

Aspen Fire Protection District

Community Risk Assessment/Standards of Cover

PROPOSAL / MAY 15, 2022





Making our world better.

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

1. Access to clean water and conservation
2. Affordability
3. Science, technology, and leadership

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



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

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

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Reservations, Conditions or Constraints



May 15, 2022

Ms. Nikki Lapin
District Administrator
Aspen Fire Protection District
nikki.lapin@aspenfire.com

Subject: Proposal for Community Risk Assessment/Standards of Cover

Dear Ms. Lapin:

We are excited to submit this proposal to develop a Community Risk Assessment/Standards of Cover (CRA/SOC) for the Aspen Fire District (District). Our focus has always been to help local government clients solve their financial, organizational, and technology challenges and plan for the future. We appreciate the opportunity to submit our proposal, which has been developed to provide the District with concise yet thorough information that introduces our approach to risk assessments and organizational analyses.

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

We believe our firm offers the District several distinct advantages:

- **A workable and insightful approach:** Our team's approach specifically addresses the District's needs and will help develop a best practice-level plan to ensure alignment of Fire Department staffing, resources, and operations and risk mitigation with the service needs of the Aspen community now and into the future. The District's desire for gained organizational and operational efficiencies and effectiveness by aligning its 2021 Customer Centered Strategic Plan with staffing, resources, and risk mitigation is the exact type of consulting work our firm performs.
- **An experienced team who knows challenges and opportunities faced by local governments:** We are skilled professionals with direct experience in all facets of local government and utility operations. We work solely for local governments and utilities, and many of our team members were local government leaders in some of the best organizations across the country. Our team members understand what is required to deliver effective public services. Our project manager has over 10 years of consulting experience and has managed hundreds of projects nationwide, including numerous public safety projects. Our fire service subject matter expert has over 40 years in the fire service in Colorado, including as a Chief of a combined municipal/district operation. Our Project Manager has a specialty in shift and staffing deployment analysis and has managed public safety assessments for numerous agencies 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 some firms may assign your business to junior-level people, we offer exceptional service from senior-level consultants.



We are proud of the resources that we can offer and welcome the opportunity to assist the District in this engagement. If you have any questions, please do not hesitate to contact me at any time.

Sincerely,

A handwritten signature in black ink that reads 'Julia Novak'.

Julia Novak

Executive Vice President

P: 513.221.0500 / E: jnovak@raftelis.com

Plan of Action / Project Approach

The Aspen Fire Protection District (AFPD) is seeking a professional consultant to provide a comprehensive Community Risk Assessment and Standards of Cover. The goal of this engagement is to prepare a document that is fully compliant with industry best practices, based on nationally recognized guidelines, and builds upon the work of the District's recent Customer Centered Strategic Plan.

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

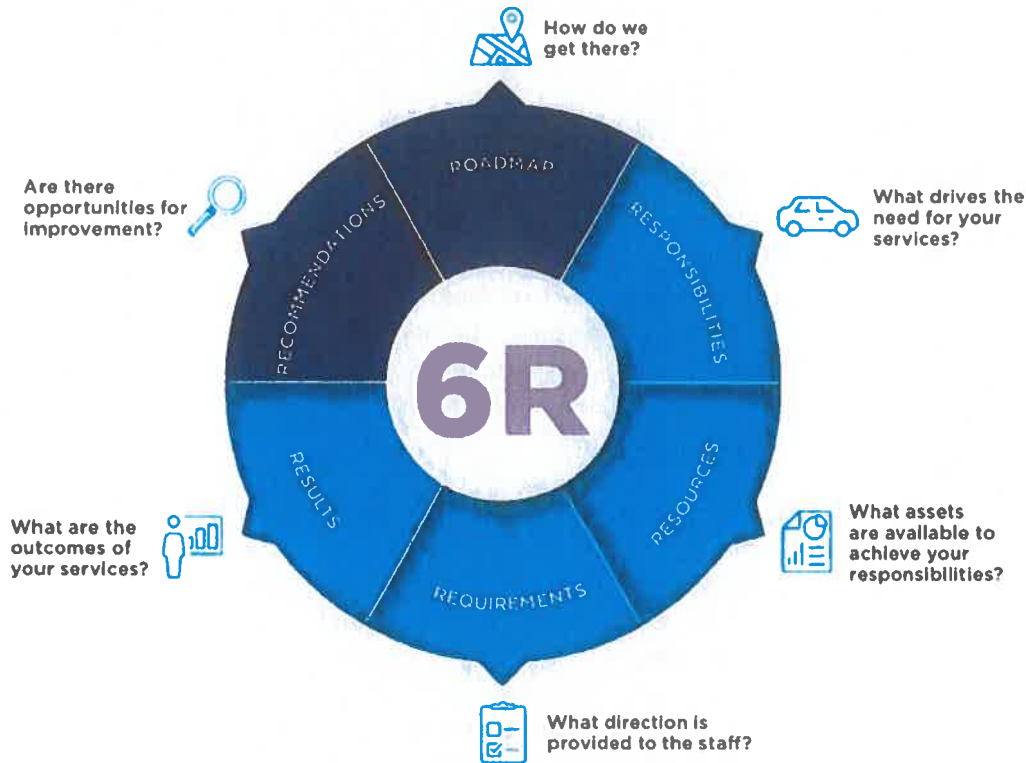
One of our strengths is the ability to build on existing capabilities and resources and to help organizations see things from a different perspective. We do this by listening to our clients and really understanding what they have to say. We do not operate with a pre-packaged set of recommendations, and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

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

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

We are excited about the opportunity to assist the District to 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 District 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 District 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 District **Responsibilities, Resources, Requirements, and Results** in order to identify possible organizational and operational **Revisions** with an associated **Roadmap** to implement positive change. This approach is depicted in the following graphic.



