

AGENDA
SHAKOPEE PUBLIC UTILITIES COMMISSION
REGULAR MEETING
January 4, 2021

Following the March 13, 2020 Declaration of Peacetime Emergency by Governor Walz (as amended), the Commission is holding its regular meeting on January 4, 2021 at 5:00pm by telephone or other electronic means (WebEx) according to MN Statutes, Section 13D.021. The Commission President has concluded that an in-person meeting is not practical or prudent because of the health pandemic declared under the Emergency Order and according to current guidance from the MN Department of Health and the CDC. The Commission President will be at the regular meeting location for the Commission. The public may monitor the meeting:

**Call-In Phone Number 1-408-418-9388
Enter Access Code 126 210 3000
When Prompted for Password, enter #**

1. **Call to Order** at 5:00pm in the SPUC Service Center, 255 Sarazin Street.

2. **Communications**

3. **Consent Agenda**
 - C=> 3a) Approval of December 21, 2020 Minutes
 - C=> 3b) Approval of Agenda
 - C=> 3c) January 4, 2021 Warrant List (JM)
 - C=> 3d) Quarterly Nitrate Report (LS)
 - C=> 3e) Resolution Numbering going forward (GD)
 - C=> 3f) AMI Contract with Katama Technologies Inc. (KTI) (GD)

4. **Liaison Report** (JB)

5. **Utilities Manager Report** (GD)
 - 5a) Utilities Manager Search

6. **Reports: Water Items**
 - 6a) Water System Operations Report – Verbal (LS)
 - 6b) Water Capacity Charges Refund Options (JA)

7. **Reports: Electric Items**
 - 7a) Electric System Operations Report – Verbal (BC)

8. **Reports: Human Resources**

9. **Reports: General**

9a) Res#2021-01 Regulating Wage Ranges (GD)

10. **Items for Future Agendas**

11. **Tentative Dates for Upcoming Meetings**

- Mid Month Meeting -- January 19, 2021 (Tuesday)
- Regular Meeting -- February 1, 2021
- Mid Month Meeting -- February 16, 2021 (Tuesday)

12. **Adjourn to 01-19-2021 at the SPUC Service Center, 255 Sarazin Street**

MINUTES OF THE
SHAKOPEE PUBLIC UTILITIES COMMISSION
Regular Meeting
December 21, 2020

1. Call to Order. President Amundson called the December 21, 2020 meeting of the Shakopee Public Utilities Commission to order at the SPU meeting room at 5:00 P.M.
2. Roll Call. President Amundson, Vice President Mocol, Commissioner Brennan, Commissioner Fox, and Commissioner Meyer were present.
3. Approval of Consent Agenda. Motion by Meyer, seconded by Mocol, to approve the consent agenda, namely: December 21, Agenda, December 4, 2020 Warrant List Account/Credit/Request/Deposit Refunds, December 21, 2020 Warrant List, Monthly Financials Results – November 2020, Water Dashboard. Ayes: Amundson, Mocol, Brennan, Fox, Meyer. Nays: None. Motion carried.
4. Liaison Report. Commissioner Brennan noted that the City Council approved the 2020 Property Tax Levy and 2021 Budget, as well as two subdivisions: Summerland and Windermere South 4th Addition. Scott County has been awarded \$2.9 million in COVID relief funds for local private and non-profit services.
6. Utilities Manager Report. Greg Drent, Interim Utilities Manager, provided his report. The Utilities Manager search is ongoing, waiting on proposals from two outside search firms. SPU has been working with the City as to possible refunds for the Water Capacity Charges. He has met with City staff to discuss SPU contributions. Mr. Drent listed a number of other projects he is working on and some of those will be brought back to Commission in January or early February.
7. Water Report. Lon Schemel, Water Superintendent, provided an update. Cell companies (Verizon, Sprint, T-Mobile) are doing their 5G update on SPU towers, which they hope to complete by March of 2021.
8. Electric Report. Mr. Carlson, Assistant Electric Superintendent. provided the electric report, noting the two outages since the last Commission meeting, as well as completed and on-going projects. Mr. Adams presented the Transmission Transformed Service Rate developed by MMPA, noting that no current SPU customers qualify for this rate but this might be something to help bring bigger business to Shakopee. Motion by Meyer, seconded by Brennan, to approve the Transmission Transformed Service Rate. Ayes: Amundson, Mocol, Brennan, Fox, Meyer. Nays: None. Motion carried. Mr. Adams informed the Commissioners that SPU will hold a virtual public meeting on December 28, 2020 at 6:00 pm to discuss the West Shakopee Substation with SPU customers within 500 feet of the project.

9. Investment Policy. Jean McCann, AEM, presented her recommendations on the Investment Policy. Motion by Mocol, seconded by Fox, that: (1) AEM refine the cash flow analysis to indicate a minimum liquid cash availability and develop a laddering for investments; (2) AEM provide recommendations for revisions to the existing Investment Policy; and (3) AEM work with staff to prepare a request for information for investment brokers and/or professional investment firms. Ayes: Amundson, Mocol, Brennan, Fox, Meyer. Nays: None. Motion carried.

10. Governance Handbook. Attorney Brennan presented recommended changes to the Commission Governance Handbook. She also recommended that under “Role of an Individual Commissioner,” item 13, the last sentence should be removed. Motion by Fox, seconded by Mocol, to approve the revised Governance Handbook, as recommended. Ayes: Amundson, Mocol, Brennan, Fox, Meyer. Nays: None. Motion carried.

11. Commission Secretary Position. Mr. Drent presented options for the Secretary position. Commissioners discussed various options and asked questions. Motion by Meyer, seconded by Fox, that the Commission appoint the Utilities Manager as Commission Secretary, with the administrative assistant as the recording secretary to prepare the minutes, and the Utilities Manager to be responsible for the duties of Commission Secretary. Ayes: Amundson, Mocol, Brennan, Fox, Meyer. Nays: None. Motion carried.

12. Future Agenda Items. Commissioner Brennan asked when the Commission should consider setting goals for 2021. Goals will be discussed at the second meeting in January.

13. Adjourn. Motion by Meyer, seconded by Fox, to adjourn to the January 4, 2021 regular meeting. Ayes: Amundson, Mocol, Brennan, Fox, Meyer. Nays: None. Motion carried.



Greg Drent, Commission Secretary

AGENDA
SHAKOPEE PUBLIC UTILITIES COMMISSION
REGULAR MEETING
January 4, 2021

Following the March 13, 2020 Declaration of Peacetime Emergency by Governor Walz (as amended), the Commission is holding its regular meeting on January 4, 2021 at 5:00pm by telephone or other electronic means (WebEx) according to MN Statutes, Section 13D.021. The Commission President has concluded that an in-person meeting is not practical or prudent because of the health pandemic declared under the Emergency Order and according to current guidance from the MN Department of Health and the CDC. The Commission President will be at the regular meeting location for the Commission. The public may monitor the meeting:

Call-In Phone Number 1-408-418-9388
Enter Access Code 126 210 3000
When Prompted for Password, enter #

1. **Call to Order** at 5:00pm in the SPUC Service Center, 255 Sarazin Street.
2. **Communications**
3. **Consent Agenda**
 - C=> 3a) Approval of December 21, 2020 Minutes
 - C=> 3b) Approval of Agenda
 - C=> 3c) January 4, 2021 Warrant List (JM)
 - C=> 3d) Quarterly Nitrate Report (LS)
 - C=> 3e) Resolution Numbering going forward (GD)
 - C=> 3f) AMI Contract with Katama Technologies Inc. (KTI) (GD)
4. **Liaison Report** (JB)
5. **Utilities Manager Report** (GD)
 - 5a) Utilities Manager Search
6. **Reports: Water Items**
 - 6a) Water System Operations Report – Verbal (LS)
 - 6b) Water Capacity Charges Refund Options (JA)
7. **Reports: Electric Items**
 - 7a) Electric System Operations Report – Verbal (BC)
8. **Reports: Human Resources**

9. **Reports: General**

9a) Res#2021-01 Regulating Wage Ranges (GD)

10. **Items for Future Agendas**

11. **Tentative Dates for Upcoming Meetings**

- Mid Month Meeting -- January 19, 2021 (Tuesday)
- Regular Meeting -- February 1, 2021
- Mid Month Meeting -- February 16, 2021 (Tuesday)

12. **Adjourn to 01-19-2021 at the SPUC Service Center, 255 Sarazin Street**

SHAKOPEE PUBLIC UTILITIES COMMISSION

WARRANT LISTING

January 4, 2021

By direction of the Shakopee Public Utilities Commission, the Secretary does hereby authorize the following warrants drawn upon the Treasury of Shakopee Public Utilities Commission:

57401	Allstream	\$2,488.79
57402	Nighthawk	\$250.00
57403	AAR Building Service Co.	\$3,610.00
57404	Apple Ford of Shakopee	\$75.86
57405	Arrow Ace Hardware	\$56.69
57406	Robert Berndtson	\$147.20
57407	Border States Electric Supply	\$18,684.07
57408	CDW Government LLC	\$479.32
57409	Choice Electric Inc.	\$9,821.41
57410	DGR Engineering	\$1,881.00
57411	DLT Solutions LLC	\$2,455.20
57412	Emergency Automotive Technologies I	\$660.36
57413	Mike Enright	\$8.80
57414	ESRI, Inc.	\$15,155.58
57415	Fire Safety USA	\$545.00
57416	Further	\$209.00
57417	Grainger Inc.	\$405.88
57418	Hennen's Auto Service, Inc.	\$12.14
57419	Ideal Service Inc.	\$340.00
57420	Innovative Office Solutions LLC	\$312.53
57421	Integrated Process Solutions Inc.	\$5,011.76
57422	Irby - Stuart C Irby Co.	\$195.47
57423	Stuart C Irby Co.	\$1,064.39
57424	KLM Engineering Inc.	\$1,000.00
57425	Lennar	\$53.69
57426	Mike's Auto Repair Inc.	\$59.04
57427	Milsoft Utility Solutions, Inc.	\$5,073.75
57428	Minn Valley Testing Labs Inc.	\$376.00
57429	MRA - The Management Association	\$1,125.00
57430	Napa Auto Parts	\$47.27
57431	NCPERS Group Life Ins.	\$176.00
57432	Gerry Neville	\$107.53
57433	Cindy Nickolay	\$196.08
57434	PLIC - SBD Grand Island	\$3,001.12
57435	Ptarmigan Software, Inc.	\$2,000.00
57436	Sambatek	\$5,830.00
57437	Scott County	\$46.00
57438	Gregory Triplett	\$144.33
57439	WESCO Receivables Corp.	\$5,130.68
57440	Ziegler Inc.	\$55.69
	TOTAL	<u>\$88,292.63</u>

Greg Drent

 Interim Commission Secretary

 Commission President

Jean D. Madann

 Interim Director of Finance & Administration

SHAKOPEE PUBLIC UTILITIES COMMISSION

WARRANT LISTING

January 4, 2021

By direction of the Shakopee Public Utilities Commission, the Secretary does hereby authorize the following warrants drawn upon the Treasury of Shakopee Public Utilities Commission:

57401	Allstream	\$2,488.79	Shak. Sub, Pike Lake, S.Sub. And SPU bldg. internet connection
57402	Nighthawk	\$250.00	1 Qtr. Fees for Adaptive Web hosting - Jan. 2021 Charge month
57403	AAR Building Service Co.	\$3,610.00	January Cleaning Service - Jan. 2021 Charge month
57404	Apple Ford of Shakopee	\$75.86	Water dept. trk Oil & kit
57405	Arrow Ace Hardware	\$56.69	Water dept. - nozzle, lamp, caulk, gas cylinder
57406	Robert Berndtson	\$147.20	Mileage reimbursement
57407	Border States Electric Supply	\$18,684.07	Arm mount, Pad fiberglass basement 1 phase, connectors - Inventory items.
57408	CDW Government LLC	\$5968.33 -	WO#2344 - Meters
57409	Choice Electric Inc.	\$479.32	Web cameras
57410	DGR Engineering	\$9,821.41	Wall packs, replace and put up, boom trk, floodlights
57411	DLT Solutions LLC	\$1,881.00	Prof. service thru 11/30 - RTU Replacements, & Dean Lake #2 Circuit Switcher Replacement - WO#2352 - \$1806.00
57412	Emergency Automotive Technologies I	\$2,455.20	AutoCAD Single user Annual subscription - Jan. 2021 Charge month
57413	Mike Enright	\$660.36	Shop supplies install lights - WO#2350 - Trk #621
57414	ESRI, Inc.	\$8.80	Distilled water reimb. For refilling substation batteries
57415	Fire Safety USA	\$15,155.58	ARCGIS Desktop Maint. 1/21-1/20/2022 - Jan. Charge month
57416	Further	\$545.00	Hydrant gate valves
57417	Grainger Inc.	\$209.00	Dec. Adm. Fees
57418	Hennen's Auto Service, Inc.	\$405.88	Door closer for pumphouse #15
57419	Ideal Service Inc.	\$12.14	Non-oxy - Elec. Dept.
57420	Innovative Office Solutions LLC	\$340.00	Troubleshoot VFD at Well #16
57421	Integrated Process Solutions Inc.	\$312.53	Office Supplies
57422	Irby - Stuart C Irby Co.	\$5,011.76	Programming on WO 2349 - Water dept.
57423	Stuart C Irby Co.	\$195.47	Bearing retainer, housing left - Elec. Dept.
57424	KLM Engineering Inc.	\$1,064.39	Glove testing
57425	Lennar	\$1,000.00	Disinfection of Tower #3 - WO #2426
57426	Mike's Auto Repair Inc.	\$53.69	Refund of temp elec. Fee going to permanent
57427	Milsoft Utility Solutions, Inc.	\$59.04	Oil change Trk #613 - Elec. Dept.
57428	Minn Valley Testing Labs Inc.	\$5,073.75	WindMil Support 1/21-12/21/2021 - Jan. Charge month
57429	MRA - The Management Association	\$376.00	Nitrate & Nitrite, Coliform
57430	Napa Auto Parts	\$1,125.00	Annual Membership 1/1/21-12/31/2021 - Jan. Charge month
57431	NCPERS Group Life Ins.	\$47.27	Water dept. valve for trailer \$6.76, Elec. Dept. star brite \$40.52
57432	Gerry Neville	\$176.00	January 2021 Life Ins. Premiums - Jan. Charge month
57433	Cindy Nickolay	\$107.53	Mileage reimbursement
57434	PLIC - SBD Grand Island	\$196.08	Mileage reimbursement
57435	Ptarmigan Software, Inc.	\$3,001.12	January L.T.D. Premiums - Jan. Charge month
57436	Sambatek	\$2,000.00	Maintenance - Kestrel - ArcObjects, ArcGIS Desktop and geodatabase model - Jan. Charge month 1/1/21-12/31/21
57437	Scott County	\$5,830.00	\$2167.00 - WO#2041 - Windermere booster station pumphouse, \$1974.00 - WO#2259 - Elevated Water Tank #8 - \$1689.00 - Wo#2259 - Elevated water Tank #8
57438	Gregory Triplett	\$46.00	Electric Utility Easement
57439	WESCO Receivables Corp.	\$144.33	Mileage reimbursement
57440	Ziegler Inc.	\$5,130.68	Elbows - Inventory
		\$55.69	Blade & Arm - GP Wiper
	TOTAL	<u>\$88,292.63</u>	

Interim Commission Secretary

Commission President

Juan D. Madann

Interim Director of Finance & Administration

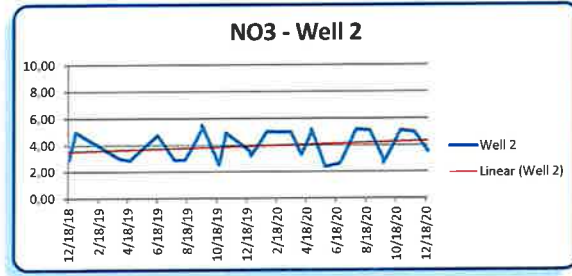


po box 470 • 255 sarazin street
shakopee, mn 55379
main # 952.445-1988 • fax # 952.445-7767
www.shakopeeutilities.com

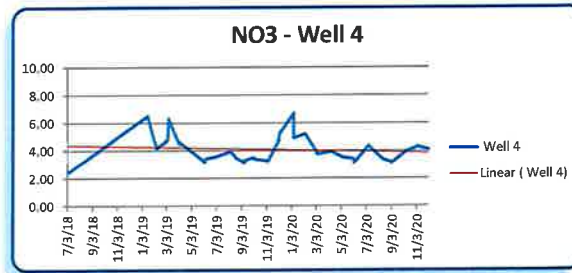
TO: Greg Drent, Interim Utilities Manager *GD*
FROM: Lon R. Schemel, Water Superintendent *L. Schemel*
SUBJECT: Nitrate Results Update -- Advisory
DATE: December 29, 2020

Attached are the latest nitrate test results for the wells. The analyses provided are for the prior 2 years of data collected with trend graphs.

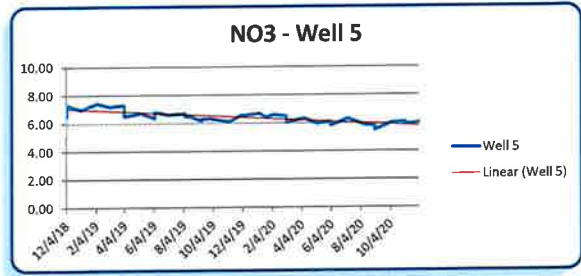
Location	Sample Collected	Results Received	Results	Lab	Run Time
2	12/18/18	12/26/18	2.89	MVTL	168 hrs prior
2	12/18/18	1/14/19	2.90	MDH	
2	1/2/19	1/14/19	4.97	MVTL	168 hrs prior
2	4/1/19	7/11/19	3.00	MDH	
2	4/23/19	5/1/19	2.84	MVTL	168 hrs prior
2	4/23/19	5/17/19	2.90	MDH	
2	5/21/19	5/29/19	3.83	MVTL	168 hrs prior
2	6/18/19	7/3/19	4.74	MVTL	168 hrs prior
2	7/23/19	7/29/19	2.89	MVTL	168 hrs prior
2	8/13/19	8/23/19	2.90	MVTL	168 hrs prior
2	9/17/19	10/3/19	5.16	MVTL	168 hrs prior
2	9/17/19	11/12/19	5.50	MDH	
2	10/22/19	11/12/19	2.52	MVTL	168 hrs prior
2	11/5/19	11/14/19	4.91	MVTL	168 hrs prior
2	12/23/19	1/23/20	3.60	MDH	
2	12/26/19	1/23/20	3.20	MVTL	168 hrs prior
2	1/28/20	2/2/20	5.02	MVTL	168 hrs prior
2	2/25/20	3/19/20	4.98	MVTL	168 hrs prior
2	3/17/20	3/24/20	4.99	MVTL	168 hrs prior
2	4/7/20	4/12/20	3.30	MDH	
2	4/28/20	4/30/20	5.18	MVTL	168 hrs prior
2	4/27/20	6/5/20	4.90	MDH	
2	5/26/20	5/29/20	2.36	MVTL	168 hrs prior
2	6/25/20	6/30/20	2.62	MVTL	168 hrs prior
2	7/28/20	7/30/20	5.17	MVTL	168 hrs prior
2	8/25/20	11/25/20	5.10	MVTL	
2	9/21/20	11/25/20	3.00	MDH	
2	9/22/20	9/24/20	2.65	MVTL	168 hrs prior
2	10/27/20	11/25/20	5.10	MVTL	168 hrs prior
2	11/24/20	12/9/20	4.97	MVTL	168 hrs prior
2	12/22/20	12/28/20	3.52	MVTL	168 hrs prior



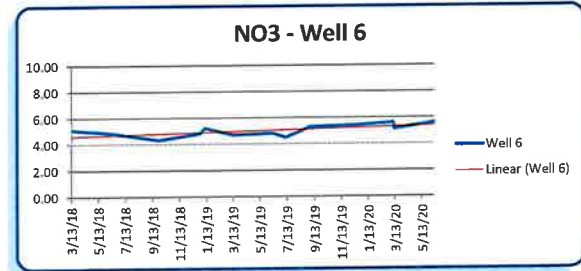
4	7/3/18	11/19/18	2.40	MDH	168 hrs prior
4	1/15/19	1/29/19	6.50	MVTL	168 hrs prior
4	2/5/19	2/12/19	4.16	MVTL	168 hrs prior
4	3/5/19	3/14/19	4.76	MVTL	168 hrs prior
4	3/5/19	3/29/19	4.80	MDH	
4	3/7/19	3/25/19	6.30	MDH	168 hrs prior
4	4/2/19	4/11/19	4.48	MVTL	168 hrs prior
4	4/2/19	12/9/19	4.60	MDH	
4	5/7/19	5/14/19	3.82	MVTL	168 hrs prior
4	6/4/19	6/21/19	3.14	MVTL	168 hrs prior
4	6/4/19	7/11/19	3.40	MDH	
4	7/2/19	7/24/19	3.57	MVTL	168 hrs prior
4	8/6/19	8/23/19	3.95	MVTL	168 hrs prior
4	8/6/19	12/9/19	3.90	MDH	
4	8/20/19	8/27/19	3.44	MVTL	168 hrs prior
4	9/9/19	10/3/19	3.11	MVTL	168 hrs prior
4	9/9/19	11/12/19	3.30	MDH	
4	10/1/19	11/12/19	3.50	MVTL	168 hrs prior
4	10/1/19	12/9/19	3.40	MDH	
4	11/5/19	11/14/19	3.24	MVTL	168 hrs prior
4	12/2/19	1/23/20	4.80	MDH	
4	12/3/19	12/13/19	5.18	MVTL	168 hrs prior
4	1/7/20	1/23/20	6.69	MVTL	168 hrs prior
4	1/7/20	3/24/20	4.90	MDH	
4	2/4/20	2/21/20	5.19	MVTL	168 hrs prior
4	3/3/20	3/19/20	3.76	MVTL	168 hrs prior
4	3/2/20	3/11/20	3.90	MDH	
4	4/7/20	4/10/20	3.94	MVTL	168 hrs prior
4	5/5/20	5/9/20	3.51	MVTL	168 hrs prior
4	6/2/20	6/5/20	3.12	MVTL	168 hrs prior
4	6/1/20	6/11/20	3.40	MDH	
4	7/7/20	7/9/20	4.35	MVTL	168 hrs prior
4	8/11/20	8/13/20	3.36	MVTL	168 hrs prior
4	9/1/20	11/25/20	3.16	MVTL	
4	9/1/20	11/25/20	3.10	MDH	
4	10/6/20	10/8/20	3.93	MVTL	168 hrs prior
4	11/3/20	11/25/20	4.26	MVTL	168 hrs prior
4	11/3/20	11/25/20	4.30	MDH	
4	12/1/20	12/9/20	4.06	MVTL	168 hrs prior



