

Station 16  
8130 3<sup>rd</sup> Street  
Wellington, CO 80549



Station 17  
108 E County Road 66  
Fort Collins, CO 80524

## **Wellington Fire Protection District INTERIM CHIEF HIRING COMMITTEE AGENDA**

The **INTERIM CHIEF HIRING COMMITTEE** of the Wellington Fire Protection District will be called to at **5:30 pm** on **September 6th, 2023**. The meeting will be held at **Station 16** located at 8130 3<sup>rd</sup> St, Wellington, CO 80549. Please contact our administrative office for any attendance accommodations.

### **Roll Call**

### **Work Session**

- 1. Recruiting Firm Examples**
- 2. Interim Chief Hiring Committee work session**
  - a. Interview Date**
  - b. Interview Questions**

### **Adjournment**

**Proposal  
to provide recruitment services for  
Wellington Fire Protection District's  
next  
Fire Chief**



**Leadership is Key to the Sustainability of Any Organization**

*Character, integrity, and the commitment of a leader inspires  
those in the workplace to go the extra mile and can greatly influence  
the team's success in achieving its objectives.*

**Finding great leaders is what we do!**

***PROTHMAN***

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**Executive Recruitment**

*Interim Staffing. Application Software. Job Board.*

## STATEMENT OF QUALIFICATIONS

### ABOUT PROTHMAN

Prothman specializes in providing national and regional executive recruitment services to cities, counties, districts, and other governmental agencies throughout the western United States. Founded in 2002, Prothman has become an industry leader known and respected for outstanding customer service, quality candidate pools, and our knowledge of local government.

### OUR EXPERTISE

**Recruitment Knowledge and Experience:** The Prothman team has conducted over 500 recruitments and interim placements. We have read and screened over 15,000 resumes, and we have personally interviewed over 6,500 semifinalist candidates. We know how to read between the lines, filter the fluff, and drill down to the qualities and experiences required to be a good manager.

**Firsthand Knowledge of Local Government:** Every Prothman team member has worked in local government. Our talented consultants have a cumulative 175 years in local government service, with expertise ranging from organization management, police and fire management, human resources, finance, public works and elected official public service.

### OUR PROVEN PROCESS

Clients and candidates continually tell us that we have the best process and client service in the industry. The tenure of our placements is among the best in the industry because we understand that "fit" is the most important part of the process; not just fit within the organization, but fit within the community, as well.

### OUR GUARANTEE

We are confident in our ability to recruit an experienced and qualified candidate who will be the perfect "fit" for your organization. Should the selected finalist leave the position or be terminated for cause within one year from the employment date, we will conduct a replacement search with no additional professional fee.

### CONTACT INFORMATION

Co-Owner: Sonja Prothman - [sonja@prothman.com](mailto:sonja@prothman.com), 206.605.0415  
371 NE Gilman Blvd., Suite 310, Issaquah, WA 98027  
[www.prothman.com](http://www.prothman.com)  
[www.prothman-jobboard.com](http://www.prothman-jobboard.com)  
Submittal Date: October 8, 2021

### COMMITMENT TO PROVIDE SERVICE

Prothman commits to performing all services represented in this proposal.

## **STATEMENT OF QUALIFICATIONS - PROJECT TEAM**

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### **Warren Merritt - Project Lead**

Warren is a third generation firefighter and began his fire service career in 1974 as a volunteer firefighter with King County Fire District #10 (now Eastside Fire & Rescue) serving the fire district for 20 years concurrent with his employment in Bellevue. In 1980, he began his professional career with the City of Bellevue Fire Department, rising through the ranks to Deputy Chief, retiring from Bellevue in 2012 to become a fire chief in Idaho. During his time at Bellevue Fire, he was assigned to Operations, Training and the Emergency Medical Services Division; he served for seven (7) years as a Deputy Chief of Operations in Bellevue. Warren was appointed and served as the Fire Chief for Kootenai County Fire & Rescue in Post Falls, Idaho, from February 28, 2012 until his retirement on January 3, 2020. Warren has an associate degree in Fire Command & Administration, a Bachelor of Science degree in Public Safety Administration, is a graduate of the National Fire Academy Executive Fire Officer Program and is a certified Chief Fire Officer (CFOD) through the Center for Public Safety Excellence (CPSE). Warren's experience provides unique insight into fire district and municipal fire services in volunteer, combination and career fire departments.