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

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

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

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

Recommendations – **Are there opportunities for improvement?** Based on our qualitative and quantitative analysis of your programs and services, we develop recommendations for improving organizational performance. These changes can range from high-level considerations (i.e., should we be in this business) to strategic issues (i.e., should we consider

alternative service sources) to tactical issues (i.e., how can we improve the productivity, efficiency, and effectiveness of the activity or service).

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

THE FOLLOWING DETAILS THE PROPOSED WORK PLAN DEVELOPED FOR THE ASPEN FIRE PROTECTION DISTRICT.

Activity 1: Begin and Manage Engagement

We will begin this engagement by conducting a project kick-off meeting with Aspen Fire Protection District staff to review the details and expectations of this effort, and to finalize the project schedule. We will discuss the District's interest in this study, including the perceived strengths and weaknesses of current District structure and operations, any long-range plans, as well as other issues that may be relevant to our work. We will discuss specific key stakeholders in the community who should be interviewed for this review.

Our team will request and review all relevant background information, such as run data, Calls For Service (CFS) data, budgets, previous studies, bylaws, collective bargaining agreements, shift schedules, the District's strategic plan, departmental work plans, organizational charts, job descriptions, firefighter qualification and training requirements related to company functionality, standard operating guidelines (SOGs), workload statistics, areas of service, geography, and other relevant information to inform our work.

Our team will analyze and inventory AFPD information in a summary of the community and constituents served including general demographics, history, formation, governance, organizational structure, budget, funding, fees, financial resources, and current service delivery infrastructure. We will review and evaluate calls for service, staffing levels, support staffing levels, distribution of resources, administration, and performance goals, objectives, and measures. We will evaluate the effectiveness and benefits of emergency services provided by both the District and its partners.

Throughout the project, our team will provide the District 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 District 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 1 DELIVERABLES:

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

Activity 2: Solicit Input from the AFPD Community

In order to solicit input from the AFPD community, the Raftelis project team will develop and administer an online survey instrument. Questions will ask about stakeholder experiences with AFPD, local service priorities, and will build upon the survey work already performed as part of the District's 2021 strategic planning process. The survey will be reviewed by

AFPD prior to implementation. Our project team will analyze responses across various demographic and geographic groups.

In addition to the online survey, Raftelis will conduct several online listening sessions with select groups of AFPD community stakeholders. We will discuss with the District's project team means to best reach out to key stakeholders, such as community associations, businesses, and education leaders in the community. We will prepare an agenda for the sessions for review by the District's project team.

Since the Coronavirus pandemic, Raftelis has facilitated numerous online community workshops and focus groups nationwide. We have created numerous tools to ensure the continued engagement of participants, including breakout groups, polling, and live note-taking. We also find that the online option is approachable and allows community members to engage to the extent they are comfortable and when it is convenient for them while reducing potential barriers such as childcare needs or transportation necessary to participate at a physical site.

A summary of the community input from the survey and listening sessions will be prepared and shared with the District.

ACTIVITY 2 DELIVERABLES:

- Summary of survey results
- Summary of listening sessions results

Activity 3: Conduct and Develop Community Risk Assessment and Standards of Cover

Using the work of prior activities as a foundation and RFP Scope of Professional Services Components A-I as a guide, the Raftelis project team will prepare the Community Risk Assessment and Standards of Cover to meet the needs of the community as well as comply with the CRA/SOC requirements of the Commission on Fire Accreditation International. We will analyze community fire protection and all-hazard risks including a review of GIS map layers to cover geospatial characteristics, topography, transportation, and physical assets. We will review current levels of risk as well as that posted by future growth and land use.

Our team will interpret available Census and land use data to identify future growth trends and potential changes including, but not limited to, population growth, demographics, air and surface traffic patterns, community land use plans, density and occupancy types, and hazardous processes and substances. Our team will assess current District workloads and find connections with identified risks.

Our team will prepare a matrix showing common and predictable risk types and related staffing and resource needs, including risk-specific staffing levels, apparatus assignments, and time standards for critical functions.

Next, our team will review historical performance of the District to determine where current service levels are, whether they meet needs, and how they should be adjusted to address risk. This will include a review of GIS and call run data, response times necessary to achieve desired service level goals, and reliability and unit hour utilization of companies including an analysis of call concurrency and its impacts. Our team will study the maximum capacity of District resources inclusive of partnering arrangements such as auto aid and mutual aid resources. An analysis of fire service system reflex time performance by individual component will also be performed. Our team will create benchmarks of initial attack resources and effective response force assembly for each risk type identified.