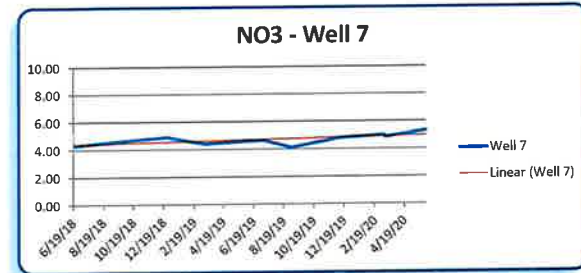
Location	Sample Collected	Results Received	Results	Lab	Run Time
5	12/4/18	12/11/18	6.55	MVTL	168 hrs prior
5	12/4/18	12/26/18	7.30	MDH	
5	1/2/19	1/14/19	7.01	MVTL	168 hrs prior
5	1/2/19	3/4/19	7.00	MDH	
5	2/5/19	2/12/19	7.42	MVTL	168 hrs prior
5	3/5/19	3/14/19	7.16	MVTL	168 hrs prior
5	3/5/19	3/29/19	7.20	MDH	
5	4/2/19	4/11/19	7.29	MVTL	168 hrs prior
5	4/2/19	12/9/19	6.50	MDH	
5	5/7/19	5/14/19	6.73	MVTL	168 hrs prior
5	6/4/19	6/21/19	6.38	MVTL	168 hrs prior
5	6/4/19	7/11/19	6.80	MDH	
5	7/2/19	7/24/19	6.62	MVTL	168 hrs prior
5	8/6/19	8/23/19	6.70	MVTL	168 hrs prior
5	8/6/19	12/9/19	6.50	MDH	
5	8/20/19	8/27/19	6.46	MVTL	168 hrs prior
5	9/9/19	10/3/19	6.16	MVTL	168 hrs prior
5	9/9/19	11/12/19	6.30	MDH	
5	10/1/19	11/12/19	6.34	MVTL	168 hrs prior
5	10/1/19	12/9/19	6.30	MDH	
5	11/5/19	11/14/19	6.10	MVTL	168 hrs prior
5	12/2/19	1/23/20	6.60	MDH	
5	12/3/19	12/13/19	6.53	MVTL	168 hrs prior
5	1/7/20	1/23/20	6.69	MVTL	168 hrs prior
5	1/20/20	3/24/20	6.40	MDH	
5	2/4/20	2/21/20	6.60	MVTL	168 hrs prior
5	3/3/20	3/19/20	6.05	MVTL	168 hrs prior
5	3/2/20	3/11/20	6.50	MDH	
5	4/7/20	4/10/20	6.34	MVTL	168 hrs prior
5	5/5/20	5/9/20	5.98	MVTL	168 hrs prior
5	6/2/20	6/5/20	5.82	MVTL	168 hrs prior
5	6/1/20	6/11/20	6.10	MDH	
5	7/7/20	7/9/20	6.32	MVTL	168 hrs prior
5	8/11/20	8/13/20	5.87	MVTL	168 hrs prior
5	9/1/20	11/25/20	5.81	MVTL	
5	9/1/20	11/25/20	5.50	MDH	
5	10/6/20	10/8/20	6.03	MVTL	168 hrs prior
5	11/3/20	11/25/20	6.07	MVTL	168 hrs prior
5	11/3/20	11/25/20	5.90	MDH	
5	12/1/20	2/9/20	6.02	MVTL	168 hrs prior



6	3/13/18	4/10/18	5.10	MDH	168 hrs prior
6	6/19/18	7/18/18	4.80	MDH	456 hrs prior
6	9/26/18	10/15/18	4.30	MDH	192 hrs prior
6	12/27/18	2/5/19	4.80	MDH	168 hrs prior
6	1/8/19	1/14/19	5.21	MVTL	168 hrs prior
6	3/12/19	3/29/19	4.70	MDH	168 hrs prior
6	6/11/19	7/11/19	4.80	MDH	168 hrs prior
6	7/9/19	7/24/19	4.48	MVTL	168 hrs prior
6	9/3/19	11/12/19	5.30	MDH	
6	12/10/19	1/23/20	5.40	MDH	
6	3/10/20	3/19/20	5.13	MVTL	168 hrs prior
6	6/8/20	6/20/20	5.60	MDH	
6	3/9/20	3/15/20	5.60	MDH	

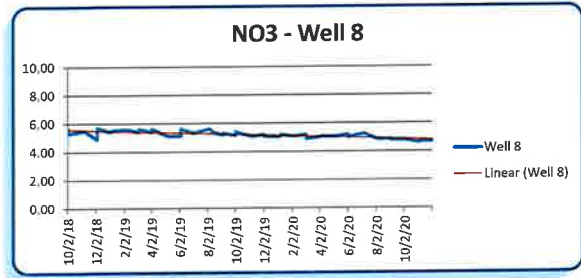


7	6/19/18	7/18/18	4.30	MDH	456 hrs prior
7	9/18/18	10/15/18	4.60	MDH	216 hrs prior
7	12/27/18	2/5/19	4.90	MDH	168 hrs prior
7	1/8/19	1/14/19	4.78	MVTL	168 hrs prior
7	3/12/19	3/29/19	4.40	MDH	168 hrs prior
7	6/11/19	7/11/19	4.60	MDH	168 hrs prior
7	7/9/19	7/24/19	4.64	MVTL	168 hrs prior
7	9/3/19	11/12/19	4.10	MDH	
7	12/10/19	1/23/20	4.80	MDH	
7	3/10/20	3/19/20	4.84	MVTL	168 hrs prior
7	3/9/20	3/15/20	5.00	MDH	
7	6/1/20	6/11/20	5.30	MDH	

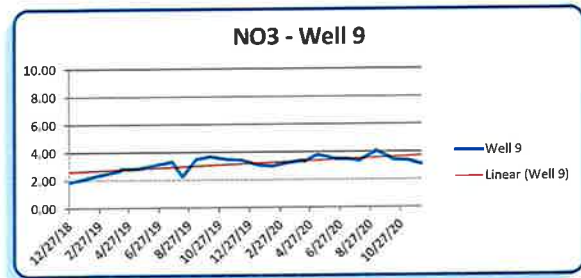


MVTL = Minnesota Valley Testing Laboratories
MDH = Minnesota Department of Health
TCWC = Twin City Water Clinic

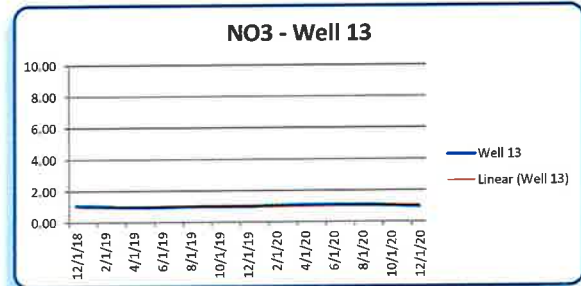
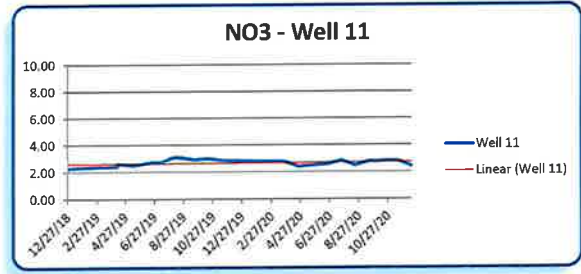
Location	Sample Collected	Results Received	Results	Lab	Run Time
8	10/2/18	10/15/18	5.65	MVTL	168 hrs prior
8	10/2/18	11/19/18	5.30	MDH	
8	11/6/18	11/19/18	5.51	MVTL	168 hrs prior
8	12/4/18	12/11/18	4.89	MVTL	168 hrs prior
8	12/4/18	12/26/18	5.70	MDH	
8	1/2/19	1/14/19	5.41	MVTL	168 hrs prior
8	1/2/19	3/4/19	5.50	MDH	
8	2/5/19	2/12/19	5.58	MVTL	168 hrs prior
8	3/5/19	3/14/19	5.41	MVTL	168 hrs prior
8	3/5/19	3/29/19	5.60	MDH	
8	4/2/19	4/11/19	5.40	MVTL	168 hrs prior
8	4/2/19	12/9/19	5.60	MDH	
8	5/7/19	5/14/19	5.13	MVTL	168 hrs prior
8	6/4/19	6/21/19	5.12	MVTL	168 hrs prior
8	6/4/19	7/11/19	5.60	MDH	
8	7/2/19	7/24/19	5.32	MVTL	168 hrs prior
8	8/6/19	12/9/19	5.60	MDH	
8	8/13/19	8/23/19	5.38	MVTL	168 hrs prior
8	9/3/19	10/3/19	5.20	MVTL	168 hrs prior
8	9/3/19	11/12/19	5.30	MDH	
8	10/1/19	11/12/19	5.16	MVTL	168 hrs prior
8	10/1/19	12/9/19	5.40	MDH	
8	11/5/19	11/14/19	5.08	MVTL	168 hrs prior
8	12/2/19	1/23/20	5.20	MDH	
8	12/3/19	12/13/19	5.08	MVTL	168 hrs prior
8	1/7/20	1/23/20	5.07	MVTL	168 hrs prior
8	1/7/20	3/24/20	5.20	MDH	
8	2/4/20	2/21/20	5.08	MVTL	168 hrs prior
8	3/3/20	3/19/20	4.89	MVTL	168 hrs prior
8	3/2/20	3/11/20	5.20	MDH	
8	4/7/20	4/10/20	5.06	MVTL	168 hrs prior
8	5/5/20	5/9/20	5.05	MVTL	168 hrs prior
8	6/2/20	6/5/20	5.02	MVTL	168 hrs prior
8	6/1/20	6/11/20	5.20	MDH	
8	7/7/20	7/9/20	5.25	MVTL	168 hrs prior
8	8/4/20	8/6/20	4.85	MVTL	168 hrs prior
8	9/1/20	11/25/20	4.87	MVTL	
8	9/1/20	11/25/20	4.80	MDH	
8	10/6/20	10/8/20	4.80	MVTL	168 hrs prior
8	11/3/20	11/25/20	4.62	MVTL	168 hrs prior
8	11/3/20	11/25/20	4.70	MDH	
8	12/1/20	12/9/20	4.70	MVTL	168 hrs prior



9	12/27/18	1/14/19	1.87	MVTL	168 hrs prior
9	4/9/19	4/16/19	2.69	MVTL	168 hrs prior
9	4/9/19	5/1/19	2.80	MDH	
9	5/14/19	5/20/19	2.82	MVTL	168 hrs prior
9	7/23/19	7/29/19	3.32	MVTL	168 hrs prior
9	8/13/19	8/23/19	2.23	MVTL	168 hrs prior
9	9/9/19	10/3/19	3.49	MVTL	168 hrs prior
9	10/8/19	11/12/19	3.68	MVTL	168 hrs prior
9	12/10/19	12/19/19	3.42	MVTL	168 hrs prior
9	11/12/19	12/9/19	3.48	MVTL	168 hrs prior
9	1/14/20	2/3/20	3.07	MVTL	168 hrs prior
9	2/11/20	2/21/20	2.99	MVTL	168 hrs prior
9	3/10/20	3/19/20	3.20	MVTL	168 hrs prior
9	4/14/20	4/17/20	3.41	MVTL	168 hrs prior
9	4/14/20	4/29/20	3.30	MDH	
9	5/12/20	5/15/20	3.81	MVTL	168 hrs prior
9	6/16/20	6/19/20	3.51	MVTL	168 hrs prior
9	7/14/20	7/16/20	3.48	MVTL	168 hrs prior
9	8/4/20	8/6/20	3.38	MVTL	168 hrs prior
9	9/8/20	11/25/20	4.07	MVTL	
9	10/13/20	11/25/20	3.44	MVTL	168 hrs prior
9	11/10/20	11/25/20	3.39	MVTL	168 hrs prior
9	12/8/20	12/28/20	3.09	MVTL	168 hrs prior

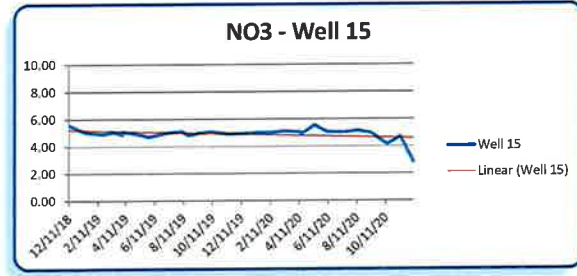


Location	Sample Collected	Results Received	Results	Lab	Run Time
10	4/17/12	4/20/12	< 1.00	TCWC	158 hrs prior
10	1/21/14	1/29/14	< 1.00	TCWC	144 hrs prior
10	3/25/14	4/1/14	3.61	MVTL	96 hrs prior
10	4/23/14	5/7/14	< 0.20	MVTL	24 hrs prior
10	4/23/14	6/16/14	< 0.05	MDH	*
10	6/16/15	6/26/15	< 0.05	MVTL	144 hrs prior
10	4/11/17	4/17/17	< 0.05	MVTL	168 hrs prior
10	1/8/19	1/14/19	< 0.05	MVTL	168 hrs prior
10	7/9/19	7/24/19	< 0.05	MVTL	168 hrs prior
11	12/27/18	1/14/19	2.25	MVTL	168 hrs prior
11	1/8/19	1/14/19	2.31	MVTL	168 hrs prior
11	4/9/19	4/16/19	2.40	MVTL	168 hrs prior
11	4/9/19	5/1/19	2.60	MDH	
11	5/14/19	5/20/19	2.48	MVTL	168 hrs prior
11	6/18/19	7/3/19	2.71	MVTL	168 hrs prior
11	7/9/19	7/24/19	2.72	MVTL	168 hrs prior
11	8/6/19	8/23/19	3.07	MVTL	168 hrs prior
11	8/20/19	8/27/19	3.06	MVTL	168 hrs prior
11	9/17/19	10/3/19	2.89	MVTL	168 hrs prior
11	10/15/19	11/12/19	2.98	MVTL	168 hrs prior
11	11/19/19	12/9/19	2.84	MVTL	168 hrs prior
11	3/24/20	3/29/20	2.76	MVTL	168 hrs prior
11	4/21/20	4/24/20	2.41	MVTL	168 hrs prior
11	4/21/20	6/5/20	2.40	MDH	
11	6/23/20	6/26/20	2.58	MVTL	168 hrs prior
11	7/21/20	7/23/20	2.86	MVTL	168 hrs prior
11	8/18/20	8/20/20	2.47	MVTL	168 hrs prior
11	9/15/20	9/24/20	2.78	MVTL	168 hrs prior
11	10/20/20	11/25/20	2.81	MVTL	168 hrs prior
11	11/17/20	11/25/20	2.82	MVTL	168 hrs prior
11	12/15/20	12/18/20	2.41	MVTL	168 hrs prior
12	4/11/17	4/17/17	0.92	MVTL	168 hrs prior
12	9/5/17	9/26/17	0.72	MVTL	168 hrs prior
12	12/5/17	12/22/17	0.72	MVTL	168 hrs prior
12	9/4/18	10/15/18	0.62	MVTL	168 hrs prior
12	12/4/18	12/11/18	0.58	MVTL	144 hrs prior
12	3/5/19	3/14/19	0.68	MVTL	168 hrs prior
12	5/28/19	6/6/19	0.53	MVTL	168 hrs prior
12	9/9/19	10/3/19	0.65	MVTL	168 hrs prior
12	12/10/19	12/19/19	0.74	MVTL	168 hrs prior
12	3/10/20	3/19/20	0.73	MVTL	168 hrs prior
12	6/9/20	6/12/20	0.62	MVTL	168 hrs prior
12	9/8/20	11/25/20	0.63	MVTL	168 hrs prior
12	12/8/20	12/28/20	0.69	MVTL	168 hrs prior
13	12/4/18	12/11/18	1.08	MVTL	168 hrs prior
13	3/5/19	3/14/19	0.98	MVTL	168 hrs prior
13	5/28/19	6/6/19	0.95	MVTL	168 hrs prior
13	9/3/19	10/3/19	1.01	MVTL	168 hrs prior
13	12/3/19	12/13/19	1.00	MVTL	168 hrs prior
13	3/3/20	3/19/20	1.08	MVTL	168 hrs prior
13	6/2/20	6/5/20	1.11	MVTL	168 hrs prior
13	9/1/20	11/25/20	1.08	MVTL	168 hrs prior
13	12/1/20	12/9/20	0.98	MVTL	168 hrs prior
14	4/23/14	6/16/14	< 0.05	MDH	*
14	4/11/17	4/17/17	< 0.05	MVTL	20 hrs prior
14	9/5/17	9/26/17	< 0.05	MVTL	24 hrs prior
14	12/5/17	12/22/17	< 0.05	MVTL	168 hrs prior
14	3/6/18	3/26/18	< 0.05	MVTL	168 hrs prior
14	6/5/18	6/14/18	< 0.05	MVTL	24 hrs prior

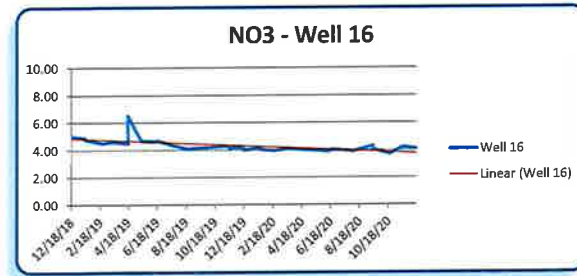


MVTL = Minnesota Valley Testing Laboratories
MDH = Minnesota Department of Health
TCWC = Twin City Water Clinic

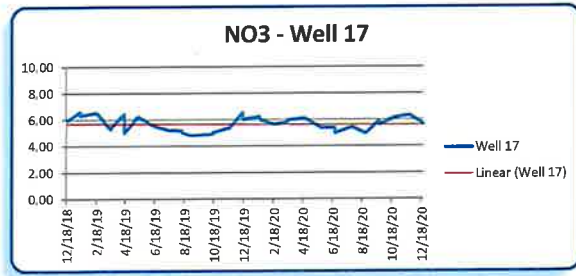
Location	Sample Collected	Results Received	Results	Lab	Run Time
15	12/11/18	12/21/18	5.54	MVTL	168 hrs prior
15	1/15/19	1/29/19	5.05	MVTL	168 hrs prior
15	2/19/19	3/4/19	4.91	MVTL	168 hrs prior
15	3/15/19	3/25/19	5.05	MVTL	168 hrs prior
15	4/2/19	4/11/19	4.87	MVTL	168 hrs prior
15	4/2/19	5/1/19	5.10	MDH	
15	5/7/19	5/14/19	4.89	MVTL	168 hrs prior
15	5/28/19	6/6/19	4.70	MVTL	168 hrs prior
15	7/2/19	7/24/19	4.99	MVTL	168 hrs prior
15	8/6/19	8/23/19	5.11	MVTL	168 hrs prior
15	8/20/19	8/27/19	4.81	MVTL	168 hrs prior
15	9/9/19	10/3/19	4.97	MVTL	168 hrs prior
15	10/8/19	11/12/19	5.07	MVTL	168 hrs prior
15	12/10/19	12/19/19	4.95	MVTL	168 hrs prior
15	11/12/19	12/9/19	4.93	MVTL	168 hrs prior
15	1/14/20	2/3/20	5.01	MVTL	168 hrs prior
15	2/11/20	2/21/20	5.01	MVTL	168 hrs prior
15	3/10/20	3/19/20	5.13	MVTL	168 hrs prior
15	4/14/20	4/17/20	5.05	MVTL	168 hrs prior
15	4/14/20	4/28/20	4.90	MDH	
15	5/12/20	5/15/20	5.54	MVTL	168 hrs prior
15	6/9/20	6/12/20	5.05	MVTL	168 hrs prior
15	7/14/20	7/16/20	5.04	MVTL	168 hrs prior
15	8/11/20	8/13/20	5.15	MVTL	168 hrs prior
15	9/8/20	11/25/20	5.00	MVTL	168 hrs prior
15	10/13/20	11/25/20	4.14	MVTL	168 hrs prior
15	11/10/20	11/25/20	4.72	MVTL	168 hrs prior
15	12/8/20	12/28/20	2.82	MVTL	168 hrs prior



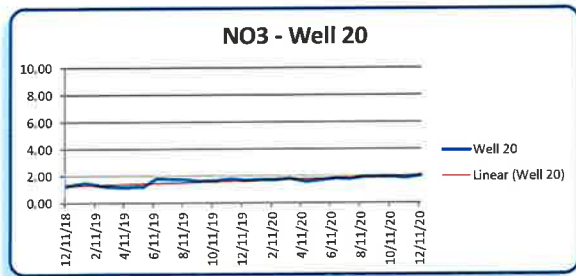
16	12/18/18	12/26/18	5.06	MVTL	192 hrs prior
16	12/18/18	1/14/19	5.00	MDH	
16	1/15/19	1/29/19	4.90	MVTL	168 hrs prior
16	1/15/19	3/4/19	4.80	MDH	
16	2/19/19	3/4/19	4.51	MVTL	168 hrs prior
16	3/19/19	3/25/19	4.63	MVTL	168 hrs prior
16	3/19/19	4/4/19	4.60	MDH	
16	4/16/19	4/23/19	4.50	MVTL	168 hrs prior
16	4/16/19	12/9/19	6.50	MDH	
16	5/14/19	5/20/19	4.68	MVTL	168 hrs prior
16	6/18/19	7/3/19	4.64	MVTL	168 hrs prior
16	6/18/19	7/11/19	4.70	MDH	
16	7/16/19	7/24/19	4.40	MVTL	168 hrs prior
16	8/20/19	8/27/19	4.08	MVTL	168 hrs prior
16	8/20/19	12/9/19	4.10	MDH	
16	11/12/19	1/23/20	4.30	MDH	
16	11/19/19	12/9/19	4.04	MVTL	168 hrs prior
16	11/20/19	12/26/19	4.20	MDH	
16	12/16/19	1/23/20	4.20	MDH	
16	12/17/19	12/26/19	3.99	MVTL	168 hrs prior
16	1/20/20	3/24/20	4.20	MDH	
16	1/21/20	2/3/20	4.05	MVTL	168 hrs prior
16	2/18/20	3/19/20	3.95	MVTL	168 hrs prior
16	3/17/20	3/24/20	4.14	MVTL	168 hrs prior
16	3/16/20	3/26/20	4.10	MDH	
16	4/21/20	4/24/20	4.03	MVTL	168 hrs prior
16	6/16/20	6/19/20	4.01	MVTL	168 hrs prior
16	6/15/20	7/29/20	3.90	MDH	
16	7/7/20	7/9/20	4.00	MVTL	168 hrs prior
16	8/4/20	8/6/20	3.91	MVTL	168 hrs prior
16	9/14/20	11/25/20	4.30	MDH	
16	9/15/20	9/24/20	4.05	MVTL	168 hrs prior
16	10/20/20	11/25/20	3.73	MVTL	168 hrs prior
16	11/17/20	11/25/20	4.21	MVTL	168 hrs prior
16	12/15/20	12/18/20	4.09	MVTL	168 hrs prior



