved its adoption:

RESOLUTION

REQUESTING PARTICIPATION IN JOINT COOPERATION
AGREEMENT WITH RAMSEY COUNTY REGARDING URBAN COUNTY COMMUNITY
DEVELOPMENT BLOCK GRANT PROGRAM

WHEREAS, the Ramsey County Suburban population now exceeds 200,000 people; and

WHEREAS, the 200,000 figure defines Ramsey County as an urban county for Community Development Block Grant purposes according to HUD; and,

WHEREAS, Ramsey County suburbs now have the opportunity to participate in the Community Block Grant Program through an urban county entitlement in cooperation with Ramsey County; and,

WHEREAS, it is in the best interest for the City of Roseville to participate in said program for community development purposes;

NOW, THEREFORE, BE IT RESOLVED, that Ramsey County is hereby requested to include the City of Roseville as a participant in its Urban County Community Development Block Grant Program, and the City Manager, James F. Andre, is hereby authorized to enter into any necessary agreement with Ramsey County for operating this program within the City.

Adopted by the City Council of the City of Roseville, Minnesota, this 12th day of August, 1985.

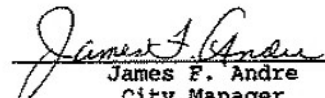
The motion for the adoption of the foregoing resolution was duly seconded by member Curley, and upon a vote being taken thereon, the following voted in favor thereof: Franke, Johnson, and Demos, and the following voted against the same: None.

WHEREUPON said resolution was declared duly passed and adopted.

STATE OF MINNESOTA)
COUNTY OF RAMSEY) SS

I, the undersigned, being the duly qualified City Manager of the City of Roseville, County of Ramsey, State of Minnesota, do hereby certify that I have carefully compared the attached and foregoing extract of minutes of a regular meeting of said City Council held on the 12th day of August, 1985, with the original thereof on file in my office.

WITNESS MY HAND officially as such Manager this 12th day of August, 1985.


James F. Andre
City Manager

SEAL

JOINT COOPERATION AGREEMENT

THIS AGREEMENT made and entered into by and between the County of Ramsey, State of Minnesota, hereinafter referred to as "COUNTY," and the CITY/TOWN of Roseville, hereinafter referred to as "MUNICIPALITY," said parties to this Agreement each being governmental units of the State of Minnesota, and is made pursuant to Minnesota Statutes, Section 471.59.

WITNESSETH:

WHEREAS, Title I of the Housing and Community Development Act of 1974, as amended, provides for a program of community development block grants; and,

WHEREAS, Ramsey County, Minnesota qualifies under said law as an "urban county" eligible to receive community development block grant funds; and,

WHEREAS, the County's population, among other factors, is a determinant of the eligibility of the County and the amount of resources which may be made available to the County to undertake activities under the afore-referenced law; and,

WHEREAS, part 570, Chapter V of Title 24 of the Code of Federal regulations sets forth regulations governing the applicability and use of funds under Title I; and,

WHEREAS, Section 570.105, titled "qualifications as urban county" provides that computation of the County's population may include persons residing in "unincorporated areas" and in "its included parts of general local government with which it has entered into cooperative agreements to undertake or to assist in

the undertaking of essential activities pursuant to community development block grants;" and,

WHEREAS, it is in the interest of the City/Town of Roseville to have its population counted together with other municipalities of Ramsey County who similarly agree;

NOW, THEREFORE, in consideration of the mutual covenants and promises contained in this Agreement, the parties mutually agree to the following terms and conditions.

I. DEFINITIONS

For the purposes of this Agreement, the terms defined in this section have the meanings given to them:

- A. "The Act" means the Housing and Community Development Act of 1974, Title I, of Public Law 93-383, as amended (42 USC 5301 et seq.).
- B. "Regulations" means the rules and regulations promulgated pursuant to the Act, including but not limited to 24 CFR Part 570.
- C. "HUD" means the United States Department of Housing and Urban Development.
- D. "Cooperating Community" means any city or town in Ramsey County which has entered into a cooperation agreement which is identical to this Agreement.