Once the desired current and future service levels are identified, Raftelis will review the District's Strategic Plan for alignment with the CRA/SOC with a particular focus on updating goals and objectives. Our team will review any

existing performance measures and provide measures that support the strategic goals and objectives in order to clearly show success to District leadership, the City Council, and the public.

Our team will work with the District's management team to, at a minimum, review requirements, scheduling of assessments, assignment of responsibilities, and policies for Records Management Systems (RMS).

In addition, the Raftelis project team will work with District elected officials, attorney, and management to review governance operations to identify any recommendations to enhance structure and performance, now and into the future. This will include at a minimum an analysis of roles, responsibilities, structure, and governance philosophy.

At this point in the project, our project team will have conducted interviews, observations, surveys, GIS and CFS analysis and other related data collection in order to identify service levels now and in the future to mitigate risk and ensure high levels of service. We will include in our analysis recommendations to improve operations, including the potential relocation of existing or siting of new facilities, selection and deployment of apparatus, and improvements to service delivery.

Based upon our significant analysis, the Raftelis project team will develop preliminary observations and recommendations. We will meet with the District's project team to review and discuss, and then conduct any additional research or follow-up. Based upon District feedback, we will finalize our recommendations.

ACTIVITY 3 DELIVERABLES:

- Presentation of preliminary observations and recommendations

Activity 4: Prepare and Present Deliverables

Once recommendations are finalized, our team will prepare a comprehensive draft report. The report will include an executive summary, our methodology and approach, and a thorough description of all components of analysis. Recommendations will be clearly referenced and catalogued, and the report will include supportive charts, graphs, maps, and diagrams, as well as appendices or exhibits as appropriate. The draft report will be provided to District's project team for review and discussion, typically via a remote meeting.

Based upon feedback received, we will finalize the project report and provide 10 bound and one electronic copy to the District. We will be happy to present the final CRA/SOC, using a detailed PowerPoint presentation, at a meeting with the District's Board of Directors and answer any questions.

ACTIVITY 4 DELIVERABLES:

- Draft and final report
- Presentation of final report

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



RESOURCES & EXPERTISE

This project will require the resources necessary to effectively staff the project and the skillsets to complete all of the required components. With more than 130 consultants, Raftelis has one of the largest local government management and financial consulting practices in the nation. Our depth of resources will allow us to provide the District with the technical expertise necessary to meet your objectives. In addition to having many of the industry's leading management and financial consultants, we also have experts in key related areas, like stakeholder engagement and data analytics, to provide additional insights as needed.



DECADES OF COLLECTIVE EXPERIENCE

Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from city manager to public works director to fire chief. Our Project Manager has a specialty in shift and staffing deployment analysis and has managed public safety assessments for numerous agencies nationwide. Our Subject Matter Expert for this project has over 40 years in Colorado fire service, including most recently as Chief.

Our many client references can attest to our knowledge of fire service deployment principles and practices, labor relations, prevention and risk reduction, dispatch and communications, emergency medical services, management practices, apparatus and equipment management techniques, and strategic and business planning.



PERSONAL SERVICE FROM SENIOR-LEVEL CONSULTANTS

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



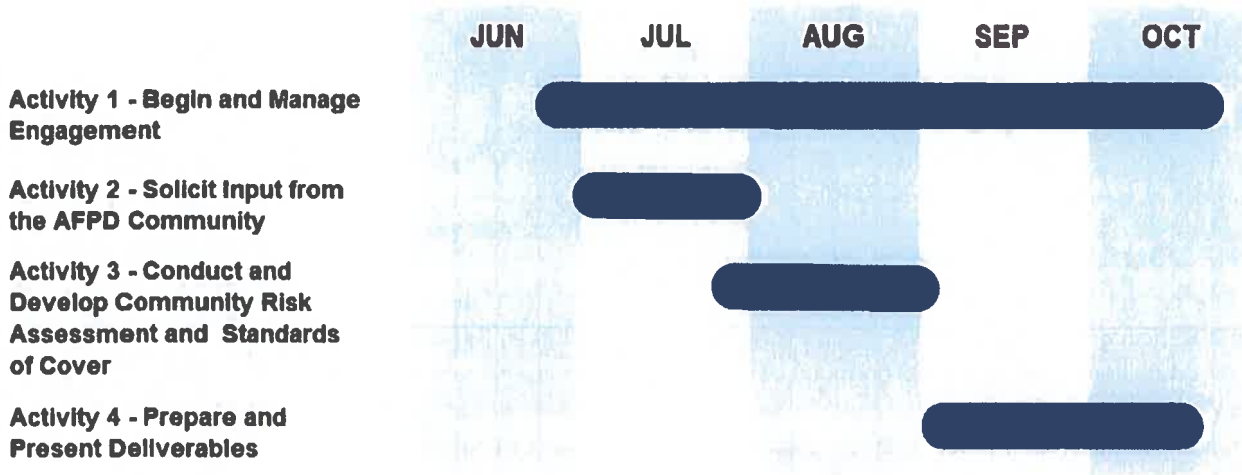
NICHE EXPERTISE

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

Timeline

A proposed project schedule is included, which exceeds the District's desired final timeframe of December 2022 dependent upon the timing of project kick-off.