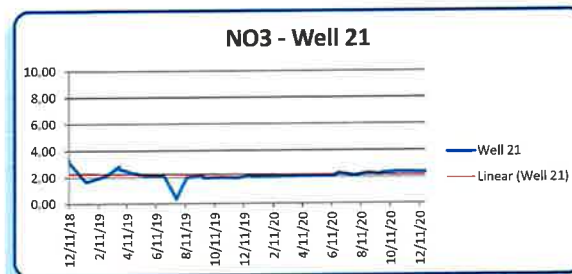
Location	Sample Collected	Results Received	Results	Lab	Run Time
17	12/18/18	12/26/18	5.97	MVTL	168 hrs prior
17	12/18/18	1/14/19	5.90	MDH	
17	1/15/19	1/29/19	6.56	MVTL	168 hrs prior
17	1/15/19	3/4/19	6.30	MDH	
17	2/19/19	3/4/19	6.49	MVTL	168 hrs prior
17	3/19/19	3/25/19	5.25	MVTL	168 hrs prior
17	3/19/19	4/4/19	5.40	MDH	
17	4/16/19	4/23/19	6.40	MVTL	168 hrs prior
17	4/16/19	12/9/19	5.00	MDH	
17	5/14/19	5/20/19	6.19	MVTL	168 hrs prior
17	6/18/19	7/3/19	5.50	MVTL	168 hrs prior
17	6/18/19	7/11/19	5.50	MDH	
17	7/16/19	7/24/19	5.20	MVTL	168 hrs prior
17	8/13/19	8/23/19	5.16	MVTL	168 hrs prior
17	8/13/19	12/9/19	5.00	MDH	
17	9/3/19	10/3/19	4.77	MVTL	168 hrs prior
17	9/3/19	11/12/19	4.80	MDH	
17	10/15/19	11/12/19	4.89	MVTL	168 hrs prior
17	10/15/19	12/9/19	5.00	MDH	
17	11/19/19	12/9/19	5.38	MVTL	168 hrs prior
17	12/16/19	1/23/20	6.50	MDH	
17	12/17/19	12/26/19	5.98	MVTL	168 hrs prior
17	1/20/20	3/24/20	6.20	MDH	
17	1/21/20	2/3/20	5.98	MVTL	168 hrs prior
17	2/18/20	3/19/20	5.64	MVTL	168 hrs prior
17	3/17/20	3/24/20	5.95	MVTL	168 hrs prior
17	3/16/20	3/26/20	5.80	MDH	
17	4/21/20	4/24/20	6.09	MVTL	168 hrs prior
17	5/26/20	5/29/20	5.37	MVTL	168 hrs prior
17	6/23/20	6/26/20	4.98	MVTL	168 hrs prior
17	6/22/20	7/29/20	5.40	MDH	
17	7/28/20	7/30/20	5.43	MVTL	168 hrs prior
17	8/25/20	11/25/20	4.94	MVTL	
17	9/21/20	11/25/20	5.90	MDH	
17	9/22/20	9/24/20	5.63	MVTL	168 hrs prior
17	10/27/20	11/25/20	6.17	MVTL	168 hrs prior
17	11/24/20	12/9/20	6.30	MVTL	168 hrs prior
17	12/22/20	12/28/20	5.67	MVTL	168 hrs prior



20	12/11/18	12/21/18	1.29	MVTL	168 hrs prior
20	1/22/19	2/5/19	1.49	MVTL	168 hrs prior
20	2/26/19	3/6/19	1.25	MVTL	168 hrs prior
20	3/26/19	4/1/19	1.18	MVTL	168 hrs prior
20	4/23/19	5/1/19	1.15	MVTL	168 hrs prior
20	4/23/19	5/17/19	1.20	MDH	
20	5/21/19	5/29/19	1.21	MVTL	168 hrs prior
20	6/18/19	7/3/19	1.79	MVTL	168 hrs prior
20	8/20/19	8/27/19	1.72	MVTL	168 hrs prior
20	9/9/19	10/3/19	1.63	MVTL	168 hrs prior
20	10/15/19	11/12/19	1.64	MVTL	168 hrs prior
20	11/19/19	12/9/19	1.78	MVTL	168 hrs prior
20	12/17/19	12/26/19	1.67	MVTL	168 hrs prior
20	1/21/20	2/3/20	1.73	MVTL	168 hrs prior
20	2/18/20	3/19/20	1.72	MVTL	168 hrs prior
20	3/17/20	3/24/20	1.82	MVTL	168 hrs prior
20	4/21/20	4/24/20	1.59	MVTL	168 hrs prior
20	4/20/20	6/5/20	1.60	MDH	
20	6/23/20	6/26/20	1.61	MVTL	168 hrs prior
20	7/21/20	7/23/20	1.79	MVTL	168 hrs prior
20	8/18/20	8/20/20	1.92	MVTL	168 hrs prior
20	9/15/20	9/24/20	1.94	MVTL	168 hrs prior
20	10/20/20	11/25/20	1.93	MVTL	168 hrs prior
20	11/10/20	11/25/20	1.85	MVTL	168 hrs prior
20	12/15/20	12/18/20	2.01	MVTL	168 hrs prior

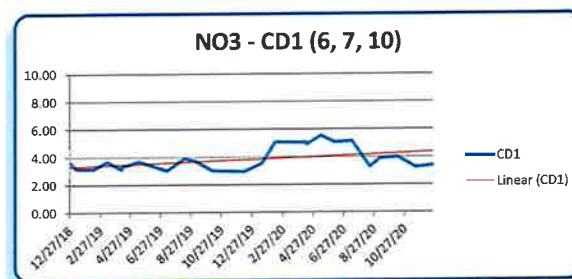


Location	Sample Collected	Results Received	Results	Lab	Run Time
21	12/11/18	12/21/18	3.28	MVTL	168 hrs prior
21	12/11/18	1/14/19	3.10	MDH	
21	1/15/19	1/29/19	1.65	MVTL	168 hrs prior
21	2/26/19	3/6/19	2.13	MVTL	168 hrs prior
21	3/26/19	4/1/19	2.82	MVTL	168 hrs prior
21	3/26/19	7/11/19	2.60	MDH	
21	4/23/19	5/1/19	2.31	MVTL	168 hrs prior
21	4/23/19	5/17/19	2.30	MDH	
21	5/21/19	5/29/19	2.12	MVTL	168 hrs prior
21	6/25/19	7/3/19	2.11	MVTL	168 hrs prior
21	6/25/19	8/3/19	2.20	MDH	
21	7/23/19	7/29/19	0.33	MVTL	168 hrs prior
21	8/13/19	8/23/19	2.00	MVTL	168 hrs prior
21	9/17/19	11/12/19	2.10	MDH	
21	9/17/19	10/3/19	1.94	MVTL	168 hrs prior
21	10/22/19	11/12/19	1.99	MVTL	168 hrs prior
21	11/26/19	12/13/19	1.94	MVTL	168 hrs prior
21	12/23/19	1/23/20	2.10	MDH	
21	12/26/19	1/23/20	2.04	MVTL	168 hrs prior
21	6/16/20	6/19/20	2.08	MVTL	168 hrs prior
21	6/16/20	7/29/20	2.10	MDH	
21	6/24/20	7/9/20	2.30	MDH	
21	7/28/20	7/30/20	2.10	MVTL	168 hrs prior
21	8/25/20	11/25/20	2.30	MVTL	168 hrs prior
21	9/21/20	11/25/20	2.20	MDH	
21	9/22/20	9/24/20	2.30	MVTL	168 hrs prior
21	10/27/20	11/25/20	2.38	MVTL	168 hrs prior
21	11/24/20	12/9/20	2.37	MVTL	168 hrs prior
21	12/22/20	12/28/20	2.35	MVTL	168 hrs prior



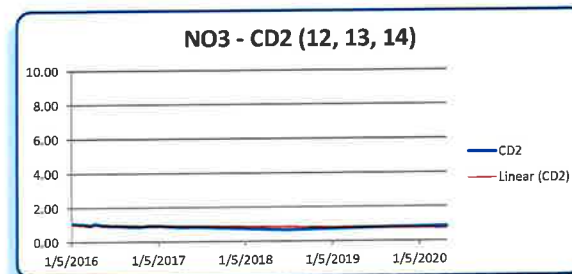
Combined Discharge - Wells 6-7-10

CD 1	12/27/18	1/14/19	3.63	MVTL	168 hrs prior
CD 1	1/8/19	1/14/19	3.19	MVTL	168 hrs prior
CD 1	2/12/19	2/22/19	3.16	MVTL	168 hrs prior
CD 1	3/12/19	3/18/19	3.67	MVTL	168 hrs prior
CD 1	4/9/19	4/16/19	3.13	MVTL	168 hrs prior
CD 1	4/9/19	5/1/19	3.30	MDH	
CD 1	5/14/19	5/20/19	3.69	MVTL	168 hrs prior
CD 1	6/11/19	6/21/19	3.37	MVTL	168 hrs prior
CD 1	7/9/19	7/24/19	3.04	MVTL	168 hrs prior
CD 1	8/13/19	8/23/19	3.89	MVTL	168 hrs prior
CD 1	9/3/19	10/3/19	3.74	MVTL	168 hrs prior
CD 1	10/8/19	11/12/19	3.02	MVTL	168 hrs prior
CD 1	12/10/19	12/19/19	2.96	MVTL	168 hrs prior
CD 1	11/12/19	12/9/19	3.00	MVTL	168 hrs prior
CD 1	1/14/20	2/3/20	3.51	MVTL	168 hrs prior
CD 1	2/11/20	2/21/20	5.05	MVTL	168 hrs prior
CD 1	4/14/20	4/17/20	5.03	MVTL	168 hrs prior
CD 1	4/14/20	4/29/20	4.90	MDH	
CD 1	5/12/20	5/15/20	5.52	MVTL	168 hrs prior
CD 1	6/9/20	6/12/20	5.04	MVTL	168 hrs prior
CD 1	7/14/20	7/16/20	5.12	MVTL	168 hrs prior
CD 1	8/18/20	8/20/20	3.29	MVTL	168 hrs prior
CD 1	9/8/20	11/25/20	3.90	MVTL	168 hrs prior
CD 1	10/13/20	11/25/20	3.99	MVTL	168 hrs prior
CD 1	11/17/20	11/25/20	3.26	MVTL	168 hrs prior
CD 1	12/22/20	12/28/20	3.38	MVTL	168 hrs prior



Combined Discharge - Wells 12-13-14

CD 2	1/5/2016	1/13/2016	1.08	MVTL	192 hrs prior
CD 2	2/23/2016	2/29/2016	1.03	MVTL	208 hrs prior
CD 2	3/22/2016	3/28/2016	0.96	MVTL	288 hrs prior
CD 2	4/12/2016	4/19/2016	1.07	MVTL	120 hrs prior
CD 2	5/10/2016	5/16/2016	0.98	MVTL	165 hrs prior
CD 2	5/10/2016	6/2/2016	0.97	MDH	
CD 2	7/12/2016	7/18/2016	0.93	MVTL	170 hrs prior
CD 2	10/11/2016	10/17/2016	0.87	MVTL	168 hrs prior
CD 2	11/8/2016	11/17/2016	0.91	MVTL	168 hrs prior
CD 2	1/10/2017	1/20/2017	0.92	MVTL	216 hrs prior
CD 2	4/11/2017	4/17/2017	0.85	MVTL	144 hrs prior
CD 2	6/8/2017	6/28/2017	0.86	MDH	144 hrs prior
CD 2	6/22/2018	7/18/2018	0.67	MDH	528 hrs prior
CD 2	4/16/2019	5/1/2019	0.78	MDH	165 hrs prior
CD 2	4/27/2020	6/5/2020	0.86	MDH	165 hrs prior





PO Box 470 • 255 Sarazin Street
Shakopee, Minnesota 55379
Main 952.445-1988 • Fax 952.445-7767
www.shakopeeutilities.com

DATE: December 28, 2020
TO: SPU Commissioners
FROM: Greg Drent, Interim Utilities Manager *GD*
Subject: Resolution Number

Background:

SPU's numbering of resolutions has always been in a sequential order. In 2021 we are making a change to reflect the year the resolution was created followed by sequential number of the resolution of that year. Starting out the first resolution in 2021 will be 2021-01 then 2021-02 and so on. We feel this will help up in the future so we can always know what year the resolution was created.

Recommendation:

Change resolution numbering to the year followed by sequential number for the year.



PO Box 470 • 255 Sarazin Street
Shakopee, Minnesota 55379
Main 952.445-1988 • Fax 952.445-7767
www.shakopeeutilities.com

DATE: December 28, 2020
TO: SPU Commissioners
FROM: Greg Drent, Interim Utilities Manager *GD*
Subject: AMI contract with Katama Technologies Inc. (KTI)

Background:

Attached is the professional service contract with KTI which was approved in November upon SPU attorney review and edits. SPU attorney added the professional service agreement for your approval. The kick off meeting for AMI is January 4th with KTI and the leadership team on the project. Attached is the contract for your review and approval.

Recommendation:

Approve the professional service contract with KTI for automatic metering infrastructure.

Professional Services Agreement

This agreement (the "Agreement") to provide professional services between Shakopee Public Utilities ("SPU") and the service provider, Katama Technologies, Inc. (the "Consultant"), is dated as of January 5, 2021.

Article 1: Services to be Performed; Independent Consultant; Payment

- 1.01 Consultant shall perform services (the "Services") as described in and in accordance with the Agreement and the proposal presented to SPU on November 16, 2020, attached hereto as Exhibit A. Consultant will perform the Services and deliver such deliverables with the standard of professional care and skill customarily provided. In performing the Services, the Consultant shall comply with all applicable federal, state, and local laws and regulations. Completeness of work product shall be determined by SPU in its sole discretion, and Consultant agrees to make all revisions, additions, deletions or alterations as requested by SPU. Consultant shall maintain any and all required governmental licenses, certificate, approvals, and permits that are required to perform the Services.
- 1.02 The parties acknowledge that the Services are set forth as 5 separate phases. Upon execution of this Agreement, Consultant shall commence Phase 1 of the Services: planning. Notwithstanding any language to the contrary in this Agreement, the parties acknowledge and agree that SPU will review each phase of the Services, and determine whether to proceed with that phase. The Consultant shall not commence a new phase of the Services without the written approval of the authorized SPU representative.
- 1.03 The parties acknowledge that Consultant, while performing Services hereunder, is acting as an independent consultant and not as an employee of SPU. As a result, Consultant shall not be treated as an employee of SPU for federal or state income or employment tax or workers' compensation purposes and Consultant shall not be eligible to participate in SPU's employee benefit programs.
- 1.04 Nothing is intended or should be construed in any manner as creating or establishing the relationship of co-partners between the parties hereto or as constituting the Consultant as the agent, representative, or employee of SPU for any purpose or in any manner whatsoever. The Consultant represents that it has or will secure at its own expense all personnel required in performing Services under the Agreement. Any and all personnel of the Consultant or other persons while engaged in the performance of any work or Services required by the Consultant under the Agreement shall have no contractual relationship with SPU, and shall not be considered employees of SPU.
- 1.05 Consultant shall have no right or authority to enter contracts on behalf of or in the name of SPU, without SPU's prior written consent. Consultant shall not have any right to make any representation or warranty to a third party with respect to the Services performed by Consultant without SPU's prior written consent.

- 1.06 The total cost of this Agreement, including all reimbursable expenses, shall not exceed \$19,850 for Phase 1, \$26,950 for Phase 2, and \$33,300 for Phase 3, as set forth in Exhibit A, without prior authorization by SPU. No other fees and/or expenses will be paid to Consultant, unless such fees and/or expenses have been approved in advance by the authorized SPU representative in writing. Payment for phases 3a, 4, and 5, if approved by SPU as provided in Section 1.02, shall be by hourly rates, with the parties agreeing upon a not-to-exceed amount for each authorized phase.
- 1.07 Consultant shall be responsible for all costs and expenses incident to the performance of the Services, including but not limited to, all costs of tools and equipment provided by Consultant and all fees, fines, licenses, bonds, or taxes required of or imposed against the Consultant. Consultant shall also be responsible for costs of any costs related to any time spent by Consultant's employees or subcontractors. Consultant shall be solely responsible for any and all taxes, Social Security contributions or payments, disability insurance, unemployment taxes, and other payroll type taxes applicable to such compensation. SPU shall not be responsible for expenses incurred by the Consultant in performing the Services.

Article 2: Insurance

Consultant shall provide evidence of the insurance specified in this Article 2.

- 2.01 Workers' Compensation. Workers' Compensation insurance in compliance with all applicable law. Unless agreed by SPU in advance for good cause shown, such policy (or, if applicable, separate policy) shall provide employer's liability coverage with limits of at least \$1,000,000 for each coverage provided thereunder.
- 2.02 General Liability. Commercial General Liability Insurance, providing coverage on an "occurrence", rather than on a "claims made" basis, under a policy form that provides coverage at least as broad in all material respects as that provided under a standard Insurance Services Office ("ISO") form CG 00 01, unless agreed by SPU in advance for good cause shown. Such policy shall include, but not be limited to, coverage for bodily injury, property damage, personal injury, contractual liability (applying to the Agreement), independent consultants, and products-completed operations liability. Such policy shall not exclude coverage for explosion, collapse and underground ("XC&U") hazards. Consultant agrees to maintain at all times specified above a combined general liability policy limit of at least \$2,000,000 each occurrence and, if applicable, aggregate, applying to liability for bodily injury and property damage, and a combined limit of at least the same amount applying to liability for personal injury and advertising injury.
- 2.03 Professional Liability. Professional (or "Errors & Omissions") Liability Insurance in the amount of at least \$1,000,000 each occurrence (or "wrongful act", or equivalent) and, if applicable, aggregate, covering Consultant's liability for negligent acts, errors or

omissions in the performance of professional services under the Agreement. Consultant's Professional Liability Insurance may afford coverage on an occurrence basis or on a claims-made basis. However, Consultant acknowledges and agrees that under claims-made coverage changes in insurers or in insurance policy forms could result in the impairment of the liability insurance protection intended for SPU hereunder. Consultant therefore agrees that it will not seek or voluntarily accept without providing notice to SPU any such change in its Professional Liability Insurance coverage for a period of at least one (1) year following its last act of performance under the Agreement if such impairment of the protection for SPU could result; and further, that it will exercise its rights under any "Extended Reporting Period" ("tail coverage") or similar claims-made policy option if necessary or appropriate to avoiding the impairment of such protection.

- 2.04 Limits. The minimum liability insurance required hereunder may be satisfied by the limits afforded under Consultant's primary insurance policy(ies), or by such policy(ies) in combination with the limits afforded by an Umbrella or Excess Liability Policy (or policies); provided, that the coverage afforded under any such Umbrella or Excess Liability Policy is in all material respects at least as broad as that afforded by the underlying policy(ies), and further, that SPU is included as an Additional Insured thereunder. When SPU is to be included as an Additional Insured it shall be included as an Additional Insured to the full extent of the coverage limits available to Consultant in excess of the minimum limits set forth in this Agreement.
- 2.05 Primary Insurance. With respect to liability arising out of Consultant's performance under the Agreement, all insurance required of Consultant shall respond on a primary (not excess or contributory) basis with respect to any similar insurance maintained by SPU hereunder, notwithstanding any policy language to the contrary.
- 2.06 Duty to Notify. Consultant shall promptly notify SPU of any claim, action, cause of action or litigation brought against Consultant, its employees, officers, agents or subconsultants, which arises out of the Services. Consultant shall also notify SPU whenever Consultant has a reasonable basis for believing that Consultant and/or its employees, officers, agents or subconsultants, and/or SPU, might become the subject of a claim, action, cause of action, criminal arrest, criminal charge or litigation arising out of and/or related to the Services. Failure to provide the notices required by this section is a material violation of the terms and conditions of the Agreement.
- 2.07 Release and Waiver. Consultant agrees to rely entirely upon its own property insurance (or self-insurance) for recovery with respect to any damage, loss, or injury to the property interests of Consultant. Consultant hereby releases SPU, its officials, employees, agents and others acting on SPU's behalf, from all claims, and all liability or responsibility to Consultant, and to anyone claiming through or under Consultant, by way of subrogation or otherwise, for any loss of or damage to Consultant's property or business interests caused by fire or other peril or event, even if such fire or other peril or event was caused in whole or in part by the negligence or other act or omission of SPU or other party who is to be released by the terms hereof, or by anyone for whose conduct such party may be legally responsible.

Article 3: Work Delegation

- 3.01 Consultant shall not enter into any subcontract for performance of any Services nor novate or assign any interest in the Agreement without the prior written approval of SPU. Permission to subcontract shall under no circumstances relieve Consultant of its liabilities and obligations under this Agreement. Consultant shall be fully responsible for the acts, omissions, and failure of its subconsultants in the performance of the herein specified Services, and of person(s) directly or indirectly employed by subconsultants who perform such Services.

Article 4: Liability

- 4.01 Consultant agrees that any personal injury to Consultant, Consultant's personnel, or third parties, and any property damage incurred in the course of performance of this Agreement, shall be the responsibility of the Consultant. Consultant agrees to indemnify, defend, and hold harmless SPU and its officials, officers, employees, and agents from and against any and all costs, losses, damages, liabilities, expenses, demands, actions, and judgments, including court costs and reasonable attorney's fees, which may arise out of:
- a. Consultant's performance of or omission in performing the Services;
 - b. Consultant's breach of this Agreement;
 - c. A claim by a third party alleging that the Services (or any work product) infringes a validly existing U.S. patent or copyright, or other intellectual property right of a third party; or
 - d. The payment or non-payment of fines, fees, interest, and penalties, except to the extent caused by the sole negligence of SPU.

Article 5: Compliance with the Law

- 5.01 Consultant shall exercise the degree of care and skill that can be reasonably expected from similarly situated professionals, and shall, to the best of its knowledge and belief, abide by all federal, state or local laws, statutes, ordinances, rules and regulations now in effect or hereinafter adopted insofar as they relate to the Consultant's performance of the provisions of this Agreement.

Article 6: Termination

- 6.01 The Agreement may be terminated by either party without cause or default providing the other party with not less than thirty (30) days advance written notice of termination. Notwithstanding any other term or provision set forth in the Agreement, the Agreement may be terminated without notice by the mutual agreement of the parties hereto.
- 6.02 SPU reserves the right to suspend indefinitely or terminate this Agreement and the Services to be rendered by Consultant for any reason upon ten (10) days' prior written notice. In the event of termination prior to completion of the phase of Services then

underway, the amount of the total fee to be paid to the Consultant shall be determined by SPU on the basis of the portion of the total work actually completed up to the time of such termination. In addition, if the Consultant (or its employee, agent, or subcontractor) is convicted of any crime or offense, fails or refuses to comply with the reasonable directive of SPU, is guilty of serious misconduct in connection with performance hereunder, or materially breaches provisions of this Agreement, SPU at any time may terminate the engagement of the Consultant immediately and without prior written notice to the Consultant.