The regulations contained in 42 USC 5302 of the Act and 24 CFR 570.3 of the Regulations are incorporated herein by reference and made a part hereof.

II. PURPOSE

Municipality and County have determined that it is desirable and in the interests of its citizens that the County qualifies as an urban county within the provisions of the Act. This Agreement contemplates that identical agreements will be executed between the County and other cities and towns in Ramsey County and such numbers will enable the County to so qualify under the Act.

The purpose of this Agreement is to authorize the County to cooperate with the Municipality in undertaking, or assist in undertaking, essential community renewal and lower income housing assistance activities, specifically urban renewal and publicly assisted housing pursuant to community development block grants as authorized in the Act and the Regulations.

III. TERM OF AGREEMENT

The term of this Agreement is for a period commencing on the effective day of August 30, 1985, and terminating no sooner than the end of the third program year covered by the application for the basic grant amount approved subsequent to the effective date. This Agreement is extended automatically for each subsequent three-year program period unless written notice of termination to be effective at the end of the current three year program period is given by Municipality to County following the same schedule as the "opt out" notification requirements as established by HUD. The County shall provide written notification to Municipality of Municipality's right to "opt out" and terminate this Agreement at least (30) days prior to

the "opt out" date.

Notwithstanding any other provision of this Agreement, this Agreement shall be terminated at the end of any program year during which HUD withdraws its designation of Ramsey County as an Urban County under the Act.

This Agreement shall be executed by the appropriate officers of Municipality and County pursuant to authority granted them by their respective governing bodies, and a copy of the authorizing resolution and executed Agreement shall be filed promptly by the Municipality in the office of the Ramsey County Executive Director, and in no event shall the Agreement be filed later than August 30, 1985.

IV. METHOD

The Municipality and County hereby agree that they will cooperate to undertake or assist in undertaking, community renewal and lower income housing assistance activities, specifically urban renewal and publicly assisted housing. The County shall prepare and submit to HUD and appropriate reviewing agencies, all necessary applications for a basic grant amount under the Act. In making the application, the County shall address the goals and needs of County as developed in meetings between the Municipality, its citizens and the County, and also addressing the Act and other relevant Minnesota and/or Federal statutes or regulations. The parties agree to cooperate fully in establishing priorities and in preparation of the application for a basic grant amount. Municipality and County agree that the County shall establish a reasonable time schedule for the

development of the grant application.

In preparing the grant application and allocating grant funds received, the County shall consider projects proposed by the Municipalities. The County reserves the right to propose projects which are both consistent with the mutually-established goals, needs and priorities and within the County's statutory implementation authority. No Municipality shall be required to propose a project.

It is anticipated by the parties that the party ultimately implementing a project funded by monies received from the grant may be either the Municipality or the County. The determination of which party will implement the project will be made by the parties after consideration of the nature and scope of the project, and the ability of each party to undertake the project, though it is understood by the Municipality that the County shall have final responsibility for selecting projects from among those proposed by the Municipalities and the County and filing annual grant requests. The County is hereby authorized to distribute to the Municipality such funds as are determined appropriate for the Municipality to use in implementing a project and the County is hereby authorized to implement projects within the Municipality as are determined appropriate for the County to implement. Contracts let and purchases made pursuant to a project under this Agreement shall conform to the requirements applicable to the entity undertaking the project.

V. SPECIAL PROVISIONS

Nothing in this Agreement shall be construed to prevent or otherwise modify or abrogate the right of Municipality or County to submit individual applications for discretionary funds in the event County does not receive designation as an urban county entity under the Act.

Nothing in this Agreement shall preclude the Municipality from establishing a Municipal Housing and Redevelopment Authority pursuant to Minn. Stat. §462.425. Nothing in this agreement shall be deemed to create a county housing authority pursuant to Minn. Stat. §462.426, Subd. 1-4.