We expect to discuss and refine this with the District during Activity 1.



Project Team

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

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

An organizational chart of our project team is as follows. Roles and resumes for each team member can be found on the following pages.

ASPEN FIRE PROTECTION DISTRICT

PROJECT MANAGER
Jonathan Ingram

**SUBJECT MATTER EXPERT -
FIRE AND EMERGENCY SERVICES**
Tom DeMint

VISUAL FACILITATOR
Julie Giesecke

STAFF CONSULTANTS
James Flick
Claire Pritchard

Jonathan Ingram

PROJECT MANAGER

Senior Manager



ROLE

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

PROFILE

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

Jonathan is a skilled consultant who has developed an expertise in public safety operations and staffing; in fact, Jonathan developed our firm's patrol staffing methodology. He co-authored with Denise Turner the article, "*Policing Parameters: How Gilroy, California Met New Workload Demands*," which was published by the International City/County Management Association (ICMA).

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 public works. He has developed staffing and deployment plans for city operating departments, analyzed and facilitated intergovernmental consolidations, helped local governments develop custom performance management systems, and facilitated the development of long-term strategic plans and financial models.

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

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

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

Specialties

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

Professional History

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

Education

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

Professional Memberships

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

Tom DeMint

FIRE AND EMERGENCY SERVICES

SUBJECT MATTER EXPERT

Principal Consultant – Fire and Emergency Medical Services

ROLE

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

PROFILE

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

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

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

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



Specialties

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

Professional History

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

Education

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

Professional Memberships

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

James Flick

STAFF CONSULTANT

Senior Consultant

ROLE

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

PROFILE

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

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

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

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

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

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



Specialties

- Organizational assessment
- Strategic Planning

Professional History

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

Education

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

Professional Memberships

- Economic Development Finance Professional Certification (NDC)

Claire Pritchard

STAFF CONSULTANT

Consultant

ROLE

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

PROFILE

Claire began her consulting career following five years of service with Dakota County, Minnesota, where most recently she held the position of assistant to the county manager. While with Dakota County, Claire coordinated the County's legislative agenda, assisted in the development of the annual budget, and conducted financial impact analyses and process improvement efforts for a variety of County functions. Claire also coordinated the County's transition to a new form of government in 2013.

As a consultant, Claire has worked on organizational and staffing analyses for communities around the country, such as the Town of Nantucket, Massachusetts, the City of Allentown, Pennsylvania, and the City of Bloomington, Indiana, as well as several utilities, including Fairfax Water, Virginia, Pinellas County Utilities, Florida, and the San Diego Public Utilities Department, California. Claire has assisted in developing financial models to analyze revenue and expenditure trends, as well as conducted detailed staffing and workload analysis to determine optimal organizational structures. She has developed and analyzed an array of employee and community-based surveys. Claire has conducted several best practice and benchmarking research projects and has assisted in the creation of strategic planning and implementation deliverables.

As a student at the University of Chicago, Claire served as a policy intern with the National Association of Regional Councils, where she developed an educational program on the work of regional councils. She was also the associate editor for international development for the Chicago Policy Review.

Claire earned a bachelor's degree in political science from the University of Chicago and a master's degree in public policy from the University of Chicago Harris School of Public Policy. She is a member of the International City/County Management Association and is a former ICMA Local Government Management Fellow.



Specialties

- Organizational assessment
- Staffing analysis
- Survey and data analysis
- Best practice and benchmarking research

Professional History

- Raftelis: Consultant (2021-present); Associate Consultant (2020-2021); Associate Consultant, The Novak Consulting Group (2018-2020)
- Dakota County, Minnesota: Assistant to the County Manager (2013-2017)
- National Association of Regional Councils: Policy Intern (2012)
- Congressional Research Service (2010-2011)

Education

- Master of Public Policy - University of Chicago (2013)
- Bachelor of Arts in Political Science - University of Chicago (2009)

Professional Memberships

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

Julie Gieseke

VISUAL FACILITATOR

Visual Facilitator

ROLE

During specific meetings, Julie will use visual facilitation to capture participants' dialogue, discussion, and ideation by drawing large visual maps in real time, which helps connect ideas, track content, and synthesize their work.

PROFILE

Julie collaborates on projects utilizing the tools of group process and design, such as visual facilitation, creative engagement, and storytelling, to bring strategy and tactics into clear focus. She also incorporates change methodologies such as Appreciative Inquiry, Positive Psychology, StrengthsFinder, and Neurolinguistics.

Julie's unique skill set combines facilitation, active listening, and visual facilitation to bring sense-making, consensus, energy, and vibrancy to each engagement. As a consultant with TNCG and now Raftelis, Julie has worked on a variety of strategic planning and facilitation projects.