### **Sonja Prothman - Project Support**

As Co-Owner and Vice President, Sonja directs the day-to-day operations of the Prothman Company and has over 14 years of experience in local government recruiting, interim placements, and organizational assessments. Sonja is a former councilmember for the City of Normandy Park, Washington, and brings to Prothman the "elected official" side of government – a vital perspective for understanding our clients' needs. Sonja also brings private sector expertise having worked with the Boeing Company where she was on the start-up team as lead negotiator for schedules and deliverables for the first 777 composite empennage. A Seattle native, Sonja earned a bachelor's degree in Communications from the University of Washington.

### **Barry Gaskins - Project Support**

Barry is responsible for candidate management. His attention to detail and understanding of timeliness to the customer and candidates is remarkable. Barry works with the lead consultant in following through with scheduling interviews, arranging candidate travel, managing candidate application packets, and assembly of candidate information to give to the client. Barry came to us from the Bill & Melinda Gates Foundation where he served as a Program Assistant for four years in the US Library Program. Barry earned his bachelor's degree from California State University in Los Angeles.

### **JARED ECKHARDT - Project Support**

Jared has been a key member of the Prothman team for seven years and is responsible for profile development and candidate outreach. Jared works one-on-one with the client for position profile development and works with Sonja and the lead consultant on each client's outreach strategies. Jared also functions as recruitment support as a secondary lead consultant on recruitments and special projects. Jared graduated from the University of Washington, earning his BA in Communications.

### **Madison Lindquist - Project Support**

Madison has been a member of the Prothman team for nearly 10 years and is responsible for Prothman's social media, direct mail outreach, website development and Online Application Service support. Madison works one-on-one with the client to ensure optimal outreach in all available social networking resources and works with clients who choose to use the Online Application Service. Madison also functions as recruitment support. Madison graduated from the University of Washington, earning her BA in Communications.

## AVAILABILITY, COMMUNICATION & SCHEDULE

**We are ready to start when you are!**

One of our first tasks will be to coordinate and commit to a schedule. Then, we protect your dates on a master schedule to assure we never miss a commitment. We provide you with our cell phone numbers so that you have direct access to your lead consultant and support staff, and we will communicate and update you as often as you desire. Our recruitments take approximately 10-14 weeks to complete, depending on the scope and direction from the client. You can expect approximately: 2-3 weeks for stakeholder interviews and profile development and approval, 5-6 weeks for recruitment, 2-3 weeks for screening and interviewing, and 2-3 weeks for coordinating final interviews.

### SAMPLE SCHEDULE

**Blue highlighted / bolded events represent meetings with the client.**

Date	Topic
<b>Week of October 18 - 22, 2021</b>	<b>Travel to Wellington Fire or meet via Zoom/phone for stakeholder interviews.</b> Gather information for position profile. Send position profile for review and edits.
October 25, 2021	Post Profile & Start Advertising
November 1, 2021	Send Direct Mail
November 28, 2021	Application Closing Date
Weeks of Nov. 29 & Dec. 6, 2021	Prothman screens applications & interviews top 8 - 15 candidates
<b>Week of December 13 - 17, 2021</b>	<b>Travel to Wellington Fire or meet via Zoom or phone for Work Session to review semifinalists and design final interviews</b>
<b>Week of January 10 - 14, 2022</b>	<b>Travel to Wellington Fire for Final Interview Process</b>

## EXECUTIVE SUMMARY

Prothman has been in the business of finding highly qualified candidates for placement in local government organizations of various sizes with varying political ideologies for over 19 years. We have placed fire chiefs in small city departments to large districts throughout the western half of the US. We understand politics, council and board dynamics and community passion, and we are experts in facilitating. We have designed our recruitment process so that all stakeholders are included, listened to, and treated with respect. Our company takes pride in and stakes its reputation on finding qualified candidates who are the right "fit" for our clients.