Municipality and County mutually agree to indemnify and hold harmless each other from any claims, losses, costs, expenses or damages resulting from the acts or omissions of their respective officers, agents and employees relating to activities conducted by either under this Agreement, the Act or the Regulations, up to any applicable statutory limits of tort liability.

In the event that there is a revision of the Act and/or Regulations which would make this Agreement out of compliance with the Act or Regulations, both parties will review this Agreement to renegotiate those items necessary to bring the Agreement into compliance.

Both parties understand and agree that the refusal to renegotiate this Agreement will result in the effective termination of the Agreement as of the date it is no longer in compliance with the Act and/or Regulations as amended.

All funds received by the County under the Act shall be deposited in the County treasury.

Municipality and County shall maintain financial and other records and accounts in accordance with the requirements of the Act and Regulations. Such records and accounts will be in such form as to permit reports required of the County to be prepared therefrom and to permit the tracing of grant funds and program income to final expenditure.

Municipality and County agree to make available all records and accounts with respect to matters covered by this Agreement at all reasonable times to their respective personnel and duly authorized federal officials. Such records shall be retained as provided by law, but in no event for a period of less than three years from the date of completion of any activity funded under the Act or less than three years from the last receipt of program income resulting from activity implementation. County shall perform all audits of the basic grant amounts and resulting program income as required under the Act and Regulations.

All projects undertaken pursuant to this agreement shall be subject to home rule charter provisions, assessment, planning, zoning, sanitary and building laws, ordinances and regulations applicable to the Municipality in which the project is situated.

The parties mutually agree to take all required actions to comply with the provisions of the National Environmental Policy Act of 1969, Title VI of the Civil Rights Act of 1964, Title VIII of the Civil Rights Act of 1968, Executive Order 11988,

Section 109 of the Housing and Community Development Act of 1974 and with all other applicable requirements of the Act and the Regulations in the use of basic grant amounts. Nothing in this Article shall be construed to lessen or abrogate County's responsibility to assume all obligations of an applicant under the Act, including the development of applications pursuant to 24 CFF 570.300 et seq.

All program income from activities funded in total or part from the basic grant amount received by Municipality shall be held by County in a non-interest bearing account designated for municipality.

IN WITNESS WHEREOF, the parties have caused this Agreement to be executed by its duly authorized officers and delivered on its behalf this 12th day of August, 1985.

APPROVED AS TO FORM:

COUNTY OF RAMSEY,
STATE OF MINNESOTA

Michele L. Finnane
Assistant County Attorney
Date: Aug 14, 1985

By:

Wm. B. Schuler
Chairman of its
County Board

Henry F. Marshall
Chief Clerk - County Board 85-535
8/14/85

And:

James J. Guder
~~Chief Clerk~~
CITY/TOWN OF Roseville

By:

June Demog
Its: Mayor

CITY MUST CHECK ONE:

The City is organized
pursuant to:

Plan A ☒ Plan B ☐ Chartered ☐

By:

Its: _____

SUPPLEMENTAL AGREEMENT TO COOPERATION AGREEMENT FOR THE
COUNTY COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM

THIS AGREEMENT is entered into by the County of Ramsey,
State of Minnesota, hereinafter referred to as the "County," and
the City of Roseville Housing and Redevelopment
Authority, hereinafter referred to as the "Local HRA."

WITNESSETH:

WHEREAS, The County and City of Roseville,
hereinafter "City," have entered into a Joint Cooperation
Agreement for the Ramsey County Development Block Grant Program
(to which this Supplemental Agreement is attached); and

WHEREAS, the local HRA is a duly organized municipal housing
and redevelopment authority pursuant to Minn. Stat. §462.411, et
seq.; and

WHEREAS, the County and the Local HRA wish to clarify their
relationship in light of the aforementioned Joint Cooperation
Agreement between the City and County.