Julie developed her group process design through a broad range of experience. She received her master's degree in Organizational Development and Management from Fielding Graduate University, is certified as a professional coach through The Coaches Training Institute, and is a certified Master Practitioner of Neurolinguistics. Julie also received professional training through The Grove Consultants International and has been mentored by leaders in the fields of visual facilitation, facilitation, organizational development, coaching, storytelling, and performance. The result is a wide range of exposure to various approaches that culminates in a unique style that is customizable for each engagement.



Specialties

- Visual Facilitation
- Strategic Visioning/Planning
- Executive Coaching
- Facilitation
- Team Development

Professional History

- Raftelis: Visual Facilitator (2020-present); Visual Facilitator, The Novak Consulting Group (2011-2020)
- Map the Mind: Principal (2008-present) Visual Facilitation, Coaching, Consulting, Teaching

Education

- Master of Arts in Organizational Development and Management - Fielding Graduate University (2008)
- Professional Coaching Certification - Coaches Training Institute (2008)
- Bachelor of Arts in Film and Video Production/Theater Arts - University of California, Santa Cruz (1988)

Certifications

- Master Practitioner of Neurolinguistics
- Certified Professional Co-Active Coach

Professional Memberships

- International Forum of Visual Practitioners



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

Experience

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

Our staff has assisted more than 1,200 local government organizations across the U.S., including some of the largest and most complex agencies in the nation. In the past year alone, Raftelis worked on more than 1,000 financial, management, and/or technology consulting projects for over 600 public-sector agencies in 46 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 Bloomington IN

Reference: Caroline Shaw, Director of Human Resources
401 N. Morton Street, Bloomington, IN 47404
P: 812.349.3404 / E: shawcaro@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 Police and Fire Departments. Assessments were also completed for the Housing and Neighborhood Development Department; Economic and Sustainable Development Department; the Office of the Mayor; and the City's various Boards and Commissions.

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

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

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

City of Edina MN

Reference: Scott Neal, City Manager
4801 W. 50th Street, Edina, MN 55424
P: 952.927.8861 / E: sneal@edinamn.gov

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

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 Allentown PA

Reference: Michael Hanlon, City Clerk
435 Hamilton Street, Allentown, PA 18101
P: 610.437.7556 / E: michael.hanlon@allentownpa.gov

In 2019, TNCG, now Raftelis, was hired to conduct an Early Intervention Program (EIP) review of the City of Allentown's (City) Citywide operations, including Fire and EMS services. This program provides eligible communities with a unique opportunity to assess the fundamentals of good governance, including sound financial management practices, effective budgeting and forecasting, the efficiency of service delivery, appropriate of organization structure, and process and procedural constraints.

Our review of Fire and EMS operations resulted in specific recommendations to better integrate Fire and EMS operations and management, add firefighter positions to the suppression function, hire a paramedic, develop a schedule for multi-company fire training drills, develop electronic pre-plans of all high-risk facilities, and more.

Clearcreek Township OH

Reference: Jack Cameron, Former Township Administrator
 Current Township Administrator of Delhi Township, OH
 943 Neeb Road, Cincinnati, OH 45233
 P: 513.922.3111 / E: jcameron@delhi.oh.us

Clearcreek Township (Township) engaged TNCG, now part of Raftelis, to conduct an operations and management assessment of its Fire Department. The purpose of this study was to evaluate the structure and operations of the Clearcreek Fire Department, including staffing levels, command structure, administrative responsibilities, and space utilization in current facilities, and to identify operating and capital needs. The Township also requested that the firm review compensation practices for Department personnel. Recommendations were designed to improve the Department's overall organization and service levels, assess resource constraints, and address concerns regarding space needs.

City of Carbondale IL

Reference: Gary Williams, City Manager
 200 S. Illinois Avenue, Carbondale, IL 62901
 P: 618.457.3226 / E: gwilliams@ci.carbondale.il.us

The City of Carbondale (City) engaged TNCG, now Raftelis, to complete an organizational and management review of all City departments. Due to diminishing state revenues and a decline in the student population at a major state university located in the City, Carbondale was facing economic uncertainty. The study helped to solidify the organization and build on its existing assets to meet these challenges. Detailed staffing and workload analyses were conducted for the police and fire departments. The review of the fire department staffing included an assessment of the City's reliance on volunteer firefighters and an assessment of the use of a fully paid-on-call department.

Beavercreek Township OH

Reference: Alex Zaharieff, Township Administrator
 851 N. Orchard Lane, Suite C, Beavercreek, OH 45434
 P: 937.429.4472 / E: azaharieff@beavercreektownship.org

The Beavercreek Township retained TNCG, now Raftelis, to conduct an organizational analysis that included a complete review of Fire Department operations and a staffing analysis. Recommendations were made for mechanisms to improve communication, ensure FLSA work schedule compliance, and assess the use of part-time firefighters within the department.

Washington Township OH

Reference: Eric Richter, Township Administrator
 6200 Eiterman Road, Dublin, OH 43016
 P: 614.652.3920 / E: erichter@wtwp.com

Washington Township (Township) engaged TNCG, now Raftelis, to conduct an organizational review of the Township, including the Township's Fire and EMS operations. The Washington Township Fire Department is accredited by the Commission on Fire Accreditation International and provides fire and EMS services to a 26 square mile area, which includes the City of Dublin, Ohio.