Article 7: Data Practices; Work Product

- 7.01 Consultant, its officers, agents, owners, partners, employees, volunteers and subconsultants shall abide by the provisions of the Minnesota Government Data Practices Act, Minnesota Statutes, Chapter 13 (MGDPA), the Health Insurance Portability and Accountability Act and implementing regulations if applicable, and all other applicable state and federal laws, rules, regulations and orders relating to data privacy or confidentiality, and as any of the same may be amended. If Consultant creates, collects, receives, stores, uses, maintains or disseminates data because it performs functions of SPU pursuant to this Agreement, then Consultant must comply with the requirements of the MGDPA as if it were a government entity, and may be held liable under the MGDPA for noncompliance. Consultant agrees to promptly notify SPU if it becomes aware of any potential claims, or facts giving rise to such, under the MGDPA. The terms of this Section shall survive the cancellation or termination of this Agreement.
- 7.02 All right, title and interest in all copyrightable material which Consultant shall conceive or originate either individually or jointly with others, and which arises out of the performance of the Agreement, shall become the property of SPU upon payment of Consultant's undisputed invoices (provided, however, Agency does not have to pay any invoice in the event Consultant is in default under the Agreement) and are by the Agreement assigned to SPU along with ownership of any and all copyrights of the copyrightable material.
- 7.03 Consultant agrees that any intellectual property, including but not limited to computer programs, software, documentation, copyrightable work, discoveries, inventions, or improvements developed by the Consultant solely, or with others, resulting from the performance of Services pursuant to this Agreement is a work for hire and constitutes SPU's property. To the extent the intellectual property developed hereunder is not deemed to be a work for hire, the Consultant hereby assigns all rights therein to SPU and agrees to provide SPU with any assistance which SPU may require to obtain patents, trademark, or copyright registrations, including the prompt execution of any documents submitted by SPU. This provision shall survive expiration and termination of this Agreement.

Article 8: Representations and Warranties

- 8.01 Consultant represents and warrants the following:
- a. That it is financially solvent, able to pay its debts as they mature, and possessed of sufficient working capital to provide the equipment and goods, complete the Services, and perform its obligations hereunder;
 - b. That it is able to furnish any of the tools, materials, supplies, equipment, and labor required to complete the Services and perform all of its obligations hereunder and has sufficient experience and competence to do so;
 - c. That it is authorized to do business in Minnesota, properly licensed by all necessary governmental and public and quasi-public authorities having jurisdiction over it and the Services, equipment, and goods required hereunder, and has or will obtain all licenses and permits required by law;
 - d. That the Services and any work product thereof are the original work of Consultant, do not and will not infringe upon, violate, or misappropriate any patent, copyright, trade secret, trademark, contract, or any other publicity right, privacy right, or proprietary right of any third party;
 - e. That Consultant's personnel performing Services under this Agreement have sufficient expertise, training, and experience to accomplish the Services;
 - f. That Consultant is not prohibited from doing business with either the federal government or the State of Minnesota as a result of debarment or suspension proceedings; and
 - g. That Consultant's personnel shall be compensated, taxes withheld, and other benefits made available as required by applicable law and regulations.

Article 9: Miscellaneous

- 9.01 Entire Understanding; Headings. This document and any exhibit attached constitute the entire understanding and agreement of the parties, and any and all prior agreements, understandings, and representations are hereby terminated and canceled in their entirety and are of no further force and effect. In the event of a conflict between the terms of the Agreement and any exhibit, the terms of this Agreement shall govern. Headings are not to be considered a part of this Agreement and are not intended to be a full and accurate description of the contents hereof.
- 9.02 Assignment. All of the provisions of this Agreement shall be binding upon and inure to the benefit of the parties hereto and their respective heirs, if any, successors, and assigns. The Consultant shall not assign any of its rights under this Agreement, or delegate the performance of any of its duties hereunder, without the prior written consent of SPU.

9.03 Choice of Law. The laws of the state of Minnesota shall govern the validity of this Agreement, the construction of its terms, and the interpretation of the rights and duties of the parties hereto.

9.04 Dispute Resolution. In the event that a dispute arises between the parties as to the interpretation or performance of this Agreement, then upon written request of either party, representatives with settlement authority for each party shall meet and confer in good faith to resolve the dispute. If the parties are unable to resolve the dispute, they shall make every effort to settle the dispute through mediation or other alternative dispute resolution methods. If the parties are unable to resolve the dispute through these methods, either party may commence an action in Scott County District Court.

9.05 Notices. Any and all notices, demands, or other communications required or desired to be given hereunder by any party shall be in writing and shall be validly given or made to another party if personally served, or if deposited in the United States mail, certified or registered, postage prepaid, return receipt requested. If such notice or demand is served personally, notice shall be deemed constructively made at the time of such personal service. If such notice, demand or other communication is given by mail, such notice shall be conclusively deemed given five days after deposit thereof in the United States mail addressed to the party to whom such notice, demand or other communication is to be given as follows:

If to the Consultant:
[Name]
[Street Address]
[City, State, Zip]

If to SPU:
Attn: Utilities Manager
255 Sarazin Street
Shakopee, Minnesota 55379

Any party hereto may change its address for purposes of this paragraph by written notice given in the manner provided above.

9.06 Modification or Amendment; Waiver. No amendment, change, or modification of this Agreement shall be valid unless in writing signed by the parties hereto. Waiver by one party hereto of breach of any provision of this Agreement by the other shall not operate or be construed as a continuing waiver.

9.07 Unenforceability of Provisions. If any provision of this Agreement, or any portion thereof, is held to be invalid and unenforceable, then the remainder of this Agreement shall nevertheless remain in full force and effect.

- 9.08 Drafting. The parties agree that they participated equally in, and are jointly responsible for, the drafting of this Agreement. In the event of any dispute, any ambiguity in this Agreement shall not be construed against either party.
- 9.09 The parties agree that certain covenants and obligations of Consultant shall survive the termination of this Agreement, including, but not limited to: Sections 1.03, 1.05, 2.02-2.07, 4.01, 7.01- 7.03.
- 9.10 Non-Discrimination. Consultant agrees that it shall not exclude any person from full employment rights or participation in, or the benefits of, any program, service or activity on the grounds of race, color, creed, religion, age, sex, disability, marital status, sexual orientation, public assistance status, or national origin; and no person who is protected by applicable Federal or State laws against discrimination shall be otherwise subjected to discrimination. Consultant agrees to comply with all applicable equal opportunity and affirmative action laws, directions, and regulations of federal, state, and local governing bodies or agencies thereof.
- 9.11 Counterparts. This Agreement may be executed in counterpart copies by the Parties and each counterpart, when taken together with the other, shall be deemed one and the same executed Agreement.

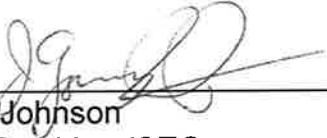
IN WITNESS WHEREOF, the parties have caused this Agreement to be duly executed by an authorized representative as of the date first above written.

SHAKOPEE PUBLIC UTILITIES

By: _____
Debra Amundson
Its President

By: _____
Greg Drent
Its Interim Utilities Manager

KATAMA TECHNOLOGIES, INC.

By:  _____
Greg Johnson
Its: President/CEO



Katama Technologies, Inc.

**Proposal for Consulting Services
Advanced Metering Infrastructure**

**Shakopee Public Utilities
255 Sarazin Street
Shakopee, MN 55379
Attn: Greg Drent, Electric Superintendent**

KTI Contacts:

Greg Johnson
Katama Technologies
NRECA KTI Business Associate
Phone: 704-225-7864
E-mail: gjohnson@katamatech.com

Pat Corrigan
Katama Technologies
NRECA KTI Business Associate
Phone: 919-523-9597
E-mail: pcorrigan@katamatech.com





Table of Contents

Overview	2
Social Distancing.....	3
Work Requested by SPU	4
Scope of Work Proposed by KTI.....	5
Five Phases	5
Planning Process	6
Design Process.....	7
Workshops	7
Bid Period / Vendor Selection	8
Contact Development and Negotiation	9
Pilot	9
Implementation Services	10
Qualifications and People	12
Focused on Public Utilities	12
Experienced Staff	12
Pricing.....	15
Notes:	15

OVERVIEW

Katama Technologies, Inc. (KTI) is responding to Shakopee Public Utilities' (SPU) RFP for Consulting Services – Advanced Metering Infrastructure with no exceptions to the scope of work. KTI is the handpicked partner for both Public Power's Hometown Connections and NRECA's National Consulting Group. KTI has been serving public power and member owned utilities since 2003. Since the very beginning our strategy has remained simple and clear headed:

1. To enable consumer owned utility companies to achieve their business strategies
2. Where these strategies involve an investment in technology, to ensure that the utilities get the best value for their technology dollar.

KTI does this by not only helping but also doing. We *help* with the key elements of any strategic project that involves technology including planning, acquisition, implementation, and support. We *do* the work required to ensure that SPU gets attractive solutions, justifiable decisions, well run projects, prepared/trained employees, and prices that are competitive and fair. Over the years, KTI has developed tools and methods that have proven successful at achieving these objectives. Throughout this proposal we provide specific examples of these tools and methods; meanwhile, we provide a summary of some of our methods/approaches below.

Though it may seem obvious to say that technology should help people, it is important to state it and make it a part of the project's overarching vision. When "helping people" is put at the top of the agenda, the resulting work effort centers around using technology as a tool rather than as an achievement in itself. This is an important distinction. For example, work processes and process improvement become as important as the technology since "work processes" is how people do their jobs. Thus understanding business processes is important to properly on-boarding the technology – from both a configuration and training perspective. Often the vendor training is only technology based and does not consider the underlying processes. This can lead to holes in the knowledge of the employees that are tasked with using the new technology or, even worse, alienating the employees from the initiative.

Requirements planning lays the groundwork for what will come. KTI's requirements planning method ensures that a team approach is used to gather the requirements. The cross-functional team approach helps us to discover important requirements, but it also helps to build a sense of ownership and enthusiasm among the SPU employees. Employee interest and commitment are important components throughout the execution of the AMI initiative, but especially during project execution and post go-live. Our requirements planning method uses both large team meetings and smaller workshop type meetings to optimize everyone's time and input. The results of the requirements planning process contribute to the key deliverables needed for the RFP including a *functional specification document* and a *use case document*. The functional specifications include technical, performance, and feature requirements. The use cases include descriptions of the specific ways that SPU wants to utilize the technology within their business processes. This approach helps to avert misunderstandings or miscommunications with the vendors and positions SPU with a more defensible position should a dispute arise.

Another important method is our proposal analysis method. We analyze each proposal for completeness and compliance. The compliance tool measures both quantitative and qualitative results. For example, the tool makes it easy for SPU to see within one display how each vendor compares numerically relative to compliance. Percent partial compliance and percent no compliance are both provided. The tool also allows you to drill down to see more detail if needed – for example if you wanted to see more clearly what is meant by partial compliance.

For business case development, we can gather the costs and expected benefits data while we are gathering requirements data. This makes more productive use of your time. Our AMI business case tool provides a disciplined means for managing the detailed cost gathering as well as gathering the latest market pricing data. KTI’s steady involvement with AMI projects and vendors allows us to provide an accurate forecast of pricing resulting in better estimates for budgeting and ROI. These data can easily be updated after final proposals are received. The tool also provides convenient exhibits for use in reports or presentations.

KTI has other methods and tools to help with other key aspects of the AMI initiative including support with communications, contract negotiations, process improvement, project management, training, and post implementation support.

SOCIAL DISTANCING

KTI respects governmental and company regulations related to reducing the spread of COVID19. In preparation for social distancing and its impact on our ability to meet face to face, KTI has developed remote working practices and methods. Underlying these practices are web-based conference tools like Zoom, MS Teams, and GoToMeeting. These tools not only facilitate video-based meetings, but they

allow collaborative work sessions where a small group of people may be working on a single document together through live document sharing. We also use checklists and post meeting follow-up items to help ensure completeness of work. KTI has been pleased with how well the remote working processes have worked with other clients in 2020. The most challenging aspect of remote work is in achieving the full measure of teaming since effective teaming involves the careful building of relationships. Relationship building is much harder to do using



Katama Technologies has public power and cooperative clients throughout the USA including Alaska and Hawaii.



remote meeting tools, but we try to compensate for this by making sure we are very responsive and helpful to the SPU team members in other ways.

WORK REQUESTED BY SPU

To help provide uniform communications, KTI will follow the outline of 5 phases as provided in SPU's RFP as we describe our services and offering. The scope of work shall include the tasks associated with each of the five phases.

- A. PHASE 1 – Planning
 - 1. Discovery/review – strategic vision of SPU
 - 2. Inventory of current applications
 - 3. High-level review of expected functionality
 - 4. Review of AMI vendors and associated functionality
 - 5. Estimate system implementation and ownership costs
 - 6. Determine expected solution benefits

- B. PHASE 2 – Design
 - 7. Define system functionality
 - 8. Determine interoperability requirements and use-cases
 - 9. Review of implementation plans
 - 10. Prepare technical documents
 - 11. Prepare commercial / contract documents

- C. PHASE 3 – Bid Period
 - 12. Release bid documents
 - 13. Manage questions from vendors
 - 14. Review and assess the vendors/proposals
 - 15. Collaboratively select the optimal AMI partner
 - 16. Support contract negotiations

- D. PHASE 3 – Pilot
 - 17. Proof of Concept (POC) Project Management
 - 18. System Integration/Testing

- E. PHASE 3 – Construction
 - 19. Construction (POC) Project Management
 - 20. Final Acceptance support

SCOPE OF WORK PROPOSED BY KTI

FIVE PHASES

To align with the SPU RFP, KTI proposes five distinct phases for the AMI initiative as shown in the diagram below. The phases are interrelated and support each other both forwards and backwards. For example, during subsequent phases, KTI proposes that lessons learned are recycled back to the planning phase to test assumptions and update financial and technology plans going forward. Any or all the services can be provided to SPU on a single contract basis or on an ad hoc basis – whichever is more convenient for SPU.

KTI's Phased Approach to AMI Life Cycle of Services

PHASE 1 – PLANNING

- Strategic Alignment
- Review of Existing Capabilities and Needs Including IT and Organization
- Business Case – Cost Benefit Analysis
- Budget and Timelines
- Technology Plan Fit
- Industry, Vendor and Technology Review
- Likely Technology Best Fit
- Formulate Planned Course of Action

PHASE 2 – DESIGN

- Specifications Writing
 - Functional Requirements
 - Technical Requirements
 - Specific Use Cases
- RFP Writing
 - Terms and Conditions
 - Rules and Processes
 - Governance

PHASE 3 – BID PERIOD

- Commercial Solicitation
- Proposal Evaluation
 - Content Screening
 - Scoring System
 - Decision Making Analysis
- Select Short List Candidates
 - Interview Presentations
 - Refine Decision Making Analysis
 - Visit Reference Sites
- Final Selection and Justification
- Contract Negotiations

PHASES 4 & 5 – IMPLEMENTATION

- Project Planning
 - Installation Approach
 - Tracking Tools
 - Acceptance Planning and Testing
 - Reporting Tools
 - Processes and Quality Hints (Learn from Others)
 - Precedent References (Learn from Others)
- Project Execution
 - Organization
 - System(s) Acceptance
 - Resource Identification
 - Process Definitions
 - Training
- Performance Monitoring
 - Define Metrics
 - Update Key Metrics Schedule (Daily, Weekly?)
 - Reporting Schedule
 - Escalation Logic

OPTIONAL SUPPORT

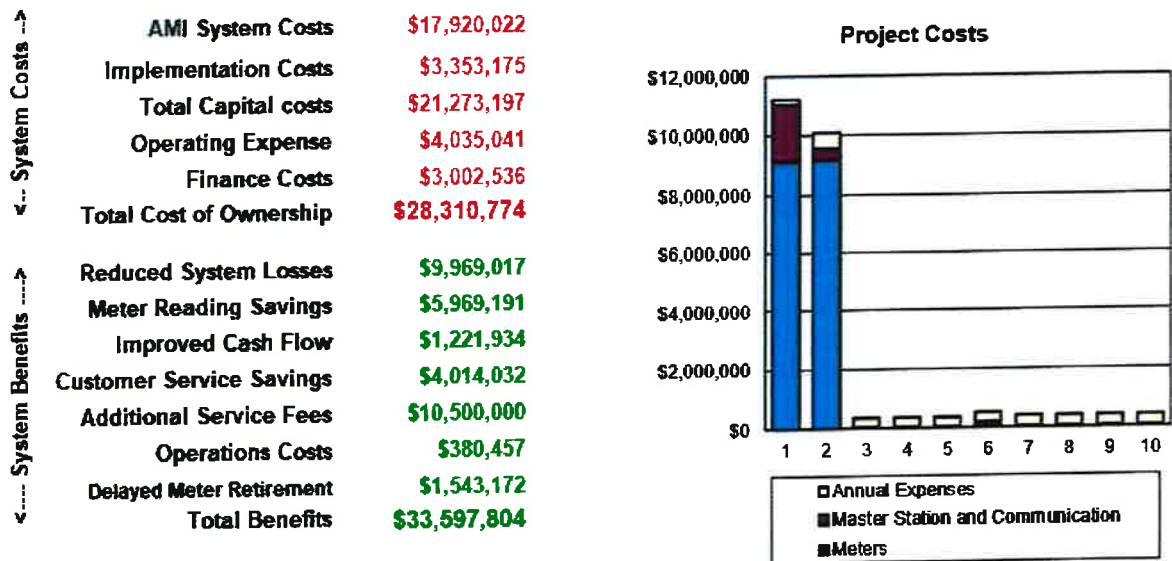
- Business Process Improvement and Alignment with New Technology
- Employee Training on Both Technology and New Business Processes
- Support and Maintenance Agreement Considerations
- Overall Project Assessment
- Review/Update the Technology Plan Relative to Lessons Learned or Changes in Value Expectation

PLANNING PROCESS

Our first step in the project, before developing an RFP or assembling a business case, will be to gather information from affected departments and from the Utility leadership to understand the collective short, mid and long term goals to identify where the AMI project can impact those goals. During our interviews, we expect to identify goals related to the normal areas of operational efficiencies that can be realized through implementation of AMI and will hear about the desire to provide customers data about their energy and water usage. In addition, we will also explore how the AMI can support other goals of the City/Utility including faster response time to customers, more options to reduce their cost of energy by offering additional rate or payment options, reduced exposure and liability for employees that avoid going onto private property frequently, and better management of the distribution system through discovery of line loss, or potential over/underload on equipment.

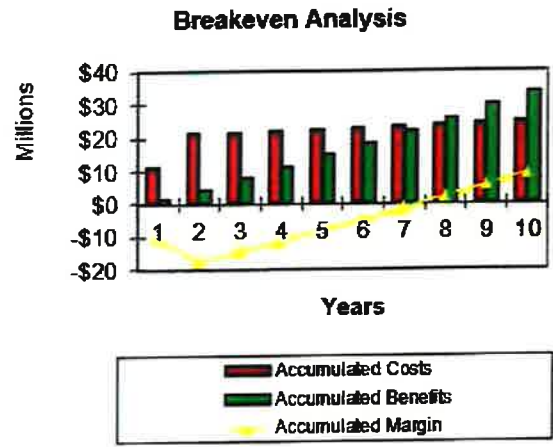
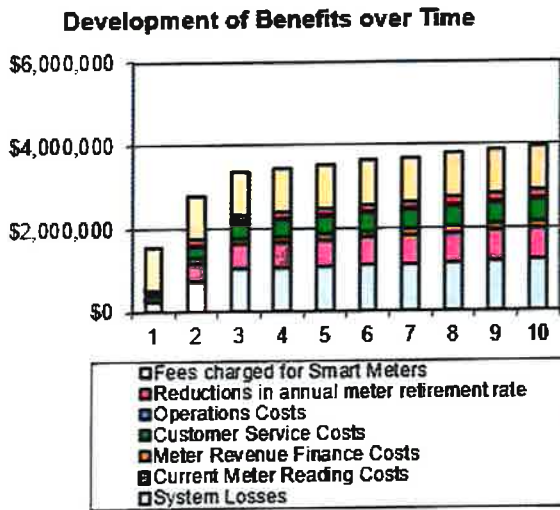
KTI will then conduct remote workshops with key personnel to gather requirements and financial data. The remote workshops will include questions targeted at getting the data needed to produce the business case, assumptions, and recommendations. Broad topics may include business needs, finances/costs identification, customer/market assessment, existing application assessment, application extension, existing technology assessment, delivery/operation/support assessment, and risk analysis. Document results of workshops and business case in presentation format for use with leaderships.

KTI has experience in presenting to utility executives, utility boards, city managers, and city councils. We understand how to communicate at a technical level, business level and political level. Our communications are carefully calibrated and vetted to ensure the utility business process and city political process is respected and followed. Examples of exhibits used for the business case presentation are provided below.





Est. 10 yr impact for AMI system: **\$5,287,029**



DESIGN PROCESS

KTI often leads the effort to develop a detailed Request for Proposal (RFP) including overall system specifications for the AMI functionality with associated terms & conditions. This means that we will write these documents and manage the process for developing them in line with SPU's needs. Typically, the RFP is created in a "contract-ready" format that considers SPU's legal and commercial requirements. We also include a system acceptance test (SAT) for the verification of the complete solution to enable the confident transition to full-scale deployment.

WORKSHOPS

Our approach to the development of an RFP with SPU is collaborative. We will use remote sessions to gather important feedback from functional groups. While much of the technical requirements information has already been gathered as a part of the RFI process, there will be additional questions to further define the use cases so that the final RFP is fully responsive to SPU's needs. Example discussions and questions include:

- What are the strengths and weaknesses of the key business processes?
- How can/will the solution assist with improved processes?
- Who (or what department) will own and operate the master station component of the system?
- Who will perform installation of the devices? If needed, KTI can support SPU with the evaluation and selection of qualified contractors capable of replacing existing meters with AMI meters and performing visual inspection of meter installations.
- Who will maintain the communication network? KTI can help SPU identify a plan for maintaining the communications network including recommendations for service level agreement support from the vendors.

- What scenarios are desirable for each department?

With SPU approval, KTI will release the Request for Proposals (RFP) and manage the subsequent effort to evaluate and select the final vendor.

- Development of all RFP documents including system specifications, use cases, invitation letters, coordination of T&C, and data forms.
- Develop methodology for considering, evaluating, and listing vendors prior to issuance of bids;
- Issue the bids and manage the bid process;
- Coordinate with vendors on Q&A and due dates;
- Analyze the proposals and present compliance and strengths/weaknesses to SPU;
- Facilitate the development of decision-making tools;
- Re-evaluate the cost-benefit analysis based upon vendor bid submissions and changes to the original assumptions and SPU's needs.
- Coordinating finalist vendor presentations and product demonstrations
- Support SPU with reference evaluations including developing key questions and observation checklists; as well as, identifying, scheduling, and traveling with the AMI team to up to three targeted reference sites
- Facilitate decision making process for final vendor selection and assist with utility and city presentations as directed by SPU management.