NOW, THEREFORE, in consideration of the mutual covenants and
agreements contained herein, the parties hereby agree as
follows:

1. The Local HRA acknowledges and agrees to be bound by all
terms and conditions of the aforementioned Joint Cooperation
Agreement between the County and the City insofar as it relates
to the duties, responsibilities and obligations of the Local HRA
under Minn. Stat. §462.411, et seq.
2. The County agrees to cooperate with the Local HRA and
coordinate expenditure of any Community Development Block Grant

Funds which are expended within the City to the extent necessary to accomplish specified project objectives.

3. The Local HRA agrees to allow expenditure of Community Development Block Grant Funds received by the County pursuant to the aforementioned Joint Cooperation Agreement and this Supplemental Agreement within the City and agrees to cooperate with the County to the extent necessary to accomplish specified project objectives.

4. In the event that the Local HRA desires to administer the expenditure of Community Development Block Grant funds within the City, the Local HRA agrees to negotiate an Administrative Services Contract with the County to clarify the responsibilities of the Local HRA in the administration of such funds.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be duly executed.

APPROVED AS TO FORM:

COUNTY OF RAMSEY,
STATE OF MINNESOTA

Madeleine L. Hammond
Assistant County Attorney
Date: Aug 16, 1985

By: Wm. J. [Signature]
Chairman of its County Board
Date: Aug. 19, 1985

By: Wm. J. Marshall 85-535
Chief Clerk
Date: Aug 19, 1985

CITY OF Roseville
HOUSING AND REDEVELOPMENT AUTHORITY

By: [Signature]
Its: Mayor
Date: August 13, 1985

By: [Signature]
Its: City Manager
Date: 8/13/85

FOURTH AMENDMENT TO JOINT COOPERATION AGREEMENT

WHEREAS, the Ramsey County Housing and Redevelopment Authority ("Authority") and the City of Roseville ("Municipality"), each a political subdivision of the State of Minnesota, entered into a joint cooperative agreement dated August 19, 1985, as amended May 10, 2006, June 24, 2015, and August 24, 2021 ("Agreement"); and

WHEREAS Title I of the Housing and Community Development Act of 1974, 42 U.S.C. § 5301 et seq., as amended, ("CDBG Act") provides for a program of community development block grants; and

WHEREAS, computation of a county's population as an Urban County as that term is used in the CDBG Act included the Municipality with which it has entered into the Agreement to undertake or to assist in the undertaking of essential activities pursuant to community development block grants; and

WHEREAS, HUD CPD Notice 24-02 requires that an Urban County requalifying in fiscal year (FY) 2024 for the FY 2025-2027 qualification period is required to make any necessary revisions to its cooperation agreements at the time that it requalifies; and

WHEREAS, the Authority requalified for the FY 2025-2027 qualification period and therefore amends the Agreement; and

WHEREAS, the Mayor of the Municipality, or an authorized signatory, is authorized to execute this amendment to the Agreement on the Municipality's behalf; and

WHEREAS, the County Manager is authorized to execute this amendment to the Agreement on the Authority's behalf; and

NOW, THEREFORE, the Parties agree to amend the Agreement as follows:

1. Paragraph 4.L.2 of the Agreement is amended and replaced with the following:

may participate in a HOME and ESG Programs only through the Authority. If Ramsey County does not receive a HOME formula allocation, the Municipality may not form a HOME consortium with other units of general local government. This does not preclude the Urban County or the Municipality from applying for HOME or ESG funds from the State, if the State allows.