City of Aspen co

Reference: Sara Ott, City Manager
130 S. Galena Street, Aspen, CO 81611
P: 970.920.5083 / E: sara.ott@cityofaspen.com

In December 2019, the City of Aspen retained the services of TNCG, now Raftelis, to conduct a staffing and operations assessment of its Police Department. The purpose of this study was to evaluate the City's police staffing and deployment approach within the context of workload patterns and trends and to determine what opportunities may exist to maximize the efficiency and effectiveness of the City's public safety services.

To accomplish these tasks, our team conducted extensive fieldwork that involved interviews with members of the Police Department and the City's administrative support team, as well as tours of the City and the police facility. We also requested and analyzed background information provided by Police Department staff. A thorough review of its core functions and activities was accomplished by evaluating budget information, workload measures, performance indicators, and other relevant data about operations and administration.

This data was evaluated using a multi-faceted analytical approach that takes into account service expectations and goals, practical operational constraints, and data-derived issue analysis and validation. This process has resulted in a series of staffing, administrative, and operational recommendations that are unique to Aspen's specific operating environment.

National Experience

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

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation	Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
AL Birmingham Water Works Board	●		●	CA Seaside			●
AK Municipality of Anchorage	●			CA Yountville			●
AR Central Arkansas Water	●		●	CO Adams County			●
AR El Dorado	●			CO Aspen	●	●	●
AR Little Rock Wastewater	●			CO Aurora	●		●
AZ Alliance for Innovation			●	CO Boulder	●	●	●
AZ Avondale			●	CO Boulder County	●		
AZ Bullhead	●			CO Brighton			●
AZ Central Arizona Project			●	CO Centennial	●		●
AZ Clarkdale		●		CO Denver Metro Water Recovery	●		
AZ Cottonwood		●		CO Denver Wastewater	●		
AZ Goodyear			●	CO Elbert County	●		
AZ Oro Valley		●		CO Erie			●
AZ Payson		●		CO Evans			●
AZ Peoria		●		CO Fort Collins	●	●	●
AZ Scottsdale		●		CO Golden			●
AZ Sierra Vista			●	CO Greeley	●		
AZ Yuma		●	●	CO Health District of Northern Larimer County		●	
CA California City	●			CO La Plata County	●		
CA Central Contra Costa Sanitary District	●			CO Lafayette		●	●
CA Delta Diable Sanitation District	●			CO Louisville	●	●	●
CA Fullerton	●			CO Loveland		●	
CA Gilroy	●			CO Metro Water Reclamation District			●
CA Hanford			●	CO Northglenn		●	
CA Hayward			●	CO Pueblo West Metropolitan District		●	
CA Hollister	●			CO Routt County			●
CA Huntington Beach	●			CO Thornton			●
CA Los Angeles	●			CO Timnath			●
CA Long Beach Transit Authority	●			CO Westminster		●	●
CA Manhattan Beach			●	CO Windsor	●		●
CA Mallbu	●			CT Connecticut Town & City Management Association	●		
CA Monte Vista Water District	●			CT Enfield	●		
CA Oceanside	●			CT Greenwich		●	
CA Oceanside Water Utilities			●	CT Groton	●		
CA Palo Alto			●	CT Manchester	●		●
CA Placer County			●	CT Mansfield	●	●	
CA Roseville			●	CT Meriden		●	
CA Sacramento Area Sewer District/Sacramento Regional County Sanitation District			●	CT Windsor		●	
CA San Gabriel	●			DC DC Water			●
CA San Luis Obispo			●	DC District of Columbia Department of Public Works			●
CA San Marino			●	DC International City/County Management Association	●		●
CA Santa Ana Watershed Project Authority	●			DC National League of Cities	●		
CA Santa Barbara	●		●	DC USAID - Moldova	●		