BID PERIOD / VENDOR SELECTION

KTI is committed to providing a structured process to generate a vendor recommendation that best meets the needs of SPU. Evaluation of bids is collaborative. Decision criteria are defined before evaluation of the bids. Decision making will include measured allowances for:

- Compliance with technical requirements;
- Compliance with terms and conditions;
- Reference checks;
- "Evaluated" ownership costs of each vendor's system
- Vendor presentation, service, and support;
- Customer satisfaction/system benefits (as perceived by SPU and KTI);
- Other requirements to meet SPU' needs.

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O
1															
2		Vendor A		Vendor B		Vendor C		Vendor D							
3		Row Labels	Count of Honeywell	Row Labels	Count of L+G	Row Labels	Count of Sensus	Row Labels	Count of Tantalus						A = Alternate F = Future Roadmap X = Full Exception
4		A	43	A	3	A	36	A	34						
5		F	23	F	3	F	23	F	31						
6		X	8	X	1	X	45	X	28						
7		Grand Total	74	Grand Total	7	Grand Total	104	Grand Total	93						
8															
9		Total Clauses:	598		598		598		598						
10		% Fully Complied:	87.8%		98.8%		82.6%		84.4%						
11		% Full Exceptions:	1.3%		0.2%		7.5%		4.7%						
12															
13															
14															
15		Notables:													

Sample Compliance Matrix - One of the proposal analysis tools is the compliance matrix. This tool uses pivot tables to provide both quantitative and qualitative assessments of the vendor's proposals in a way that makes it easy to compare the offerings and each vendor's compliance with the specifications and use cases. The pivot tables make it easy to drill down to find supporting details.

In short, KTI will ensure that the vendor evaluation process is thorough, justifiable, and compliant with SPU's requirements. We will cooperate with your team and appointed outside resources as necessary to achieve this goal.

CONTACT DEVELOPMENT AND NEGOTIATION

KTI has broad experience with developing and negotiating contacts to improve SPU's commercial and legal position with the vendor(s). KTI knows when vendors are not being competitive with terms, prices, and policies. We will work with SPU and SPU's appointed attorney to ensure SPU gets a contact that is fair and competitive in marketplace. We will pay special attention to those areas of the contract that can shield SPU from undue business risk including warranty, indemnity, liability, and delay.

PILOT

The systems verification and acceptance are normally considered a part of Implementation (Phase 3). In any case, a system acceptance process is needed to ensure that system functionality and performance metrics promised by the selected AMI vendor are measured and verified before the system is accepted by SPU. To fully protect SPU and member's investment, KTI recommends that this requirement be included in the RFP for the AMI vendors.



KTI has experience with the system and performance testing and we will generate an appropriate SAT plan for use by SPU. Once the project has commenced final details associated with the plan will be determined and KTI will support SPU to ensure that the tests are performed properly and to the satisfaction of SPU.

System Acceptance Test Plan

<u>Section</u>	<u>Description</u>	<u>Page</u>
1	Background	2
2	System Specification	3
3	Test Strategy	4
4	Testing Process	6
5	Test Plan	8

Sample System Acceptance Test Plan Contents

IMPLEMENTATION SERVICES

To support implementation per the Project and SAT Plans, KTI offers project management services (on-site and off-site) including the provision of periodic management progress reports. Services provided to SPU for this portion of project implementation support are based upon time and expenses incurred during the implementation timeframe.

To assist with project management, the KTI consultant will work on-site at SPU eight days per month and four days off-site from the time of vendor selection to the time of SAT completion. Once the SAT is completed on-site time will drop to 4-6 days per month. Further alterations in support levels may be desired by SPU in later stages of the project. Per mutual agreement and with advance notice project management support may be reduced or increased as deemed appropriate.

During implementation, the consultant will be responsible and accountable for coordinating resources required to implement the AMI. The utility will make appropriate office space and IT resources available to the consultant. The consultant will provide monthly management level reports available to SPU that may be used to track the implementation progress (see Figures 2 and 3). SPU or utility will ensure that a Project Coordinator is made available that can troubleshoot local issues, track availability and status of local materials.

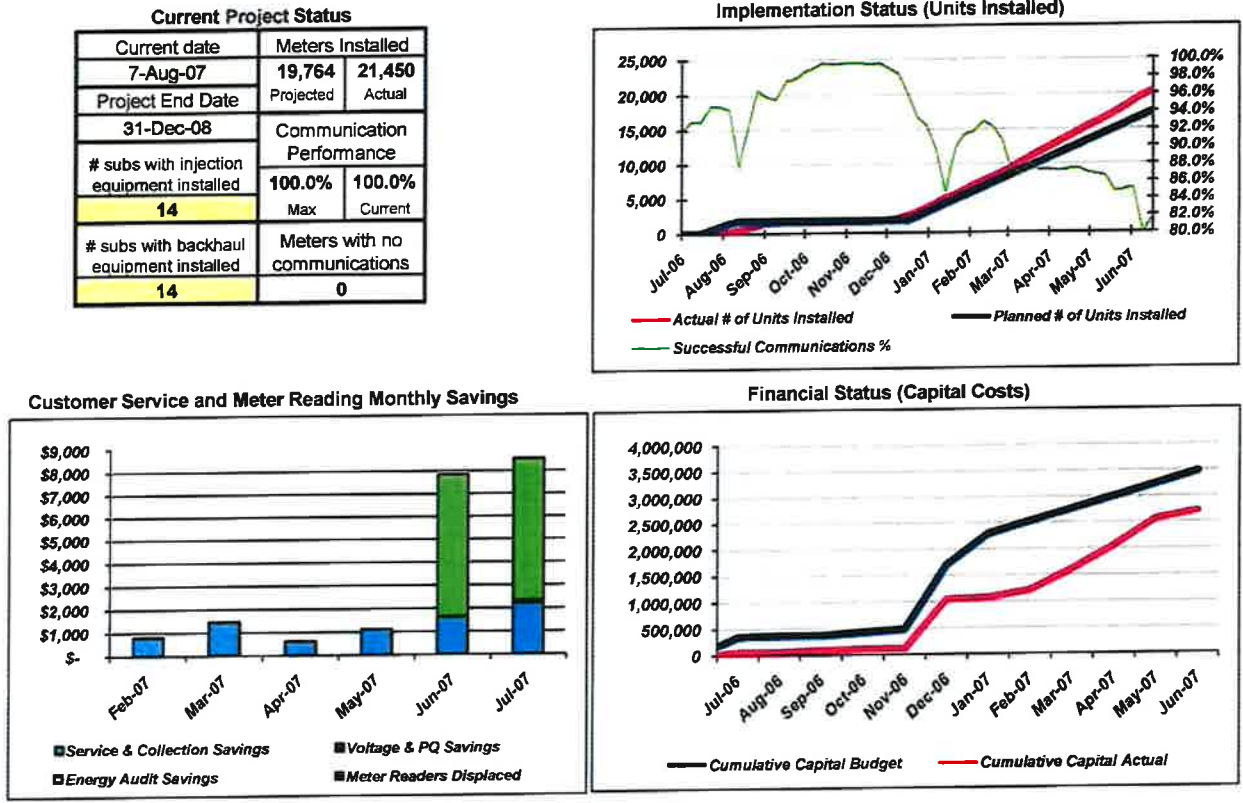


Figure 2 - Sample Project Dashboard #1

Item	Total Budget	Projected "to-Date"	Actual "to-Date"	"to-Remaining Budget"	(Over) / Under "to-Date" Projection
AMI HARDWARE NETWORK INFRASTRUCTURE	\$ 2,783,934	\$ -	\$ 2,696,225	\$ 87,708	\$ (2,696,225)
AMI SOFTWARE	\$ 82,116	\$ -	\$ 82,116	\$ 0	\$ (82,116)
AMI PROJECT DELIVERY SERVICES	\$ 351,450	\$ -	\$ 335,026	\$ 16,424	\$ (335,026)
TROPOS MID-TIER BACKHAUL NETWORK	\$ 283,738	\$ -	\$ 263,090	\$ 20,649	\$ (263,090)
WORK ORDER MANAGEMENT SYSTEM	\$ 328,924	\$ -	\$ 338,739	\$ (9,815)	\$ (338,739)
WATER INSTALLATION SERVICES	\$ 767,054	\$ -	\$ 518,608	\$ 248,445	\$ (518,608)
ELECTRIC METER EXCHANGE	\$ 368,575	\$ -	\$ 343,350	\$ 25,225	\$ (343,350)
TOTAL CAPITAL COSTS (ELSTER)	\$ 4,965,791	\$ -	\$ 4,577,154	\$ 388,637	\$ (4,577,154)
BADGER	\$ 1,062,852		\$ 1,062,852	\$ -	
ELECTSOLVE	\$ 238,666		\$ 187,110	\$ 51,556	
OTHER (BAY CITY, CONSULTING, MISCELLANEOUS, ETC)	\$ 414,335		\$ 494,387	\$ (80,052)	
TOTAL	\$ 6,681,644		\$ 6,321,503	\$ 360,141	

Figure 3 - Sample Project Dashboard #2

In addition to the above services, KTI offers support to SPU as described below. This support is included with the Project Management Support Services (item 3) or may be offered as stand-alone support services in lieu of or at the conclusion of Project Management Support Services. The following services are offered on a monthly retainer basis:

- Trouble shooting and support of communications anomalies.
- Development of integration specifications and roadmaps for systems such as OMS, SCADA, CIS, and others.
- Serve as an advocate to assist SPU with resolving vendor issues as needed.
- Surveillance and identification of appropriate 3rd party software (Prepayment Metering, etc.), hardware (Demand Side Management, PLC-friendly instrument transformers, Distribution Management, etc.) or services (installation, trouble shooting).

QUALIFICATIONS AND PEOPLE

Katama Technologies, Inc. (KTI) is an independent management and technology consulting firm that was founded in 2003. With nearly 100 consumer owned utility clients spread across the USA, KTI knows how to operate effectively and efficiently within city utility, management, and political organizations.

FOCUSED ON PUBLIC UTILITIES

With a focus on technology planning and implementation, KTI's purpose is to enable consumer owned utility companies to achieve their business strategies. Where these strategies involve an investment in technology, KTI helps ensure that public utilities get the best value for their technology dollar. Our large client base is comprised of many municipal, utility, and other public entities whose number of connected customers range from 2,000 – 250,000 and whose services include some or all electric, water and gas distribution. KTI offers no software or hardware products nor do we have any affiliation with any smart grid, MDM, or related technology vendors. KTI is the handpicked technology and management consulting partner for public power's **Hometown Connections** and for the **NRECA's National Consulting Group**.

EXPERIENCED STAFF

Our staff has significant knowledge and experience in assisting utilities in applying emerging technology and business process redesign to better serve its consumers. We have worked with electric, water and gas utilities to address complex technology issues including technology planning, strategic fit, business case modeling, specifications writing, RFP development, technology/vendor evaluation, decision making support, technology implementation, system integration, project management, application extensions, enterprise system evaluation, business process improvement and training. We are also very familiar with the smart grid and MDM vendors and their technologies including strengths and weaknesses. We invest many hours with vendors ensuring that we are up to date on their latest technologies, plans and changes. We would bring this experience to the City of Florence, AI to help you get the best value for your technology investment dollar.

KTI is led by Greg Johnson and draws upon a large network of specialized technology and strategic experts to provide the exact skills and expertise needed to successfully complete all client contracts.

Greg Johnson

<https://www.linkedin.com/in/greg-johnson-3b1b042>

For over 14 years, Greg Johnson has served as KTI's authorized Technology Business Associate. His role involves guiding utilities on emerging and operating technologies including distribution automation, smart grid, meter data management, SCADA, Outage Management, GIS, and communication technology. Mr. Johnson is a seasoned consultant who is an expert in implementing technology strategies and processes that enable clients to maximize their investment in technologies. His career includes 30 years' experience in system management, engineering, sales, marketing and executive management experiences with Westinghouse's Process Systems and Siemens' Energy Management and Information System. At Siemens' he led the effort to create an Application Service Provider (ASP) model to deliver energy market applications using enterprise integration technologies. Mr. Johnson was also responsible for founding the Siemens Meter Systems Business Unit, which utilized wireless communication technology to support the smart grid needs of utilities such as Los Angeles Department of Water and Power (LADWP). In 2003, Mr. Johnson founded Katama Technologies, Inc. Through industry experience and technical/management skills, KTI enables municipal utilities to implement systems and information technologies to reduce capital costs and improve operational efficiencies. Mr. Johnson's knowledge of smart grid reaches back 25 years with his experiences of wireless and power-line-carrier based load-management and metering systems. Mr. Johnson has served as a technology planning instructor for NRECA Management Internship Program (MIP) in Madison, WI. He is a certified Navigator for Smart Grid Maturity Model by Carnegie Mellon - Software Engineering Institute. Mr. Johnson holds a BS in Engineering and he earned an MBA from Duke University.

Greg Johnson will serve as the project manager and lead consultant for this project.

Pat Corrigan

<https://www.linkedin.com/in/pmcorrigan>

With over 35 years of experience in the utility industry and 10 of those years focused on public and member owned utilities, Pat Corrigan has held many technical and commercial positions within technology immersed businesses including smart grid, MDM, PLC, OMS, T&D Equipment, DA, DSM, Energy Management, Electricity Metering, Water Metering, and Gas Metering. He is also experienced as a business process lead for major corporations' implementations of ERP (SAP), CRM, Web Services, and other commercial IT systems. He is very familiar with business case development and monitoring, especially as it relates to new technology investments. Pat Corrigan is a Principal Consultant with Katama Technologies and NRECA-KTI Business Associate.

Before his time with Katama Technologies, Pat Corrigan was the Vice President in charge of Elster's consumer owned utility business. In this role, he led Elster's business channels and value package development for helping public owned and member owned utilities with their smart grid/MDM needs. He also has extensive experience in commercial operations having led commercial operations for ABB

and Elster. In the operations role, he was the business process leader for both companies' implementations of various IT based systems including two different ERP systems, two different CRM systems and several BI systems. He also led green field development of new business processes from scratch including customer service, technical support, commercial order engineering, order entry/tracking, proposal development, and business forecasting. Mr. Corrigan holds a BS in Industrial and Management Systems Engineering and six certificates in Advanced Executive Education from prominent business schools.

Pat Corrigan will provide consulting services primarily for the first three phases of the project.

Kimberly Clarke

<https://www.linkedin.com/in/kimberly-clarke-3220812a>

During her 29-year career in the electrical and utility industries Ms. Clarke established herself as a multifaceted talent. Ms. Clarke began her career as an electrician in 1987 during which time she became Total Quality Management (TQM) certified. Utilizing this as a base Ms. Clarke has built a career on her technical, back office, and systematic knowledge to identify and improve operational efficiency for both the Naval Weapons Station Charleston and the JEA in Jacksonville, FL. Ms. Clarke also holds FEMA certifications in Incident Command Systems (ICS) and National Incident Management Systems (NIMS) as required by many utilities in addition to a State of Florida Certification recognizing her as a Certified Meter Technician.

Beginning in 1997 Ms. Clarke created multiple databases for the Electric Meter Shop at JEA in Jacksonville, FL. These included such functions as Meter Asset Management, Statistical Sample Testing, Preventative Maintenance Testing of IT services, and the company's first Remote Dispatch System for meter services. For the remainder of her career at JEA Ms. Clarke held the responsibility of Business Process Owner for both Electric and Water Metering during the implementation of a multitude of utility related software to include FMS, CIS, OMS, MDM, and Oracle. Additionally, Ms. Clarke acted in the position of Project Manager for the implementation of AMI meters and related systems while in the position of Electric Meter Foreman.

Ms. Clarke has been an active board member, officer, and instructor for the Southeastern Electricity Metering Association (SEMA) for 21 years where she proudly holds the position of Honorary Member and the sole female President during its 92-year history.

Ms. Clarke is available to assist with Phase 4 (Pilot) and Phase 5 (Implementation).

PRICING

KTI proposes the following fees for the scope of work outlined in this proposal. These fees are inclusive of the 5% HCI discount to which SPU is entitled.

	Phase	Description	Fee to SPU	Comments
Fixed Fee	1	Planning	\$19,850	Release is expected in approximately 2 months after consulting contract is signed.
	2	Design	\$26,950	This effort is expected to take 2 – 3 months.
	3	Bid Period	\$33,300	AMI vendors typically require 8 weeks to create their responses. Proposal evaluations, reference reviews and preferred vendor selection is estimated to take 2 – 3 months after proposals are received.
Variable Fee (Hourly Rate)	3a	Contract Development & Negotiations	\$187.50/hour	KTI can assist with contract negotiations that help reduce risk as we work closely with SPU's attorney.
	4 & 5	Project Management for Pilot and Construction	\$187.50/hour	KTI provides project management using experienced AMI project manager. We expect that this will require an average of 6 days per month of support services. This number will vary during the implementation period, e.g., during the beginning months, the number will be higher than during the later months.
	Optional	Process Improvement	\$200.00/hour	Alignment of SPU business practices/processes with the new systems is an important element of the implementation process; KTI has strong experience to offer.

NOTES:

- 1) Invoices will be submitted monthly for work during the previous period.
- 2) *Since the scope of work is so variable for Phases 3a, 4 & 5, it is difficult to estimate an accurate fixed price fee. Therefore, we have provided a variable fee. If needed, we can work with SPU to convert these to fixed fees.*
- 3) While we expect that most of the project will be managed remotely/virtually, if travel is required/allowed, the authorized KTI consultants request reimbursement of authorized travel expenses. To decrease travel costs, Katama will pursue the lowest cost air fares with reasonable schedules and we will patronize moderately priced hotels like Hampton Inns. We will also use remote work tools (webinars, conference calls) to reduce travel costs.



PO Box 470 • 255 Sarazin Street
Shakopee, Minnesota 55379
Main 952.445-1988 • Fax 952.445-7767
www.shakopeeutilities.com

DATE: December 28, 2020
TO: SPU Commissioners
FROM: Greg Drent, Interim Utilities Manager *GAD*
Subject: Utilities Manager Search

Background:

SPU is in the process of filling the Utilities Manager position. SPU's subcommittee consisting of Deb Amundson and Kathi Mocol have interviewed two firms who have experience in filling Utilities Manager positions. The two recruiting firms are Bakertilly and HRExpertiseBP.

Sharon Klumpp from Bakertilly assisted the City of Shakopee in their City Administrator search along with Marshall Utilities GM search. Attached is Bakertilly proposal.

Debra England is the CEO of HRExpertiseBP and specialize in GM/CEO searches for utilities, coop and inverter owned utilities. Debra assisted Elk River in their GM search just a few months ago. Attached is HRExpertiseBP proposal.

The subcommittee will give an overview and recommendation on hiring a consultant.

Recommendation:

Hire a consultant to assist in the Utilities Manager search for SPU

December 22, 2020

Mr. Greg Drent
Electric Superintendent and Interim Utilities Manager
Shakopee Public Utilities
255 Sarazin Street
Shakopee, MN 55379

Dear Mr. Drent:

Baker Tilly US, LLP (Baker Tilly) appreciates the opportunity to submit the following proposal for executive recruitment services to Shakopee Public Utilities (SPU) to help you identify your next General Manager. We believe that our record of successfully placing qualified and very accomplished professionals, along with our extensive experience providing executive recruitment services to cities, counties and other public-sector organizations nationwide, will be beneficial for your recruitment and will allow us to find the candidate who has the traits, skills, experience and overall competence you desire for your organization.

We know that you have options when it comes to selecting a recruitment firm. However, we believe that our unique approach, highly regarded customer service practices, and our record of identifying and recruiting top level executives in similar roles, sets us apart from our competitors. Additionally, we offer the following unique features:

- **Customized profile development:** working with the members of SPU Commissioners and designated staff, we develop a customized candidate profile based on the required, desired and preferred qualifications, traits and attributes you seek in the individual you interview or hire for your next General Manager. We strive to understand how SPU's current and anticipated needs and organizational priorities will shape your recruiting and selection requirements; then we collaborate with you to develop a nationwide or regional marketing, recruiting and outreach campaign. This approach has proven to effectively allow us to identify, attract and recruit highly qualified candidates for your review.
- **Proprietary management/leadership assessment:** relying on exclusively licensed predictive analytics tools (using data to determine patterns and forecast future outcomes and trends), we administer assessments to selected applicants to help us identify human potential in each of the candidates we present to you. Results are "Real," "Impactful," and "Powerful." Furthermore, these results can provide you with more profound insights into the candidate's management traits and leadership styles based on scientific data.
- **Recorded video interviews:** we ask selected candidates (semi-finalists) to complete a recorded, one-way video interview, using questions developed from your "candidate profile," which gives your review team an additional tool to evaluate the semi-finalists before inviting them to a face-to-face interview.
- **Proprietary online application management:** our exclusively licensed, proprietary online application system enables us to efficiently manage applicant flow, classification and allows us to communicate with each applicant quickly and effectively. We communicate in real time with applicants, thereby engaging and informing them of each step, search related assignment and corresponding timeline throughout the process. Our system also allows us to access, review and evaluate thousands of prior applicants or individuals who have manifested interest in similar positions. Generally, these are individuals who may not be actively seeking a job, but who may be open to "the right opportunity." This is another benefit and advantage we provide to our clients, which enables us to access a larger number of active and passive job seekers.



Shakopee Public Utilities

Proposal to provide executive search services

December 22, 2020

 **bakertilly**
now, for tomorrow.

This proposal details about our approach, expertise, references and pricing for this executive recruitment. Our team would consider it a professional privilege to provide these services to Shakopee Public Utilities.

Very truly yours,

BAKER TILLY US, LLP



Chuck Rohre
Firm Director

M: +1 (214) 608 7477

E: chuck.rohre@bakertilly.com



Sharon Klumpp
Director

M: +1 (651) 270 6856

E: sharon.klumpp@bakertilly.com



Patty Heminover
Director

T: +1 (651) 968 7841

E: patty.heminover@bakertilly.com

Contents

1. GENERAL INFORMATION	1
FIRM INTRODUCTION.....	1
PROJECT CONTACTS AND LOCATIONS.....	1
2. UNDERSTANDING AND APPROACH.....	2
OUR UNDERSTANDING OF SHAKOPEE PUBLIC UTILITIES' NEEDS.....	2
RECRUITMENT SOLUTIONS DURING THE COVID-19 PANDEMIC	2
PROPOSED SOLUTION TO MEET SHAKOPEE PUBLIC UTILITIES NEEDS.....	3
RECRUITMENT APPROACH.....	4
OUR STRATEGY FOR RECRUITMENT OF DIVERSE CANDIDATES.....	8
TIMELINE.....	9
BENEFITS TO SHAKOPEE PUBLIC UTILITIES.....	10
3. PROPOSED FEES	11
PROFESSIONAL FEE	11
OPTIONAL SERVICES.....	11
TRIPLE GUARANTEE	12
NEGOTIATIONS.....	12
4. FIRM EXPERIENCE	13
REFERENCES	13
EXPERIENCE.....	13
5. PROJECT TEAM MEMBERS	15
APPENDIX I: SAMPLE BROCHURE	i
APPENDIX II: SAMPLE EXCERPT OF TTI REPORT	vii

1. General information

Firm introduction

Baker Tilly is a nationally recognized firm with a long history of service to clients located throughout the country. For more than 85 years, Baker Tilly has understood that our business demands absolute integrity, a belief in the value of trusted relationships and a willingness to collaborate with every client. We will strive to continue to deepen and enhance our relationship with SPU as we seek to become your Value Architect™.