**COVID-19 Experience:** We have successfully completed many recruitments during the current pandemic and social distancing regulations. We have implemented many levels of Zoom meetings with the client, including work sessions and final interviews with boards. We have held final interviews via Zoom to narrow the candidates down to the top one or two to be invited for a personal onsite interview. We have had a final candidate chosen based solely on the Zoom interviews and we have had boards narrow it down to one final candidate to bring in for in-person interviews based on the Zoom interviews. We have also had final interviews where all candidates were on site and social distancing parameters and masks were adhered to. There is no cookie cutter here; we work with you to address your concerns and comfort level with social distancing and we provide a process that supports your needs.

## PROPOSED SCOPE OF WORK

### 1. Develop a Tailored Recruitment Strategy

#### Project Review

The first step will be to:

- ◆ Review the scope of work and project schedule
- ◆ Review compensation and decide if a salary survey is needed

#### Information Gathering and Research (*Soliciting Input*)

**We will travel to Wellington Fire or meet via Zoom/phone and spend as much time as it takes to learn everything we can about your organization.** Our goal is to thoroughly understand the values and culture of your organization, as well as the preferred qualifications you desire in your next Fire Chief. We will:

- ◆ Meet with the Board of Directors
- ◆ Meet with District Staff, as directed
- ◆ Meet with Union Representatives, as directed
- ◆ Meet with other stakeholders and community, as directed
- ◆ Review all documents related to the position

#### Position Profile Development (*Identifying the Ideal Candidate*)

We will develop a profile of your ideal candidate. Profiles include the following:

- ◆ **A description of the ideal candidate's qualifications**
  - Years of related experience and education required
  - Ideal personality traits and work habits
- ◆ **Organization-specific information**
  - Description of the organization, position and key responsibilities
  - Priorities and challenges facing the organization
- ◆ **Community-specific information**
- ◆ **Compensation package details**
- ◆ **Information on how to apply**

## 2. Identify, Target, and Recruit Viable Candidates

### **Outreach and Advertising Strategy** (*Locating Qualified Candidates*)

We recognize that often the best candidates are not actively looking for a new position--*this is the person we want to reach and recruit*. We have an aggressive recruitment strategy which involves the following:

- ◆ **Print and Internet-based Ads** placed nationally in professional publications, journals, and related websites.
- ◆ **Targeted Direct Mail Recruitment Brochures** sent directly to fire chiefs and command professionals who are not actively searching for a new position.
- ◆ **Focused Candidate Outreach** via emails and personal networking from our database of fire command professionals.
- ◆ **Posting the Position Profile on Prothman's Facebook and LinkedIn pages and on the Prothman website**, which receives over five thousand visits per month from potential candidates.

## 3. Conduct Preliminary Screening

### **Candidate Screening** (*Narrowing the Field*)

Once the application deadline has passed, we will conduct an extensive candidate review designed to gather detailed information on the leading candidates. The screening process has 3 key steps:

- 1) **Application Review:** Using the Position Profile as our guide, we will screen the candidates for qualifications based on the resumes, applications, and supplemental question responses (to determine a candidate's writing skills, analytical abilities and communication style). After the initial screening, we take the yes's and maybe's and complete a second screening where we take a much deeper look into the training, work history and qualifications of each candidate.
- 2) **Internet Publication Background Search:** We conduct an internet publication search on all semifinalist candidates prior to their interviews. If we find anything out of the ordinary, we discuss this during the initial interview and bring this information to you.
- 3) **Personal Interviews:** We will conduct in-depth videoconference or in-person interviews with the top 8 to 15 candidates. During the interviews, we ask the technical questions to gauge their competency, and just as importantly, we design our interviews to measure the candidate's fit within your organization.

### **Candidate Presentation**

**We will prepare and send to you a detailed summary report and binders** which include each candidate's application materials and the results of the personal interviews and publication search.

**We will travel to Wellington Fire or meet via Zoom** and advise you of the candidates meeting the qualifications, our knowledge of them, and their strengths and weaknesses relative to fit within your organization. We will give you our recommendations and then work with you to identify the top 3 to 6 candidates to invite to the final interviews. We will discuss the planning and design of the final interview process during this meeting.