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation	Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
DE Kent County		●		KS Olathe	●		●
DE Lewes		●		KS Roeland Park			●
DE Milford		●		KS Saline County			●
DE Milton		●		KS Shawnee	●		●
DE Rehoboth Beach		●		KS Tonganoxie		●	●
DE Wilmington	●		●	KS United Government of Wyandotte County & Kansas City			●
DE Wilmington Utilities	●		●	KS Water District No. 1 Johnson County (WaterOne)			●
FL Deerfield Beach			●	KY Lexington-Fayette Urban County Government	●		
FL Palmetto Bay			●	KY Louisville Water Company	●		
FL Palmetto County	●			KY Paducah			●
FL Pinellas County	●			KY Sanitation District #1 of Northern Kentucky			●
FL Pompano Beach Utility Department	●			LA New Orleans	●		
FL Sanford			●	LA Orleans Parish School Board		●	
FL Tampa Water Department	●		●	LA Sewerage & Water Board of New Orleans			●
FL Winter Haven	●			MA Franklin County	●		
GA Decatur			●	MA Lexington			●
GA Roswell			●	MA Methuen	●		
IA Cedar Rapids	●	●		MA Nantucket	●		●
IL Carbondale	●			MA Pioneer Valley Planning Commission	●		
IL DuPage County	●			MA Sherborn	●		
IL Evanston	●			MA Shrewsbury			●
IL Geneva			●	MA Westborough	●		●
IL Gurnee			●	MD Aberdeen	●	●	●
IL Lisle			●	MD Baltimore Department of Public Works	●		●
IL Peoria County		●		MD Berwyn Heights		●	
IL Schaumburg	●			MD Cambridge		●	
IL Warrenville	●			MD Charles County		●	
IL Woodridge			●	MD College Park	●		●
IN Bloomington	●	●		MD Galthersburg		●	●
IN Indianapolis	●			MD Garrett Park		●	
IN Monroe County	●			MD Greenbelt	●		●
IN Munster	●		●	MD La Plata		●	●
KS Baldwin City		●	●	MD Maryland Municipal League	●		
KS Bonner Springs	●			MD Maryland State Judiciary			●
KS Edgerton		●		MD Mount Rainier	●	●	
KS Edwardsville			●	MD New Carrollton		●	
KS Eudora			●	MD Ocean City			●
KS Garden City	●			MD Ocean Pines Association		●	
KS Gardner			●	MD Riverdale Park		●	
KS Hutchinson	●			MD Rockville	●	●	●
KS Johnson County		●	●	MD St. Michaels		●	
KS Lawrence			●	MD Sykesville		●	
KS Merriam		●		MD Takoma Park		●	

Client	Client			Client	Client		
	Organizational Assessment	Executive Search	Strategic Plan Facilitation		Organizational Assessment	Executive Search	Strategic Plan Facilitation
MD Talbot County	●			NC Cary			●
MD University Park			●	NC Charlotte	●		
MD Westminster		●	●	NC Charlotte Water			●
MD Worcester County			●	NC Creedmoor	●		
MI Ada			●	NC GoTriangle Transit	●		●
MI Ann Arbor		●	●	NC Greensboro	●		
MI Ann Arbor Transportation Authority			●	NC Guldford County	●	●	
MI Canton Township	●			NC Harnett County			●
MI Ferndale			●	NC High Point		●	
MI Holland	●			NC Lowell			●
MI Jackson County			●	NC Onslow Water & Sewer Authority (ONWASA)			●
MI Midland			●	NC Orange County	●		
MI Midland Community Foundation			●	NC Orange Water and Sewer Authority			●
MI Novi		●	●	NC Raleigh	●		●
MI Oakland County		●		NC Raleigh Public Utilities Department	●		
MI Rochester Hills	●	●		NC Rolesville	●	●	
MI Royal Oak			●	NC Swansboro			●
MI Saline	●			NC Wake County	●		●
MI Three Rivers	●			NC Wake Forest			●
MN Cloquet	●			NC Wilmington	●		
MN Edina	●			NC Winston-Salem			●
MN Lake Elmo	●			NC Winston-Salem/Forsyth County Utilities			●
MN Minnesota Municipal League	●			NC Zebulon			●
MN Northfield	●			ND Minot			●
MO Chesterfield		●		NE Hastings	●		
MO Clayton		●	●	NE La Vista	●		
MO Lee's Summit	●	●	●	NE Lincoln	●		
MO Maryville			●	NE Reno	●		
MO Metropolitan St. Louis Sewer District	●			NH Hanover		●	
MO Missouri Municipal League			●	NH Keene		●	
MO North Kansas City			●	NJ Jersey Water Works	●		
MO Parkville			●	NJ New Jersey Health Initiative	●		
MO Platte City	●			NM Las Cruces		●	
MO Sikeston			●	NY Batavia		●	
MO St. Joseph			●	NY Edgemont	●		
MO St. Louis County			●	NY Ithaca	●		
MO University City			●	NY Oneonta		●	
MO Wentzville			●	NY Rochester	●		
MT Helena		●		NY Walmscott	●		
NC Albemarle			●	OH Beavercreek Township	●		
NC Asheville	●			OH Blendon Township			●
NC Brevard			●	OH Blue Ash	●		●
NC Brunswick	●			OH Centerville		●	