Executive recruitment for public and non-profit clients has been a part of Baker Tilly's portfolio of advisory services for more than 30 years. Within Baker Tilly, our executive recruitment team consists of ten recruitment consultants and project coordination staff available to meet your executive recruitment needs. Each consultant assigned to this recruitment has experience working with villages, cities, counties, and special districts. Our consultants bring an experienced, participatory and energetic perspective to each engagement; our unique approach and personal touch are reflected in our internal standard to provide outstanding services that exceed your expectations. Since 2015, our combined consultant team has conducted nearly 500 executive searches.

The Baker Tilly project team will collaborate with the SPU Commissioners and SPU's designated staff as your technical advisor to ensure that the recruitment process for your next General Manager is conducted in a thorough and professional manner consistent with "best practices" in the public sector executive recruitment space. Our objective is to generate highly qualified candidates and assist you with the screening and evaluation of these candidates.

Since our firm's beginning, we have emerged as a leader in human resource management consulting and executive recruitment. It is our 30+ years of consulting experience, coupled with our unique approach and personal touch that drives our internal standard for delivering only outstanding services and leading-edge products.

Project contacts and locations

Chuck Rohre, Firm Director
2500 Dallas Parkway, Suite 300
Plano, TX 75093
T: +1 (972) 748 0300
M: +1 (214) 608 7477
E: chuck.rohre@bakertilly.com

Sharon Klumpp, Director
380 Jackson Street, Suite 300
Saint Paul, MN 55101
T: +1 (651) 223 3053
M: +1 (651) 270 6856
E: sharon.klumpp@bakertilly.com

Patty Heminover, Director
380 Jackson Street, Suite 300
Saint Paul, MN 55101
T: +1 (651) 223 3058
M: +1 (651) 968 7841
E: patty.heminover@bakertilly.com

2. Understanding and approach

The recruitment will be national and inclusive in nature, with a candidate pool of diverse, experienced and talented individuals.

Our understanding of Shakopee Public Utilities' needs

We understand SPU is looking for a timely, effective, efficient, responsive, well-managed and thorough search process to recruit and identify highly qualified candidates for its next General Manager.

Baker Tilly will work with SPU to understand the desired qualities and professional capabilities that are most important to your organization for this recruitment. This information helps us present Shakopee Public Utilities and the vacancy to well-regarded candidates, emphasizing the opportunities for leadership and professional growth as well as presenting the City of Shakopee and Shakopee Public Utilities as a vibrant and thriving community and organization in which to live and work.

We recognize that there is significant competition for experienced local government managers today. For this reason, we work with you to develop a recruitment strategy that includes an aggressive marketing, recruiting and candidate outreach campaign. As you know, a successful recruitment often depends upon the ability to reach successful executives who may not necessarily be in search of new employment opportunities. Thus, we use existing resources to inform and encourage qualified professionals to apply for opportunities with your organization. We believe that these efforts are critical to ensuring that SPU receives a qualified candidate pool.

Baker Tilly manages and tracks applicant information and provides regular communications, updating the applicants on the status of the recruitment. Our communications are always professional and respectful.

We take pride in our ability to provide SPU Commissioners with comprehensive information about each candidate we present, expanding beyond applications and resumes, to better understand their professional experience, the leadership and management style they will bring to your organization, and their motivation for pursuing this career opportunity. We also assist you in the preparation of interview questions, interview day scheduling, planning and structuring as needed. Additionally, we are available to you and present throughout each interview session and are able to facilitate your deliberations and negotiations with the top candidate.

Recruitment solutions during the Covid-19 Pandemic

In response to the COVID-19 Pandemic, the Baker Tilly executive recruitment team co-leaders will work closely with Shakopee Public Utilities' designated point of contact to develop alternative methods to complete all aspects of our established search processes using existing technologies and ensure the overall safety of all involved, which may include virtual or telephonic meetings, interviews, or conversations.

As such, we will creatively collaborate with your organization to provide you with access to critical information you may need to make your hiring decisions. Additionally, we can utilize our capability for video conferencing during meetings, candidate interviews, etc.

When the time arrives for SPU Commissioners to interview candidates, we may encourage and support the steps established or recommended by local, state or federal guidelines, public health and medical professionals, including social distancing guidelines and protocols.

Baker Tilly has successfully organized several successful virtual and on-site interview processes following the prescribed social distancing protocols and best practices. As such, Sharon Klumpp and Patty Heminover are able to provide corresponding on-site support and assistance, if requested.

Proposed solution to meet Shakopee Public Utilities' needs

The recruitment will be conducted out of our St. Paul office. Sharon Klumpp and Patty Heminover will serve as the project team co-leaders. Our proven process includes five major tasks:

- 1. Recruitment brochure development and advertising**
 - We schedule and meet with your SPU's elected officials, appointed management team members and key stakeholders, as requested, to understand your desired needs, strategic directions, overall candidate expectations and to develop a candidate profile
- 2. Execution of recruitment strategy and identification of quality candidates**
 - Using the approved profile, we develop a colorful, appealing brochure and embark on a national or regional targeted recruitment campaign
 - Additionally, we simultaneously launch a direct applicant outreach campaign targeting eligible prospects identified via our extensive searchable applicant database
 - Using our proprietary applicant tracking system, we communicate and update applicants on key processes and corresponding search progress
- 3. Screening of applications, recommendation of semi-finalists and selection of finalists**
 - Once we identify the most promising applicants, we ask them to complete our due diligence questionnaire and a candidate questionnaire while the project team conducts a comprehensive web and social media scan to elicit information that could be relevant to employment
 - These applicants also complete a recorded, one-way video interview of selected questions designed to secure a different perspective on the applicant's overall qualifications
 - We provide you with a Semi-Finalists Report of the top candidates, which includes resumes, cover letters and due diligence questionnaire responses
 - Selected finalists complete a management and leadership style and strengths assessment (personality and behavior analysis) to provide us with important information about their styles, temperament, preference, etc.
- 4. Conducting background checks (criminal, civil, credit and driving record), reference checks and academic verifications**
 - Background records checks and academic verification
 - References
- 5. Final interview process**
 - Once your SPU Commissioners identifies its top 3-5 finalists, we work with you and the finalists to coordinate all aspects of the interview process
 - Employment offer – assistance and feedback

Recruitment approach

Task I. Recruitment brochure development and advertising

The development of a comprehensive recruitment brochure that includes a profile of the ideal candidate is an important first step in your recruitment process. This profile includes the required academic training, professional experience, leadership, management and personal characteristics related to the success of the candidate in the position of General Manager. The recruitment brochure will also include a profile that captures the essence of Shakopee and Shakopee Public Utilities as a highly attractive venue for the successful candidate to live and work.

To prepare the recruitment brochure, the project team co-leaders will meet with the SPU Commissioners and designated staff to discuss the required background, professional experience, and management and leadership characteristics for your General Manager. We meet individually (or collectively depending upon your preference) with the SPU Commissioners to broaden our understanding of the position’s leadership and management requirements, current issues, your strategic priorities and your expectations for the General Manager.

Information obtained from these meetings, coupled with our review of the job description and other SPU documents, is used to prepare a position and candidate profile. The completed profile will be approved by the SPU Commissioners before recruitment begins. The position and candidate profile will be central to our recruitment strategy and outreach to potential candidates. [See example of a recruitment brochure in [Appendix I.](#)]

The project team will also work with Shakopee Public Utilities to develop an advertising and marketing strategy to notify potential candidates about the vacancy and conduct an open recruitment that encourages applications from a talented and diverse pool of candidates. Our team will place ads in appropriate professional publications, websites and local print media, if required, and coordinate with SPU staff to include information about the search on SPU’s social media platforms. Additionally, Baker Tilly has a high-traffic website which includes an exclusive location dedicated to encouraging potential candidates to upload their resumes. The aggressive advertising and marketing campaign for top talent will include national, state, regional and local elements as determined during our initial meetings with SPU’s representatives. Our customized mailing list, selected from our extensive database and contacts collected at appropriate public-sector conferences, will be utilized to further promote the General Manager position.

Advertisements for the General Manager position could be placed with:

- Minnesota Municipal Utilities Association
- American Public Power Association
- League of Minnesota Cities
- Iowa Association of Municipal Utilities and similar state organizations
- Electric Energy Jobs
- LinkedIn

Project Milestone	Deliverables	Timeline
Position profile and recruitment brochure development	<ul style="list-style-type: none"> - Interviews with SPU - Baker Tilly receives information on SPU’s budgets, organizational charts, images, logos, etc. - Develop draft documents (recruitment brochure, advertisement, marketing letter and timeline) 	2 Weeks

<p>Approve brochure, commence advertising and distribute marketing letter</p>	<ul style="list-style-type: none"> - Brochure sent to SPU for final approval - Commence advertising and distribution of recruitment brochure 	<p>1 Week</p>
---	--	---------------

Task II. Execution of recruitment strategy and identification of quality candidates

Utilizing the information developed in Task I, Baker Tilly will identify and reach out to individuals who will be outstanding candidates for the position of General Manager. Often, well-qualified candidates are not actively seeking new employment and will not necessarily respond to an advertisement. However, if a potential candidate is presented with the opportunity directly and in the proper manner, he or she may apply. We take pride in our ability to locate highly qualified candidates across the nation based on the professional contacts and relationships we have developed and maintained over many years.

We also recognize that internal candidates are often interested in the opportunity to advance within their organization. We work with internal candidates to ensure a level playing field throughout the process.

These efforts will be supplemented by the creation of a customized database utilizing our extensive, interactive applicant database for the General Manager position. This will provide the Baker Tilly team with the ability to customize applicant flow and tracking, communication with applicants and conduct database inquiries for candidates based on characteristics important to SPU such as geographic location, particular experience, expertise and credentials.

While recruitment is under way, the project team will work with a team of up to 10 subject matter experts (SMEs) who know what successful performance in the General Manager position looks like to reach consensus on the desired leadership and management style for the ideal candidate. We ask the SMEs to complete a 30-minute, on-line questionnaire. When aggregated, these responses generate a benchmark that prioritizes the key competencies, work values and leadership/management style attributes for this position, creating a framework for assessing candidate fit with SPU. Later in the process, finalists for the position are asked to complete a companion questionnaire that allows us to match candidates' competencies, work values and leadership/management style to the benchmark. [See sample excerpt of TTI report in [Appendix II.](#)]

Each candidate submitting a resume is sent a timely acknowledgement by our team, including an approximate schedule for the recruitment. Throughout the recruitment process, communications are maintained with each candidate regarding information about the recruitment progress and their status in the process. We take pride in the many complimentary comments made by candidates regarding the level of communication and the professional manner in which they are treated during our recruitments.

Project Milestone	Deliverables	Timeline
<p>Execution of recruitment strategy and candidate outreach</p>	<ul style="list-style-type: none"> - Online data collection and profile development - Development of interactive, searchable applicant database for recruitment of the General Manager - Baker Tilly performs direct outreach to prospective candidates identified in the recruitment strategy - Utilization of extensive applicant database to identify applications and review applicant pool for competencies/demographics 	<p>4-5 Weeks</p>

Task III. Screening of applicants and recommendation of semi-finalists

In Task III the project team, under the direction of Sharon Klumpp and Patty Heminover, will screen the candidates against the criteria within the position and candidate profile and develop a list of semi-finalists for recommendation to the SPU Commissioners. We will then narrow the list to a group of 10-15 semifinalists for review and select finalists on the basis of written candidate questionnaires, early due diligence information, consultant phone interviews and recorded, one-way video interviews.

Another unique aspect of our recruitment process is our use of online recorded interviews for the screening process. Responses are timed and questions are not provided in advance. This tool allows our team to develop a more comprehensive understanding of each candidate’s ability to “think on their feet,” as well as their personal and professional demeanor. Our team will provide an online link for the SPU Commissioners, as well as others who have input into the hiring decision, allowing them to review and later discuss the recorded responses. This provides your organization with additional candidate assessment tools that can be customized to fit the unique needs of SPU.

Throughout the process, you will have access to our Master Applicant List (MAL), which will provide pertinent data for each applicant.

Project Milestone	Deliverables	Timeline
Applicant screening and recommendation of semi-finalists	<ul style="list-style-type: none"> - Baker Tilly compares applications to the approved candidate profile, developed in our searchable applicant database - Most promising applicants are asked to complete candidate questionnaires and provide due diligence information - Media, internet and social media scan for information pertinent to future employment - Top 10-15 candidates identified as semi-finalists - Semi-Finalist Report is prepared, including the brochure, master applicant list, cover letter and resume of candidates to be considered - Baker Tilly and SPU review video interviews - Project team co-leaders meet with SPU Commissioners to review recommended semi-finalists - SPU Commissioners selects finalists for on-site interviews - Finalists complete candidate management style assessment, responses are reviewed and interview questions are developed 	2-3 Weeks

Task IV. Conducting background checks, reference checks and academic verifications

When the SPU Commissioners approve of a group of finalists for interviews, Baker Tilly will begin the process of conducting reference checks, background checks and academic verifications. A Confidential Reference Report is prepared for each finalist to complete our understanding of his/her management and leadership characteristics and professional work performance.

Background checks will include information from the following areas:

Consumer credit	Bankruptcy
City/county – criminal	State district Superior Court – criminal
City/county – civil litigation	State district Superior Court – civil
Judgment/tax lien	Federal district - criminal
Motor vehicle driving record	Federal district – civil litigation
Educational verification	Sex offender registry

To ensure that our quality standards are maintained, we require a minimum of 10 business days between the time that you select the finalists for on-site interviews and when we submit the candidate documentation for your final interview process.

Project Milestone	Deliverables	Timeline
Design final process with SPU for interviews with finalists	<ul style="list-style-type: none"> - Baker Tilly confirms interviews with candidates - Travel logistics are scheduled for candidates 	1-2 Days
Background checks, reference checks and academic verification	<ul style="list-style-type: none"> - Baker Tilly completes background checks, reference checks and academic verifications for finalists 	2 Weeks

Task V. Final interview process

Upon completion of Task IV, we will work with SPU Commissioners to develop the final interview process, including the use of virtual platforms as requested. We customize the final interview process according to the needs and functions of the position and according to your preference, instructions and directives to include steps that are important to you, our client. As such, the final interview process may include meetings with the department heads and a tour of SPU facilities, subject to public health advisories. In advance of the interviews, we will provide documentation on each of the finalists which will provide the highlights of their leadership/management profile (Gap Analysis) as well as a summary of the results of the reference checks, background checks and academic verifications. In addition, the Final Report will include guidelines for interviewing the candidates, suggested interview questions and a candidate assessment process for your interview panel(s).

The project team co-leaders will be available during the final interview process to answer questions about the candidates and, if requested, assist with the final evaluation of the candidates. In addition, we will assist you with the development of a compensation package and related employment considerations and assist with the negotiation of an employment agreement.

Project Milestone	Deliverables	Timeline
Final Report prepared and delivered to SPU	<ul style="list-style-type: none"> - Final Report is prepared, including brochure, interview schedule, cover letter, resume, candidate questionnaire, suggested interview questions, candidate assessment form and management style probing questions 	1 Day
Interviews with finalists	<ul style="list-style-type: none"> - Interviews are scheduled - Recruitment project team co-leaders attend client interviews and are available to participate during deliberations of candidates 	1-2 Days

Offer made/accepted	<ul style="list-style-type: none">- If requested, Baker Tilly participates in candidate employment agreement negotiations- Baker Tilly notifies candidates of decision- Baker Tilly confirms final process close out items with Shakopee Public Utilities	3-5 Days
---------------------	---	----------

Our strategy for recruitment of diverse candidates

Our corporate core values and work environment reflect our broader social aspirations for a diverse workforce, equal opportunity and cross-cultural respect. We have established strong and credible networks with minority and female leaders nationwide. In addition, we are corporate members of the National Forum for Black Public Administrators (NFBPA) and the Hispanic Network and are on their National Corporate Advisory Council. We participate in their membership events on a regular basis.

To that end, we take responsibility for diversity in our organization, our recruitment strategy and our candidate pools. In this recruitment, we will use our established networks to make direct and personal contacts with prospective minority and female candidates and encourage them to consider Shakopee Public Utilities' General Manager position. Because of our performance record in presenting a diverse applicant pool, these prospective candidates know they will be fairly considered in the process.

Baker Tilly is committed to ensuring equitable participation in our business and employment opportunities without regard to race, color, religion, sex, national origin, age, disability, veteran status, marital status or sexual orientation. As a leader in the executive recruitment industry, we take positive actions to prevent and to remedy any discriminatory effects of business and employment practices.

Timeline

Below is an estimated timeline for the executive recruitment process. You will be asked during the first on-site meeting to review and approve a Timeline for the recruitment project. It is our intent to conduct the recruitment expeditiously, but not at the expense of finding high-quality candidates for you.

Shakopee Public Utilities Executive Recruitment Preliminary Timeline

The following timeline represents a preliminary schedule for your executive recruitment based on a commencement date of January 11. Actual target dates will be developed in consultation with and approved by the SPU Commissioners.

Project Milestone	Deliverables	Target Date
Profile development, advertising and candidate outreach	<ul style="list-style-type: none"> - Baker Tilly completes interviews to develop candidate profile and recruitment brochure; SPU approves ad placement schedule and timeline - Baker Tilly sends draft recruitment brochure to SPU - SPU returns draft recruitment brochure (with edits) to Baker Tilly - Baker Tilly commences executive recruitment advertising and marketing - Online data collection and profile development - Baker Tilly commences formal review of applications; most promising candidates complete questionnaires - Candidates complete recorded interview online 	January 11 – February 24
Applicant screening and assessment and recommendation of semi-finalists	<ul style="list-style-type: none"> - Baker Tilly completes formal review of applications and sends selected resumes to SPU for review - Candidates' recorded interviews are presented - Baker Tilly meets with SPU and recommends semi-finalists; SPU selects finalists for on-site interviews - Finalists complete candidate management style assessment and responses are reviewed and interview questions are developed 	February 25 – March 18
Comprehensive background check, academic verifications and reference checks completed for finalists	<ul style="list-style-type: none"> - Baker Tilly completes reference checks / background checks/ academic verification on finalists 	By April 1
Interviews with finalists	<ul style="list-style-type: none"> - Baker Tilly sends documentation for finalists to SPU - SPU conducts on-site interviews with finalists 	Week of April 5
Employment offer made / accepted	<ul style="list-style-type: none"> - SPU extends employment offer to selected candidate 	Week of April 12

Benefits to Shakopee Public Utilities

Selecting Baker Tilly to conduct your executive recruitment provides you with the following benefits:

- **Comprehensive and structured process:** Our process is comprehensive and seamless, reflecting our years of interaction with local government employers and prospective candidates.
- **Transparency:** Baker Tilly comes to SPU without having any preconceived notions or expectations about Shakopee Public Utilities and prospective candidates. The Baker Tilly team works closely with SPU to make sure the process is transparent.
- **Confidentiality:** Prospective candidates know that their application will be kept confidential, allowing them to express interest in the General Manager position without jeopardizing their current employment. Our reputation for ensuring candidate confidentiality as permitted by state and local law means that Shakopee Public Utilities can count on maximizing the number of qualified candidates interested in the position.
- **Candidate recruitment:** Baker Tilly actively recruits qualified candidates, drawing from our extensive personal and professional connections with capable individuals around the state, region and nation and assuring SPU of its access to established managers and rising stars. The ability to widely recruit for prospective candidates is one of the primary benefits of using Baker Tilly.
- **Focused use of SPU's time:** Baker Tilly's comprehensive process incorporates the active participation of the SPU Commissioners at key steps in the process. Our process keeps decision makers fully advised and informed of all aspects of the process without requiring them to expend large amounts of time on the recruitment process or to put aside other pressing issues facing SPU.
- **Minimize staff disruption:** Baker Tilly's search process also minimizes disruptions to SPU staff, some of whom may have additional duties in this time of transition. Because conducting a thorough recruitment can be time-consuming, Baker Tilly's involvement allows staff to stay focused on their primary and assigned functions.
- **Thorough evaluation of candidates:** Shakopee Public Utilities seeks a General Manager of sound professional and personal character. Baker Tilly's process includes a thorough evaluation of the final candidates, including detailed information from references and a careful review of background records.

3. Proposed fees

The all-inclusive professional fee to conduct the recruitment is provided below.

Professional fee

The all-inclusive professional fee includes the cost of professional services by the project team co-leaders, the project support staff and all project-related expenses such as advertising, preparation of the recruitment brochure, printing, candidate background, reference and academic verification checks and travel expenses for on-site visits. Travel expenses incurred by candidates for on-site interviews with the client are not the responsibility of Baker Tilly and are handled directly by the client organization.

The all-inclusive professional fee will be billed in four installments: 30% of the fee will be billed at the beginning of the recruitment; 30% at the implementation of Phase I; 30% at the implementation of Phase II; and 10% upon acceptance of an offer by the candidate.

All questions regarding the professional fees and project-related expenses should be directed to Sharon Klumpp at sharon.klumpp@bakertilly.com; via phone at (651) 270 6856 or Patty Heminover at patty.heminover@bakertilly.com; via phone at (651) 968 7841.

Phase	Description of professional services	Fee
Phase I	Task 1 Candidate profile development/advertising/marketing Task 2 Identify quality candidates	
Phase II	Task 3 Screening of applications and submission of recommended semi-finalists to client Task 4 Reference checks, background checks and academic verifications	
Phase III	Task 5 Final process/on-site interviews with finalists	
Conclusion	Acceptance of offer by candidate	
TOTAL ALL-INCLUSIVE PROFESSIONAL FEE		\$23,500

Optional services

Optional services for consideration	Fee
On rare occasions, Baker Tilly is asked to provide additional search services that are not included in this scope of service or to provide more than three on-site visits to SPU. Additional work specifically requested by SPU which is outside of the scope of this project will be invoiced at the hourly rate of \$220 plus expenses. Baker Tilly will submit a written explanation of the additional services to be provided and the estimated hours that will be required prior to commencing any additional services.	\$220 per hour plus expenses

Triple guarantee

Our Triple Guarantee is defined as:

1. A commitment to remain with the recruitment assignment until you have made an appointment for the fees and tasks quoted in this proposal. If you are unable to finalize selection from the initial group of finalists, Baker Tilly will work to identify a supplemental group until you find a candidate to hire.
2. Your executive recruitment is guaranteed for 12 months against termination or resignation for any reason. The replacement recruitment will be repeated with no additional professional fee, but will include project-related expenses. Candidates appointed from within your organization do not qualify for this guarantee. This guarantee is subject to further limitations and restrictions of your state laws.
3. Baker Tilly will not directly solicit any candidates selected under this contract for any other position while the candidate is employed with your organization.