2. Except as modified herein, the terms of the Agreement shall remain in full force and effect.

(Signature pages to follow)

**RAMSEY COUNTY HOUSING AND
REDEVELOPMENT AUTHORITY**

By: _____
Johanna Berg
Ramsey County Manager

Dated: _____

APPROVAL RECOMMENDED:

Max Holdhusen
Deputy Director Housing Development

APPROVED AS TO FORM:

Assistant Ramsey County Attorney

This Document Drafted By:

Office of the Ramsey County Attorney
360 Wabasha St. N., Suite 100
Saint Paul, MN 55102

CITY OF ROSEVILLE

By: _____

Its: Mayor

Dated: _____

By: _____

Its: City Manager

Dated: _____

ROSEVILLE
REQUEST FOR COUNCIL ACTION

Date: 8/5/2024

Item No.: 10.i.

Department Approval



City Manager Approval



Item Description: Accept Tareen Dermatology Donation to Fire Department

Background

Tareen Dermatology is a Roseville business that has offered a donation of \$15,000 to the Roseville Fire Department.

Policy Objectives

Donation acceptance required by City Code

Equity Impact Summary

This donation will help us continue to provide community outreach and public education to all members of our community.

Budget Implications

The \$15,000 will go into the Fire Department Donations Fund and will be spent on community programs, including Friday's with Firefighters, Ashes our mental health therapy K9, and other internal and external outreach programs.

Staff Recommendations

Approve the resolution accepting the donation from Tareen Dermatology.

Requested Council Action

Approve the resolution accepting the donation from Tareen Dermatology.

Prepared by: David Brosnahan, Fire Chief

Attachments: 1. Tareen Dermatology_Donation_to_Fire_Department_8-5-2024

**EXTRACT OF MINUTES OF MEETING
OF THE
CITY COUNCIL OF THE CITY OF ROSEVILLE**

* * * * *

Pursuant to due call and notice thereof, a regular meeting of the City Council of the City of Roseville, County of Ramsey, Minnesota, was duly held on the 5th day of August, 2024, at 6:00 p.m.

The following members were present: Strahan, Etten, Schroeder, Groff and Roe; and the following members were absent: None.

Councilmember _____ introduced the following resolution and moved its adoption:

RESOLUTION No. _____

**ACCEPTING DONATION FROM TAREEN DERMATOLOGY TO SUPPORT FIRE
DEPARTMENT OUTREACH PROGRAMS**

WHEREAS, the Roseville City Council has authorized donations to be accepted by the Fire Department; and

WHEREAS, the Fire Department has utilized donation dollars in the past to support community outreach programs like Friday's with Firefighters, Vial of Life, and medication disposal bags, as well as our new mental health K9 therapy program; and

WHEREAS, Tareen Dermatology has offered a donation to support the mentioned programs and others with a donation; and

WHEREAS, the City will benefit from this donation, which has an estimated value of up to \$15,000 as it will ensure that the Roseville Fire Department can provide programs like Friday's with Firefighters, Vial of Life, and our mental health K9 therapy program to benefit firefighters; therefore, be it

RESOLVED, that the Council of the City of Roseville, on behalf of the City of Roseville, thanks Tareen Dermatology and accepts the gift of \$15,000 be spent on community programs managed by the Roseville Fire Department.

STATE OF MINNESOTA)
) ss
COUNTY OF RAMSEY)

I, the undersigned, being the duly qualified City Manager of the City of Roseville, County of Ramsey, State of Minnesota, do hereby certify that I have carefully compared the attached and foregoing extract of minutes of a regular meeting of said City Council held on the 5th day of August, 2024, with the original thereof on file in my office.

WITNESS MY HAND officially as such Manager this 5th day of August, 2024.

Patrick Trudgeon, City Manager

FUTURE MEETING AGENDA HIGHLIGHTS

August 5, 2024

August 16, 2024 – City Council Meeting (12:00 p.m.)

- Canvass Primary Election

August 19, 2024 – City Council Meeting

- City Manager Budget Presentation
- Green to Go update

August 20, 2024 – Joint School District/City Council Meeting

- 6:30 p.m. - Anpétu Téča Educational Center

August 21 & 22 (Tentative), 2024 – Commission Interviews