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation	Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
OH Cincinnati	●		●	OH Washington Township	●	●	●
OH Clearcreek Township	●		●	OH West Chester Township		●	
OH Cleveland Heights	●	●	●	OH Westerville		●	●
OH Dayton	●	●		OH Worthington	●	●	●
OH Delaware	●			OH Xenia	●		
OH Delaware County		●	●	OK Lawton	●		
OH Delaware County EMS			●	OK Norman	●		
OH Dublin	●	●	●	OR Beaverton		●	●
OH Eastgate Regional Council of Governments	●			OR Bend			●
OH Franklin County	●			OR Gresham		●	●
OH Gahanna	●		●	OR Hillsboro		●	●
OH Georgetown			●	OR Hood River		●	
OH Granville		●		OR Lane County		●	
OH Greater Cincinnati Water Works			●	OR Newberg		●	
OH Greene County	●			OR Salem	●	●	●
OH Hilliard		●	●	OR Tigard		●	
OH Hudson		●		OR Tualatin Hills Park & Recreation District		●	
OH Jackson Township		●		OR Washington County	●	●	●
OH Miami Township		●		OR Wilsonville	●		●
OH Miami University	●			PA Allentown	●		
OH Miami Valley Risk Management Authority			●	PA Association for Pennsylvania Municipal Management (APMM)			●
OH Montgomery County Environmental Services	●		●	PA Bethel Park	●		
OH Monroe			●	PA Breakneck Creek Regional Authority		●	
OH Moraine		●		PA Capital Region Water			●
OH National Association of State & Local Equity Funds			●	PA Carlisle Borough		●	
OH Newark	●			PA Duquesne	●		
OH Oberlin	●	●	●	PA East Buffalo	●		
OH Ohio City/County Management Association	●		●	PA East Whiteland Township	●		
OH Owens-Corning			●	PA Exeter Township	●		
OH Piqua			●	PA Farrell	●	●	
OH Portsmouth		●		PA Ford City Borough	●		
OH Powell			●	PA Harrisburg	●		
OH Prairie Township		●		PA Hazleton	●		
OH Preservation Parks of Delaware County			●	PA Lancaster County	●		
OH Sandusky		●		PA Lehigh County Authority			●
OH Sharonville			●	PA Lewisburg	●		
OH Solid Waste Authority of Central Ohio (SWACO)	●	●		PA Lower Paxton Township			
OH Solon	●			PA Nanticoke	●		
OH The Port, an Ohio Port Authority	●	●	●	PA Pittsburgh Water & Sewer Authority	●		●
OH Toledo			●	PA Reading	●		
OH Troy	●			PA St. Marys	●		
OH Union County		●		PA State College			●
OH Upper Arlington		●	●	RI Westerly	●		

Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation	Client	Organizational Assessment	Executive Search	Strategic Plan Facilitation
SC Charleston	●			VA Gloucester County	●		
SC Hilton Head			●	VA Hampton			●
SC Mount Pleasant Waterworks			●	VA Harrisonburg		●	
SC Renewable Water Resources (ReWa)	●			VA Leesburg		●	
TN Farragut			●	VA Loudoun County	●	●	
TN Johnson City	●			VA Newport News		●	
TN Metro Government of Nashville and Davidson Co.	●			VA Newport News Waterworks			●
TN Metro Water Services of Nashville and Davidson County	●		●	VA Prince William County		●	
TX Abilene		●		VA Purcellville	●		
TX Allen			●	VA Rivanna Water & Sewer Authority			●
TX Austin	●		●	VA Suffolk	●		
TX Brownsville Public Utilities Board			●	VA Vienna			●
TX Cedar Hill			●	VA Virginia Beach			●
TX Cedar Park	●			VA Virginia Retirement System		●	
TX Dallas			●	VA Warrenton	●	●	
TX Lancaster		●	●	VA Washington County Service Authority			●
TX Laredo			●	WA Bellevue	●		●
TX League City			●	WA Bothell	●		●
TX North Texas Municipal Water Department			●	WA Camas	●	●	
TX Pearland	●		●	WA Central Piece Fire and Rescue		●	
TX Plano			●	WA Mercer Island			●
TX Prosper			●	WA Richland			●
TX Sugar Land			●	WA Sammamish		●	
TX Temple			●	WA Sequim	●		●
TX The Woodlands	●		●	WA Shoreline	●	●	
TX University Park		●	●	WA Spokane Regional Health District		●	
UT Murray			●	WA Sudden Valley Community Association		●	
UT South Jordan			●	WA Sunrise Water Authority		●	
VT Burlington Water Resources	●			WI Eau Claire			●
VT Montpelier			●	WI Central Brown County Water Authority		●	
VA Albemarle County		●	●	WI Green Bay/Central Brown County	●		
VA Alexandria		●		WI Mequon		●	
VA Appomattox River Water Authority	●			WI Milwaukee Metropolitan Sewerage District			●
VA Arlington County		●		WI Oak Creek			●
VA Ashland		●		WI Shorewood	●		
VA Bedford County		●		WI Washington County			●
VA Charlottesville	●			WI Wauwatosa	●		
VA Fairfax		●		WV Monongalia County			●
VA Fairfax County		●		WV Morgantown		●	●
VA Fairfax County Water Authority			●	WY Sheridan			●
VA Fairfax Water	●			PR Puerto Rico Aqueduct & Sewer Authority (PRASA)	●		
VA Fredericksburg	●						

Fee Proposal

The total fixed fee for completion of the scope of work is \$57,500. This includes all professional fees and expenses. Of this amount, \$49,025 is for professional fees and \$8,475 is for expenses.

Activity	Description	Estimated Hours	TOTAL
1	Begin and Manage Engagement	14	\$3,975
2	Solicit Input from the AFPD Community	64	\$15,225
3	Conduct Risk Assessment and Develop Standards of Cover	76	\$23,400
4	Prepare and Present Deliverables	56	\$14,900
	TOTAL	210	\$57,500

The District will be invoiced monthly as tasks are completed.

RESERVATIONS, CONDITIONS OR CONSTRAINTS

Reservations, Conditions or Constraints

Raftelis does not have any reservations, conditions, or constraints related to the request for proposal.