Negotiations

If selected, we will provide Shakopee Public Utilities with our standard engagement terms. Should SPU wish to provide alternate terms or proceed on the basis of its own format agreement, we would require the ability to negotiate mutually acceptable terms and conditions prior to executing a final contract.

4. Firm experience

References

Sharon Klumpp and Patty Heminover are the designated project co-leads for the General Manager recruitment. Feel free to contact any of the individuals listed below to verify the quality of work Baker Tilly provides to each client as part of these recently completed executive recruitment projects.

Moorhead Public Service, Minnesota

Name	Jerry Bormann	Title	Accountant/HR Coordinator
Phone	(218) 477 8013	Email	jbormann@mpsutility.com
Services	Selection of a General Manager (2020)-internal search		

Marshall Municipal Utilities, Minnesota

Name	Cindy Verschaetse	Title	Chair
Phone	(507) 301 2106	Email	cmverschaetse@Bremer.com
Services	Selection of Director of General Manager (2020)		

Hibbing Public Utilities, Minnesota

Name	Jean Lane	Title	Director of Finance
Phone	(218) 262 7719	Email	jeanl@hpuc.com
Services	Selection of a General Manager (current)		

Experience

The following is a list of executive recruitments recently conducted by members of the Baker Tilly team.

List of relevant projects: 2015 to present

Year	Client	State	Project
Current	Corpus Christi	TX	Director of Water Utilities
Current	Hibbing Public Utilities	MN	General Manager
Current	North Texas Municipal Water District	TX	Executive Director/General Manager
2020	DeSoto	TX	Public Utilities Director
2020	Marshall Municipal Utilities	MN	General Manager
2019	Independence	MO	Utility Chief Financial Officer
2019	Little Blue Valley Sewer District	MO	Executive Director
2018	Alexandria Lake Area Sanitary District	MN	Executive Director
2018	Mora	MN	City Administrator/Public Utilities GM
2018	New Smyrna Beach	FL	CEO/General Manager

4. Firm experience

List of relevant projects: 2015 to present

Year	Client	State	Project
2017	Fauquier Co Water and Sanitation Auth	VA	General Manager
2017	Madison Metropolitan Sewerage District	WI	Director of Eco System Services
2017	Madison Metropolitan Sewerage District	WI	Director of Operations and Maintenance
2017	Orange County	NC	Solid Waste Director
2017	Wallingford	CT	Director of Public Utilities
2016	Leesburg	VA	Utilities & Engineer Director
2016	Loudoun Water	VA	General Manager
2016	Mankato	MN	Director of Public Utilities
2016	Waterloo	IA	Waste Water Management Services Manager
2016	West Travis County Public Utility Agency	TX	General Manager
2015	New Braunfels Utilities	TX	Electrical Operations Manager
2015	New Braunfels Utilities	TX	Water Operations Manager

5. Project team members

The Baker Tilly project team is designed specifically for Shakopee Public Utilities.

The project team represents experienced professionals who will be working on this General Manager recruitment. Our service team is selected to meet four very specific objectives for SPU: 1) it represents the staff who will be directly responsible for your projects; 2) it provides a range of expertise to cover the range of service requirements; 3) it provides a national perspective of experience and institutional knowledge to achieve your future objectives; and 4) it represents the commitment to take personal and professional responsibility for the services and outcomes for Shakopee Public Utilities.

Project team co-leaders

Sharon Klumpp, Director

T: +1 (651) 223 3053

E: sharon.klumpp@bakertilly.com

Patricia Heminover, Director

T: +1 (651) 223 3058

E: patty.heminover@bakertilly.com

Additional project team members

Chuck Rohre, Firm Director

T: +1 (214) 466 2436

E: chuck.rohre@bakertilly.com

Art Davis, Director

T: +1 (816) 868 7042

E: art.davis@bakertilly.com

Edward G. Williams, Ph.D., Director

T: +1 (214) 842 6478

E: edward.williams@bakertilly.com

Anne Lewis, Director

T: +1 (540) 476 1905

E: anne.lewis@bakertilly.com

Michelle Lopez, Senior Recruitment Analyst

T: +1 (651) 223 3061

E: michelle.lopez@bakertilly.com



Sharon G. Klumpp

Sharon Klumpp, a director with Baker Tilly, has worked on behalf of local governments for more than 35 years and partnered with them to build strong organizations.



Baker Tilly US, LLP
Director

380 Jackson Street
Suite 300
Saint Paul, MN 55101
United States

T +1 (651) 223 3053
M +1 (651) 270 6856
sharon.klumpp@bakertilly.com
bakertilly.com

Education

Master of Public Administration
University of Kansas (Lawrence, Kansas)

Bachelor of Arts, Political Science
Miami University (Oxford, Ohio)

Sharon specializes in providing executive recruitment, organizational management and facilitation services to local governments and nonprofits.

Specific experience

- More than 15 years' experience in executive search and organizational management consulting
- Served as associate executive director for the League of Minnesota Cities
- Appointed executive director of the Metropolitan Council, a seven-county regional planning agency for the Minneapolis-Saint Paul metropolitan area
- Served as city administrator in Oakdale, Minnesota and assistant city manager for St. Louis Park Minnesota and Saginaw, Michigan
- Private sector experience includes serving as the chief administrative officer for the Minneapolis office of a major global engineering and design firm
- Served as an adjunct instructor at Walden University, teaching public administration and organizational change in the University's School of Management

Industry involvement

- International City/County Management Association (ICMA)

Patricia Heminover

Patty Heminover, a director with Baker Tilly, has more than 20 years of experience in local government.



Baker Tilly US, LLP

Director

380 Jackson Street
Suite 300
Saint Paul, MN 55101
United States

T +1 (651) 223 3058

M +1 (651) 968 7841

patty.heminover@bakertilly.com

bakertilly.com

Education

Master of Education, Administration
Minnesota State University – Mankato

Mini MBA Program, Human Resources Management
University of Saint Thomas (Saint Paul, Minnesota)

Bachelor of Science, Consumer Science, Business
Administration
Minnesota State University – Mankato

Patty has been with the firm since 2010. Prior to joining Baker Tilly, she was a superintendent, assistant superintendent, director of human resources and director of finance. She brings considerable experience identifying management talent, leading organizational and process improvements, and developing and administering budgets.

Specific experience

- Executive Recruitment, employee development, benefits administration, strategic planning, performance management, market compensation studies, workforce planning, recognition programs and process improvement
- Experience identifying management talent, leading organization and process improvements, and developing and administering budgets
- Understanding of human resources and finance
- Experience working with governing boards
- Served as superintendent, co-superintendent of schools, director of human resources and finance, director of human resources and business services for two Minnesota school districts
- Facilitated discussions with legislators at the state level regarding education funding, securing new funding for a Minnesota school district

Industry involvement

- Minnesota Association of School Administrators (MASA)
- American Association of School Administrators (AASA)
- Minnesota Association of School Business Officials (MASBO)
- River Heights Chamber of Commerce, Member
- State Negotiators Association,
Minnesota School Board Association
- Patty has received a School Finance Award, technology leadership awards and helped establish the first K-12 International Baccalaureate School District in Minnesota

Continuing professional education

- Human Resource Certificate, University of St. Thomas
- Superintendents Licensure, State of Minnesota

Charles A. Rohre

Chuck Rohre, a firm director at Baker Tilly, has more than 35 years of experience managing and consulting in both the private and public sectors.



Baker Tilly US, LLP
Firm Director

2500 Dallas Parkway
Suite 300
Plano, TX 75093
United States

T +1 (214) 466 2436

M +1 (214) 608 7477

chuck.rohre@bakertilly.com

bakertilly.com

Education

Master's Degree, Human Relations and Management
Abilene Christian University (Dallas, Texas)

Bachelor of Science, Career Development
Abilene Christian University (Dallas, Texas)

Chuck is responsible for managing and conducting executive recruitment engagements for the firm to ensure their integrity, timeliness and adherence to budget parameters. He also directs the professional and support staff of the executive recruitment practice to ensure best practices, quality control and customer service goals are met.

Specific experience

- Manager of the executive recruitment practice
- Extensive and successful track record of completed recruitments across the nation, especially in Texas, Colorado, Arizona, and the Midwestern states
- Has led more than 400 recruitment engagements in 27 states for key executives such as city and assistant city managers, police chiefs, fire chiefs, library directors, chief information officers, city/county attorneys, parks & recreation directors, finance directors and public works directors, as well as executive directors of not-for-profit and quasigovernmental organizations
- Conducted management consulting assignments in a number of disciplines including public safety, career development and strategic planning
- Written and presented training in a variety of subject areas including personnel assessment, leadership and management skills, and career development for public sector employees
- Prior to beginning his consulting career, served as police chief and director of public safety for North Texas municipalities with populations ranging from 9,000 to 200,000 plus

Continuing professional education

- Certified Behavior Analyst by TTI, Inc.
- Advanced management training at the Institute for Law Enforcement Administration
- Federal Bureau of Investigation, LEEDS course
- Annual participation in the International City/County Management Association Conference
- Annual participation in state and municipal league conference

Art Davis

Art Davis, a director with Baker Tilly, has pursued his passion to improve local government and create great communities for more than 30 years.



Baker Tilly US, LLP
Director
9229 Ward Parkway
Suite 104
Kansas City, MO 64114-3311
United States

T +1 (816) 912 2036
M +1 (816) 868 7042
art.davis@bakertilly.com
bakertilly.com

Education
Master of Public Administration
University of Kansas (Lawrence, Kansas)

Bachelor of Arts, Political Science
and Public Administration
William Jewell College (Liberty, Missouri)

Art specializes in providing executive recruitment and organizational management consulting services for cities, counties and not-for-profits.

Specific experience

- Successfully launched and expanded his own local government consulting firm over the course of 10 years
- Nearly 15 years' experience in executive recruitment
- Community leadership program facilitation
- Leadership and management development
- Strategic goal setting and strategic planning facilitation
- Organizational assessment, design and development
- Organization and community facilitation
- Served more than six years as associate director for the Civic Council of Greater Kansas City, a nonprofit, 501c4 membership organization comprised of CEOs representing some of the largest companies in the region
- Coordinated and organized a strategic and master planning process (and an update of the plan after four years) focused on re-developing downtown Kansas City, involving hundreds of stakeholders
- Served nearly six years as city administrator for Lee's Summit, Missouri and in other local government positions in Kansas
- Served as assistant to the Mayor of Dallas, Texas
- Led and participated in a wide variety of community initiatives; served on a major hospital board for 13 years and on other not-for-profit boards
- Presented with the L.P. Cookingham Award by the Greater Kansas City Chapter of the American Society for Public Administration, recognizing his long-term and outstanding contributions in the field of public administration

Industry involvement

- International City/County Management (ICMA), member since 1984

Anne Lewis

Anne Lewis, a director with Baker Tilly, has worked for local governments for nearly 20 years.



Baker Tilly US, LLP
Director

8219 Leesburg Pike
Suite 800
Tysons, VA 22182
United States

T +1 (703) 923 8214
M +1 (540) 476 1905
anne.lewis@bakertilly.com
bakertilly.com

Education

Master of Science, Organizational Leadership
and Public Administration
Shenandoah University (Winchester, Virginia)

Bachelor of Science, Business Administration
and Management
Shenandoah University (Winchester, Virginia)

Prior to joining Baker Tilly, Anne served as an Assistant County Administrator for a Virginia county, a Deputy City Manager and an Assistant City Manager for two Virginia cities. Over the last 17 years, her experience in local government has also included positions as an Emergency Management Deputy Director, Public Information Officer, Human Resources Manager, Parking Authority Executive Director, Housing Director, Transit Director and Convention & Visitors Bureau Executive Director. She also has had responsibility for parks, recreation and community services, information technology, animal services, general services and legislative programs.

Industry involvement

- International City/County Management Association, Credentialed Manager (ICMA)
 - Task Force on Recruitment Guidelines Handbook
 - Task Force on Women in the Profession
 - Task Force on Internship Guidelines
- Virginia Local Government Management Association (VLGMA), former member of Executive Board
- Virginia Women Leading Government
- Government Finance Officers Association (GFOA)

Community involvement

- Shenandoah University Alumni Association, Executive Committee
- Shenandoah Apple Blossom Festival®, Board of Directors

Continuing professional education

- Graduate Certificate in Public Management
- Senior Executive Institute and LEAD graduate, The Weldon Cooper Center, University of Virginia

Edward G. Williams, Ph.D.

Edward Williams, a director at Baker Tilly, brings character, competence and expertise to every search.



Baker Tilly US, LLP
Director
2500 Dallas Parkway
Suite 300
Plano, TX 75093
United States

T +1 (214) 842 6478
M +1 (214) 608 6363
edward.williams@bakertilly.com
bakertilly.com

Languages
English
Spanish

Education
Ph.D., Educational Leadership and Policy Analysis
University of Missouri (Columbia, Missouri)

Master of Higher Education Administration
University of Missouri (Kansas City, Missouri)

Bachelor of Arts, Education
University of Missouri (Kansas City, Missouri)

Edward has more than 20 years of collective experience in human resources and organizational development at various levels, and across various disciplines including, state and local government, community and educational institutions.

Specific experience

- Human resources executive (municipal and state government)
- Executive recruitment, employee development, benefits administration, strategic planning, Performance management, market compensation studies, workforce planning, recognition programs and process improvement

Industry involvement

- Society for Human Resources (SHRM)
- Institute for Management Studies (IMS), advisory board
- Texas Municipal Human Resources Administration (TMHRA)

Community involvement

- Ft. Bend Habitat for Humanity, president, vice-president, secretary and member, board of (2014-2019)
- AAU basketball coach – middle school boys

Continuing professional education

- Institute for Management Studies - Houston
- International Personnel Management Association

Michelle Lopez

Michelle Lopez, a senior recruitment analyst at Baker Tilly, has been with the firm since 2017.



Baker Tilly US, LLP
Senior Recruitment Analyst
380 Jackson Street
Suite 300
Saint Paul, MN 55101
United States

T +1 (651) 223 3061
michelle.lopez@bakertilly.com
bakertilly.com

Education

Currently pursuing Bachelor of Science, Project
Management
Colorado State University – Global Campus

Associate in Arts, Liberal Arts
Minneapolis Community College (Minneapolis, Minnesota)

Michelle assists in the organizational management of the executive recruitment process. Along with coordinating internal workflow, she also works with clients and candidates to ensure objectives are met throughout the process.

Specific experience

- More than 10 years of administrative support experience for multiple departments, including human resources and marketing
- Four years of experience in information technology help desk and support
- Survey and data reporting
- Reference checks for potential candidates
- Interview coordination and scheduling
- Recruitment marketing research and organization

Appendix I: sample brochure



MARSHALL MUNICIPAL UTILITIES IS SEEKING A GENERAL MANAGER

The Marshall Municipal Utility

Marshall Municipal Utilities (MMU) has been providing electric and water utility services to the City of Marshall, Minnesota for over 125 years. Marshall is a vibrant community in southwestern Minnesota with a population approaching 14,000, and is home to Southwest Minnesota State University (SMSU), the headquarters of the Schwan Food Company, Ralco, and Runnings, and is a regional medical center of the Avera Health Systems. Marshall serves as the county seat of Lyon County and is located approximately 150 miles southwest of Minneapolis/St. Paul and 75 miles northeast of Sioux Falls, South Dakota.

MMU is an electric transmission and electric and water distribution utility with 11,400 combined water-electric customers. One standby generator of 16 MW fuel oil is maintained under contract to Missouri River Energy Services (MRES). Based on 2019 retail sales exceeding 558,000 megawatt hours, Marshall Municipal Utilities is the second largest municipal utility in Minnesota. It also produces and distributes over 848 million gallons of water annually.

MMU is governed by a five-member Commission. Commission members are appointed by the Mayor and subject to confirmation by the Marshall City Council. Each commissioner may serve up to two consecutive five-year terms. The Commission is responsible for overall management of the electric and water utilities and has the authority to appoint the General Manager, set annual and long-range budgets, approve rates, enter into agreements with power suppliers, develop and construct capital projects, recommend debt issuance to the Marshall City Council, and set policies to ensure Marshall is provided with safe, high quality, and reliable electric and water services in an environmentally and fiscally responsible manner consistent with sound business principles. Contracts longer than 10 years and bonding require City Council approval per City Charter.

MMU has a staff of 36 FTEs (full-time equivalents). 25 FTEs are assigned to electric operations and the remaining 11 FTEs operate the water utility. Combined utility annual revenues are projected at \$45 million in 2020. MMU has an A credit rating from S&P.

Electric Utility Overview

The electric utility accounts for approximately 88% of combined system revenue; a single high-load-factor customer accounts for 42% of revenues. MMU has six distribution substations. Nearly 94% of the system is underground, significantly reducing outage to MMU customers. Almost three-quarters of purchased energy is under a contract (expiring in 2057) with MRES. MMU's rates for electrical power are 13% below the state average, largely a function of low-cost Western Area Power Administration (WAPA) power. MMU recently completed a three-year project to install an Itron automated metering infrastructure (AMI) system that will enable it to evaluate options for replacing its daily load management system and implementing time-of-use (TOU) rates.

Water Utility Overview

The water utility accounts for 11% of the combined system revenues. Water is pumped by 17 wells located in and around Marshall and over 42 miles of lines transport raw water to a treatment plant constructed in 1999 with a capacity of 8 million gallons per day (MGD). The distribution lines are 93 miles in aggregate with PVC piping as the standard. Treatment systems at the plant include aeration, lime softening, corrosion control stabilization, filtration, disinfection, and fluoridation. A water softening enhancement project introducing soda ash is underway that will result in producing 6-10 grain hard water to the customers in 2021. Current finished water hardness is 32-35 grains.

City-MMU Partnership

The City of Marshall and MMU has an established partnership agreement that is reviewed and modified on an annual basis. As a result of this partnership, MMU provides:

- Billing for the City's wastewater and surface water utilities
- Chloride (Salt) reduction for NPDES
- Street lighting
- Fire protection (Hydrants and fire flow)
- Support to develop the City's industrial park.



The Position

The General Manager position ensures that the needs of MMU customers are met by providing high quality, safe and efficient water and electric service in a cost efficient and effective manner, while promoting conservation and responsible management of resources. The position is open as a result of the announced retirement of Brad Roos who has been the General Manager for 17 years. Five positions report to the General Manager including the Customer Service Manager, Finance Manager, Water Operations Manager, Electric Operations Manager, and the Communications Specialist. The General Manager reports to the Marshall Municipal Utilities Commission. The current General Manager will remain with MMU until August 2020 and will assist in onboarding the new General Manager.

Major responsibilities assigned to the General Manager include:

- Direct and oversee personnel responsibilities including final decisions related to staffing, hiring, termination, layoff, suspensions, disciplinary actions, salary actions, grievances and employee performance evaluations.
- Oversee all operational areas of the utility through the supervision of department managers to achieve goals with available resources.
- Lead annual budget preparation with the Finance Manager and department managers and administer the adopted budget to ensure fiscal control.
- Provide leadership and direction in the development and implementation of short- and long-range plans; interpret and prepare data for studies, reports, and recommendations; coordinate utility activities with other city departments and agencies as needed.
- Plan and organize strategic planning sessions with the Commission and department managers; review and report on current conditions and project long-range trends that could affect MMU's strategic position.
- Facilitate Commission meetings and committee meetings. Provide professional advice to the MMU Commission.
- Oversee and monitor all utility contracts, agreements, and legal documents.
- Ensure compliance with all applicable laws, rules, regulations and ordinances with state and federal regulations and agencies.
- Communicate official plans, policies and procedures to staff and the general public.
- Oversee the development and implementation of effective employee job training and safety programs.
- Maintain active membership in local, state, and national associations.
- Stay current on industry issues, trends, and best practices.



Leadership Expectations

- **Commission-General Manager relationship.** The General Manager will spend time getting to know individual Commissioners and working with them collectively as a governing board on strategic issues and Commission policy. The General Manager will be attentive to Commission information needs, taking care to explain complex issues in lay terms and frame technical policy decisions for Commission deliberations.
- **Continued partnership with the City.** The City-MMU partnership is a source of great civic pride. The General Manager will demonstrate an active commitment to maintaining this partnership and promoting shared services that will benefit both the City and MMU.
- **Building a strong network with utility industry leaders.** The General Manager's active participation in public power associations and power supplier networks is greatly appreciated by the Commission. The General Manager will build a strong network among utility industry leaders, especially those involved in providing public power, through participation in meetings, task forces, and advisory committees as appropriate while spending an appropriate amount of time overseeing MMU operations.
- **Conservation.** Conservation is a growing issue for both the electric and water utilities. The General Manager will stay abreast of best practices to conserve power and water and their impact on operations. The General Manager will promote increased education for consumers on their role in conservation.
- **Renewable energy.** As the electric industry continues its transformation toward higher percentages of renewable generation, the General Manager will be engaged in the discussions as policymakers at the State, Region and National levels advance policy to impact the pace of renewable deployment. As the changes take shape, the General Manager will engage the Commission and the community. Marshall currently has 43% of its energy coming from non-carbon emitting sources. In 2020, MRES through Marshall and all MRES member utilities initiated the voluntary Bright Energy Choices (BEC) program which gives customers the choice to be 100% "green" in their individual electricity generating sources.
- **Succession planning.** MMU's greatest asset is the knowledge and expertise of its staff. The new General Manager will have the opportunity to hire a new Electric Operations Manager in 2021 with the planned retirement of the current Electric Operations manager. The Commission expects the General Manager to maintain a strong bench strength by actively training, developing, and retaining existing employees.

Desired Capabilities

- Progressive leader with a passion for utilities; easily networks with and serves as a resource to other utilities regionally and across the nation
- Effective voice for the benefits of public power; instills confidence in the organization and its stakeholders
- Visionary with the ability to create a shared strategic direction, anticipate change and lead innovation
- Guided by what is in the best interest for MMU and the City of Marshall; engaged and visible in the community
- Exceptional relationship builder with a genuine appreciation for partnerships and collaborations
- Focuses strategically on MMU's long-range electric and water needs as well as its financial health; demonstrates strong business and analytical sensibilities
- Supports Commission policymaking; provides clear and timely information and professional advice
- Effectively navigates the political environment
- Communicates clearly and openly, readily shares and explains information
- Relies upon and trusts the management team to manage operations; readily acts as a sounding board for operations managers
- Successfully engages employees at all levels of the organization, listens to and addresses their concerns
- Sets high but reasonable expectations for and supports MMU employees; demanding but fair
- Honest, humble, approachable; comfortable working with a broad range of people

Qualifications and Experience

This position requires a Bachelor's degree in public administration, business, engineering or an equivalent field and five years or more of senior level municipal utility management and administration experience. Must demonstrate high-level knowledge of power and water utilities functions, familiarity with the power and water regulatory environment, and experience working on the development, construction, and financing of large capital projects. Strong leadership skills with excellent decision-making abilities and fostering a team approach through effectively supervising and counseling employees are required. Must have exceptional communication, interpersonal, government relation and presentation skills. The ideal candidate will be a strategic thinker and self-starter skilled in developing and executing short- and long-range plans.

Compensation and Benefits

The compensation for this position is up to \$178,782 depending upon qualifications and experience. MMU offers a competitive benefits program including an employer contribution for deferred compensation (\$2,000), medical insurance equivalent to 90% of the single medical insurance premium, and 70% of the family medical insurance premium. Dental insurance and a healthcare savings plan are also provided by MMU. Reimbursement of relocation expenses is negotiable.

Application and Selection Process

Qualified candidates please submit your cover letter and resume online by visiting our website at:

<https://bakertilly.recruitmenthome.com/postings/2530>

This position is open until filled; first review of resumes occurs on March 9, 2020. Following this date, applications will be screened against criteria outlined in this brochure.

For more information, please contact **Sharon Klumpp** at sharon.klumpp@bakertilly.com or **651-223-3053**.

For more information about MMU, see its website at <https://marshallutilities.com>

Information about the City of Marshall is available at <https://ci.marshall.mn.us>

Marshall Municipal Utilities is an Equal Opportunity Employer.



now joined with
Springsted and Umbaugh

380 Jackson Street, Suite 300

St. Paul, MN 55101

651-223-3000

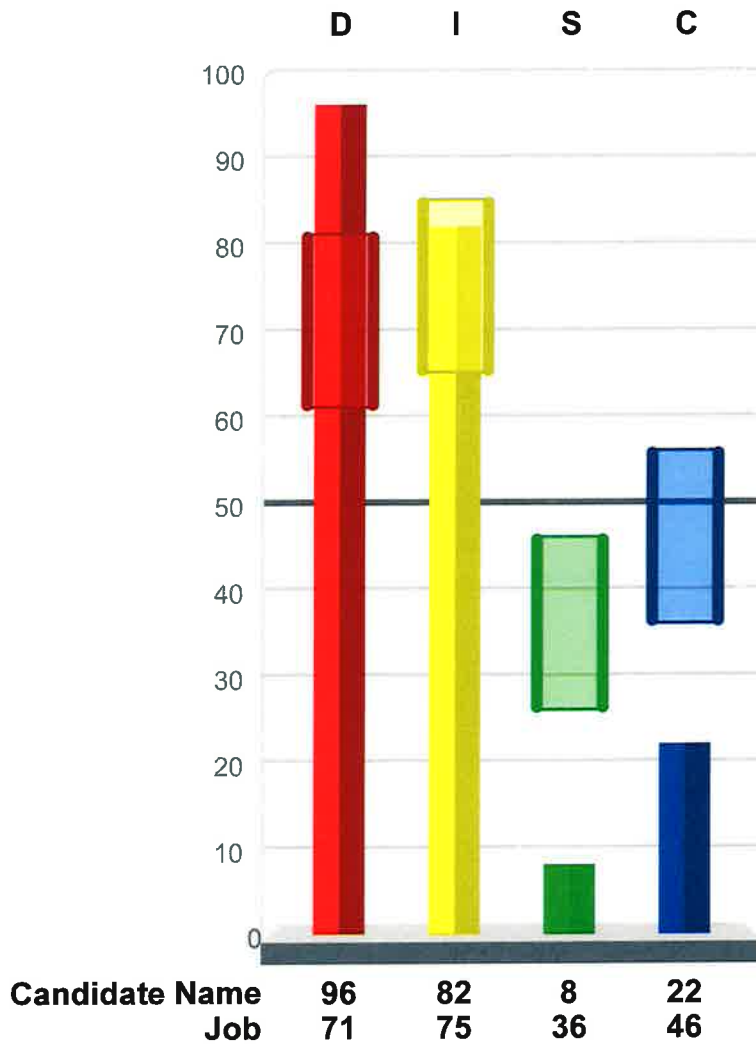
www.bakertilly.com

Appendix II: sample excerpt of TTI report



Workplace Behaviors[®] Candidate Name

The following graph is designed as a visual comparison between the position and the applicant for each behavioral factor. The highlighted area denotes the position-related score for each behavioral factor. The applicant's score is denoted by the darker red, yellow, green and blue line. The closer the applicant's score aligns to the position's score, the better the applicant will perform in the position with respect to behavior.

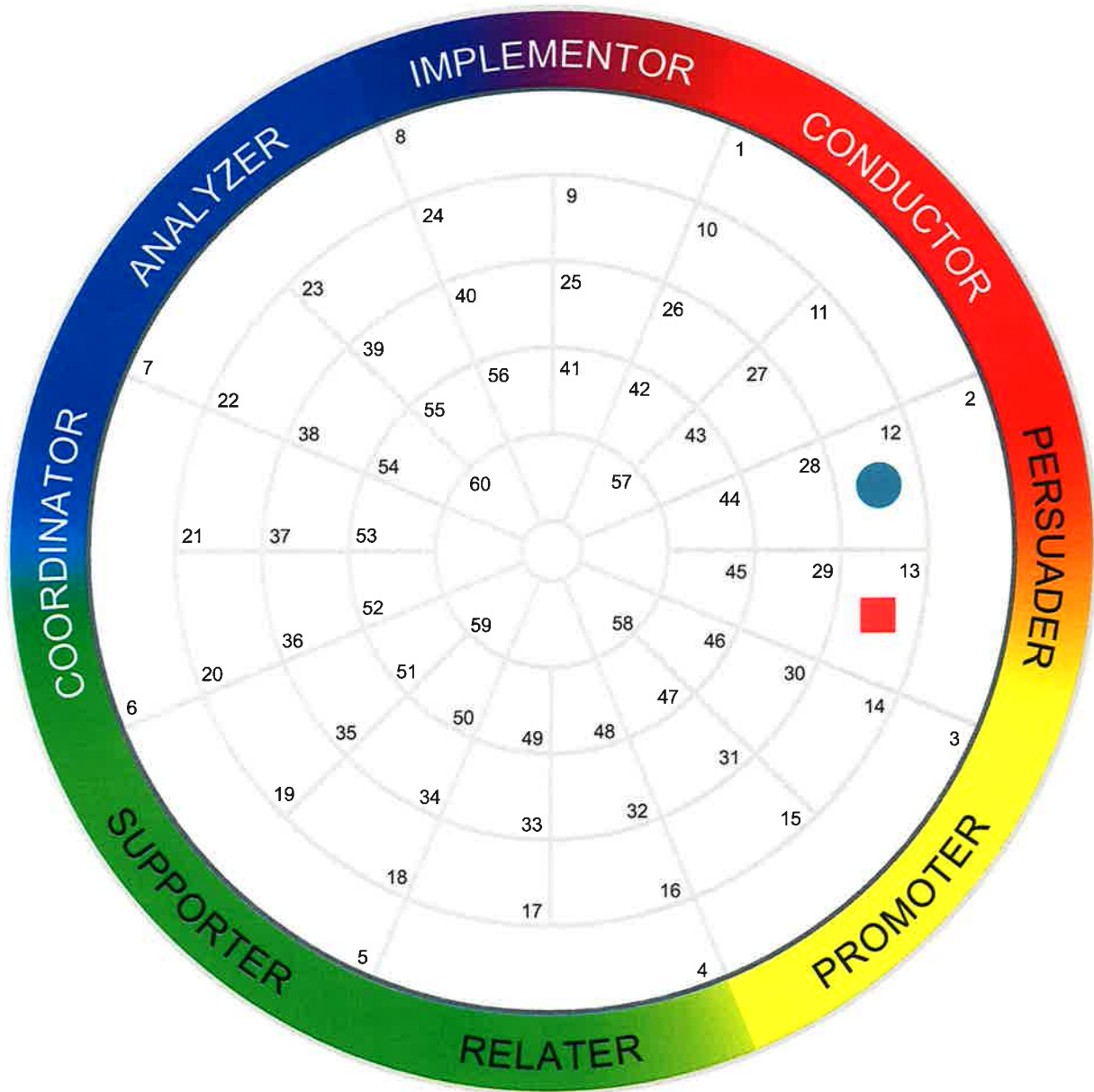


Job Range (20 point range)

Candidate Name



The Success Insights® Wheel



- Job - (13) PROMOTING PERSUADER
- Candidate - (12) CONDUCTING PERSUADER



Comparison Analysis For Consulting and Coaching

Job Competencies Hierarchy	Zone Range	Person
1. Customer Focus	91 — 100	50
2. Teamwork	74 — 100	67
3. Interpersonal Skills	72 — 92	73
4. Influencing Others	86 — 100	68
5. Flexibility	83 — 100	78
6. Creativity and Innovation	66 — 84	62
7. Leadership	75 — 93	85

Primary Driving Forces Cluster	Zone Range	Person
1. Collaborative	35 — 57	6
2. Selfless	40 — 62	61
3. Harmonious	35 — 57	0
4. Receptive	22 — 45	29

Job Behavioral Hierarchy	Zone Range	Person
1. Competitive	73 — 100	90
2. Interaction	60 — 84	90
3. Versatile	54 — 74	100
4. Frequent Change	52 — 72	92

Exact match Fair compatibility Over-focused
 Good compatibility Poor compatibility

Candidate Name



HRExpertiseBP

Successful Execution....On Demand

Debra Englund, MAIR/CCP

Debra@HRExpertiseBP.com

612.414.6833

In 1999, after more than ten years in corporate leadership roles, Debra founded **HRExpertiseBP**, a highly respected consulting firm specializing in Organizational Effectiveness, Human Resources and Business Process Improvement. “In today's economy, **expertise is no longer enough**. We focus on **successful execution** and serve clients throughout North America”. Debra believes that HR and business process expertise should be integrated to help our client's lead effective and profitable organizations. “We identify and focus on areas needing improvement that provide the most significant impact. We provide expertise, processes and HR tools to support those improvements...including leadership development, strategic planning, succession planning, scaling of organizations, executive and Board performance measurement, and Total Rewards.” www.hrexpertisebp.com

Debra has a Master's degree in Industrial Relations *and* Industrial Organizational Psychology from the University of Minnesota. She has over 35 years of experience in the field of Organizational Effectiveness and Human Resources. Prior to opening her own company, Debra held positions ranging from Management within a 4-Billion-dollar global company to VP/COO of a national firm located in St. Paul.

Debra works extensively with executive teams and Boards of Directors. She is often engaged to work with executives to scale their companies and resolve issues amongst members of the leadership team. Her strength is in organizational design and effectiveness as well as leadership team development.

*“Our desire is to bring together the strategic and technical expertise, with a successful consultative style, to add significant value for any organization. At **HRExpertiseBP** we look forward to learning about your organization and working together to achieve your strategic goals and meet your operational objectives.”*

- HRExpertiseBP Team



Corporate Bio

HRExpertiseBP is a successful and highly respected consulting firm specializing in Organizational Effectiveness, Human Resources and Business Process Improvement.

In today's economy, *expertise is no longer enough*. We focus on *successful execution* and serve clients throughout North America.

HRExpertiseBP began in 1999 as the passion of our founder and CEO, Debra Englund. We believe that Business Management and HR expertise should be integrated to help our client's lead effective and profitable organizations.

We take the broader view and focus on areas needing improvement that provide the most significant impact. We provide services, processes and tools to support those improvements...including executive and Board performance measurement and compensation studies.

We are staffed with consultants who possess strong business acumen and average more than 20 years experience in business.

Debra Englund, CEO
Debra@**HRExpertiseBP**.com

HRExpertiseBP
Successful Execution....On Demand



HRExpertiseBP

We offer....

*Expertise
is not
enough,*

*We focus on
Successful
Execution*

Organizational Effectiveness

Strategic Planning

Human Resources Consulting

Leadership Development

Succession Planning

Executive & Board Performance

Measurement & Process Improvement

Custom Solutions....On Demand

612.414.6833

www.HRExpertiseBP.com

CEO Search**Proposal for Shakopee Public Utilities**

Goal: Create and manage a robust selection process that assists the **Shakopee Public Utilities** Commission in hiring a top-quality General Manager/CEO within the timeframe defined and without excess cost.

What we heard you say:

- The Commission is looking for an organization to partner with them in conducting the search for the next GM/CEO of **Shakopee Public Utilities**.
- Upon hearing how **HRExpertiseBP** works with our clients, the Commission requested that we submit a proposal for the search.
- The start date for the next GM/CEO will be sometime in the first or early second quarter 2021.

Process for achieving the stated goal:

- Identify Commission subcommittee who will be involved and responsibilities
- Determine strategic partner: **HRExpertiseBP**
- Clearly define what you want in the next GM/CEO
- Conduct a multi-platform search for both active and passive candidates
- Conduct behavioral interviews to determine best fit with **SPU** culture and members
- Conduct Commission Interview training (brief reminder on legalities and final question selections)
- Identify (in concert with selection committee) three to four final candidates for full Commission to interview
- Determine how final decision and Offer will be made
- Provide compensation data for GM/CEO role (if needed)
- Conduct final interviews by full Commission
- Negotiate final offer to final candidate of choice (includes Tennesen Warning)
- Create Onboarding plan (if needed)

How HRExpertiseBP will work with you:

HRExpertiseBP will work in partnership with the **SPU** Selection Committee. We will provide **Project Management, Human Resource expertise** and **administrative support** throughout the search.

HRExpertiseBP will bring both the experience of professional HR and the abilities of an accomplished search firm. We offer an independent perspective and have only one goal: to attract qualified candidates to the organization for consideration and negotiate a win-win for both **SPU** and the next GM/CEO.

Pricing:

HRExpertiseBP will work on a billable hour basis. As a billable hour project, the control and accountability for productivity and diligence resides with both **SPU** and **HRExpertiseBP**. We have found this to be an excellent way to keep everyone focused on the end-game of providing a quality outcome that meets the goal stated at the outset. We are paid for work performed not a percentage of the final salary and we strive to achieve the best value for the organization.

CEO Search Proposal for Shakopee Public Utilities

Project Manager from **HRExpertiseBP**: Debra Englund

Project Manager hourly rate: \$150/hour billed on an hourly basis

Expenses: All expenses incurred as a part of the search will be reimbursed in full.

The *estimated* cost of **HRExpertiseBP** billable hours for the project range:

Project Manager: \$20k to \$22k.

Expenses: Advertising Expense: Indeed or other professional sites ≤\$500

Final Candidate travel expense: TBD and paid directly by **SPU**

Please remember that this is *just an estimate*...we do not know the full scope and cost of the search at this point. We are comfortable with the scope of the project being smaller or larger and the cost will go up or down accordingly. We will work the number of hours needed to achieve the stated goal of finding a quality GM/CEO.

Respectfully submitted December 14, 2020,

Debra

Debra Englund

CEO, HRExpertiseBP

612.414.6833

debra@hrexpertisebp.com

Attached Documents:

Dashboard = Full search project tracking document

Company Bio

Project Manager Bio

CEO Selection Process: Shakopee Public Utilities

Milestone	Sub-Date	Description	Resources	Status
Dec 2020/ Jan 2021	TBD	Input from Leadership Team on desired qualities in new GM/CEO Input from City on desired qualities in new GM/CEO (Optional)	Debra	
Dec 2020	TBD	Post the position and Passive recruitment effort Resumes directly to HRExpertiseBP	Debra	
Jan 2021	TBD	Strategic Initiatives Confirmed (Strategic Planning) Role Definition/Job Description Created/Confirmed Candidate Qualifications Defined/Confirmed by Commission Performance Measurement Defined/Confirmed	Debra Commission	
Jan/Feb 2021	TBD	Resume reviews	Debra Selection Committee	
Feb 2021	TBD	Phone Screens begin (Behavioral Interviewing)	Debra	
March 2021	TBD	Interview Training for Commission (optional) Selection of Candidates for interview with Full Commission	Debra Selection Com	
March 2021	TBD	Full Commission interview of final candidate Selection of final Candidate Initial Offer crafted & approved by Commission	Commission Commission Debra	
Mar/Apr 2021	TBD	Offer negotiated Offer Acceptance received	Debra/Commission Chair Debra	
Mar/Apr 2021	TBD	Background Check	Debra	
April/May 2021	TBD	Last date to announce Press Releases	Commission/Debra TBD	
Month	TBD	Organizational Effectiveness Survey (Optional)	Debra	
April/May 2021	TBD	Employment Begins Onboarding	Commission Chair	
Month	Ongoing	New GM/CEO working on strategic initiatives	GM/CEO	



PO Box 470 • 255 Sarazin Street
 Shakopee, Minnesota 55379
 Main 952.445-1988 • Fax 952.445-7767
 www.shakopeeutilities.com

TO: Greg Drent, Interim Utilities Manager *GD*
 FROM: Joseph D. Adams, Planning & Engineering Director *JDA*
 SUBJECT: Water Capacity Charge (WCC) Refund Options
 DATE: December 30, 2020

ISSUE

The Utilities Commission is considering refunding a portion of WCC fees collected during the past 1-2 years, using the criteria of if a Certificate of Occupancy was issued or not as of when the WCC fees rate was lowered effective 12/7/2020.

BACKGROUND

At their November 16, 2020 regular meeting, the Utilities Commission directed staff to prepare a resolution adopting the recommendations made by Ehlers' Jessica Cook in their Water Development Fee Study, specifically an 8.5% reduction in the WCC from \$6,039 to \$5,526 per equivalent SAC (Sewer Availability Charge) unit and to prorate multi-family living units at 0.8 for apartment buildings and 0.9 for town house and condo developments.

At their next regular meeting on December 7, 2020 the Utilities Commission adopted Resolution #1285, *A Resolution Adjusting Fees Applied Under the Water Capacity Charge Calculation FKA Water Connection Charge Policy Resolution* and directed staff to research options and potential amounts for refunding WCC fees paid under the prior policy and at the former higher rate of \$6,039 per unit. It was suggested to consider issuing partial refunds only for ongoing construction projects that have not yet received their Certificate of Occupancy (CO) from the city.

DISCUSSION

Working with the assistance of city staff, SPU staff has determined the extent and amount of WCC fees that would be partially refundable under the criteria that the project has not yet received a Certificate of Occupancy from the city. Those projects that had not yet received a CO prior to the Commission's adoption of Resolution #1285 on December 7, 2020 would be recalculated under the new policy/rate.



PO Box 470 • 255 Sarazin Street
Shakopee, Minnesota 55379
Main 952.445-1988 • Fax 952.445-7767
www.shakopeeutilities.com

To date in 2020 there have been 149 single family home building permits charged the WCC at the old rate and per the city none have received their final CO as of 12/7/2020. The difference in the WCC rate is \$513 per unit, so refunds would total \$76,437 for those single family home permits.

In 2020 there have not been any multi-family permits, so no refunds are necessary in this category.

For non-residential projects in 2020 there are WCC fees totaling 68 equivalent SAC units charged at the old rate where none of those building projects had a CO as of 12/7/2020, so refunds would total \$36,215.52* for those non-residential permits.

The combined refund total for 2020 permits would be equal to \$111,321.

Extending the look back to 2019 permits, there are 28 single family home building permits that were charged the old rate (2019 and 2020 WCC rates were the same) without a CO from the city as of 12/7/2020. Refunding the difference would be equal to \$14,364.

In 2019 there is one multi-family unit apartment building totaling 92 units that does not have a CO as of 12/7/2020. The associated refund would be \$148,874 when applying the lower rate and prorating the units by the 0.8 factor.

In 2019 there are non-residential projects without a CO as of 12/7/2020 that totaled 60 equivalent SAC units for WCC fees charged at the old rate. The associated refunds would be equal to \$30,780.

The combined refund total for 2019 permits would be equal to \$194,018.

The overall total for the two-year period of 2019-2020 would be equal to \$305,339.

REQUESTED ACTION

Staff requests the Commission provide direction for issuing any WCC refunds due to lowering the WCC rate and prorating multi-family units.

- - includes an adjusted amount for the industrial use per square foot surcharge reduction

RESOLUTION #2021-001

RESOLUTION REGULATING WAGE RANGES

BE IT RESOLVED BY THE SHAKOPEE PUBLIC UTILITIES COMMISSION in meeting duly assembled on January 4, 2021, that the Shakopee Public Utilities Commission does hereby amend Resolution #1252 and affirm wage ranges in accordance with the rates in "Appendix A" to this Resolution.

BE IT FURTHER RESOLVED that said wage ranges are to become effective from and after January 1st, 2021 as applicable.

BE IT FURTHER RESOLVED, that all things necessary to carry out the terms and purpose of this Resolution are hereby authorized and performed.

Passed in regular session of the Shakopee Public Utilities Commission, this 4th day of January, 2021.

Commission President: Debra Amundson

ATTEST:

Greg Drent
Commission Secretary: Greg Drent

Appendix A

2021

2.5% Wage Increase %

Position	Hourly Personnel Range (\$ Per Hour)		Salaries Personnel Range (\$ Bi-Weekly)		Managers wages frozen at 2020 rate
Utilities Manager			4,658.96	8,319.57	2.5% for all other employees
Director of Finance and Administration			4,059.95	6,763.88	
Electric Superintendent			3,261.27	5,681.66	
Marketing/Customer Relations Director			3,261.27	5,823.70	
Planning & Engineering Director			4,059.95	6,932.97	
Water Superintendent			3,261.27	5,823.70	
Billing and Collections Coordinator			2,654.76	3,854.08	
Customer Relations Coordinator			2,654.76	3,854.08	
Information Technology Coordinator			3,172.53	5,296.79	
Project Engineer			3,372.20	5,629.57	
Accounting Specialist	24.93	34.28			
Accounts Payable/H.R. Specialist	27.69	47.58			
Administrative Assistant	26.36	35.73			
Billing Clerk/CSR	24.93	32.76			
Dispatcher	22.87	41.10			
Engineering Coordinator	28.84	49.03			
Engineering Technician	24.23	43.27			
Inventory/Purchasing Specialist	30.40	41.96			
Network Administrator	25.09	41.82			
Lead Lineman*	48.84	53.84			
Assistant Electric Superintendent*	53.84	58.85			
Apprentice Lineman*	28.69	43.84			
Journeyman Lineman*	36.04	48.84			
Locator/Meter Specialist	28.54	37.05			
Meter Reader (PT)	21.85	30.34			
Meter Technician	24.26	31.52			
Meter/Electronics Technician*	29.92	46.44			
Senior Accounting Specialist	33.70	56.24			
Senior Water Operator	32.03	44.34			
Storekeeper	25.66	33.31			
Temp/Summer Help (PT)	14.40	18.96			
Water Operator-Apprentice	26.52	34.50			
Water Operator-Journeyman	28.67	37.27			
Duty Pay				373.30 Weekly	
Duty Pay Holiday				447.95 Weekly	