## 4. Prepare Materials and Process for Final Interviews

### **Final Interview Process** (*Selecting the Right Candidate*)

The design of the final interviews is an integral component towards making sure that all stakeholders have the opportunity to learn as much as possible about each candidate.

- ◆ **Elements of the design process include:**
  - **Deciding on the Structure of the Interviews**  
We will tailor the interview process to fit your needs. It may involve using various interview panels, community tours and/or a public evening reception.
  - **Deciding on Candidate Travel Expenses**  
We will help you identify which expenses your organization wishes to cover.
  - **Identifying Interview Panel Participants & Panel Facilitators**
- ◆ **Evening Reception**  
You may wish to have a reception the evening before the interviews so that everyone, including Board of Directors, staff and community members, have a chance to meet the finalist candidates in an informal setting. We will facilitate the reception.
- ◆ **Background Checks**  
Background checks include the following:
  - **References**  
We conduct 6-8 reference checks on each candidate. We ask each candidate to provide names of their supervisors, subordinates and peers for the last several years.
  - **Education Verification, Criminal History, Driving Record and Sex Offender Check**  
We contract with Sterling for all background checks.
- ◆ **Candidate Travel Coordination**  
After you have identified the expenses you wish to cover, we work with the candidates to organize the most cost-effective travel arrangements.
- ◆ **Final Interview Binders**  
The Final Interview Binders include the candidates' application materials and are the tool that keeps the final interview process organized. Each panel member will be provided a binder.
- ◆ **Final Interviews with Candidates**  
**We will travel to Wellington Fire and facilitate the interviews.** The interview process usually begins with a morning briefing where schedule and process will be discussed with all those involved in the interviews. Each candidate will then go through a series of one-hour interview sessions, with an hour break for lunch.
- ◆ **Panelists & Decision Makers Debrief:** After the interviews are complete, we will facilitate a debrief with all panel participants where the panel facilitators will report their panel's view of the strengths and weaknesses of each candidate interviewed. The decision makers will also have an opportunity to ask panelists questions.
- ◆ **Candidate Evaluation Session:** After the debrief, we will facilitate the evaluation process, help the decision makers come to consensus, discuss next steps, and organize any additional candidate referencing or research if needed.
- ◆ **Facilitate Employment Agreement:** Once the top candidate has been selected, we will offer any assistance needed in developing a letter of offer and negotiating terms of the employment agreement.



## FEE, EXPENSES & GUARANTEE

### Professional Fee

The fee for conducting a Fire Chief recruitment with a one-year guarantee is \$18,500. The professional fee covers all Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and three on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and sending invitation letters, reviewing resumes, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, professional reference checks on the finalist candidates and all other search related tasks required to successfully complete the recruitment.

Professional fees are billed in three equal installments throughout the recruitment.

### Expenses

Expenses vary depending on the design and geographical scope of the recruitment. We do not mark up expenses and we work diligently to keep expenses at a minimum and keep records of all expenditures. Wellington Fire Protection District will be responsible for reimbursing expenses Prothman incurs on your behalf. Expenses include:

- Newspaper, trade journal, websites, and other advertising (approx. \$1,400 - 1,600)
- Direct mail announcements (approx. \$1,600 - 1,800)
- Interview Binders & printing of materials (approx. \$300 - 500)
- Delivery expenses for Interview Binders (approx. \$250 - 450)
- Consultant travel: airfare, travel time at \$45 per hour, rental car, lodging (approx. \$950 - 1,300 per trip)
- Background checks performed by Sterling (approx. \$170 per candidate)

### Other Expenses

**Candidate travel:** We cannot approximate candidate travel expenses because they vary depending on the number of candidates, how far the candidates travel, length of stay, if spouses are included, etc. If you wish, we will coordinate and forward to your organization the candidates' travel receipts for direct reimbursement to the candidates.

### Warranty

**Repeat the Recruitment:** If you follow the major elements of our process and a top candidate is not chosen, we will repeat the recruitment with no additional professional fee, the only cost to you would be for the expenses.

### Guarantee

Prothman will guarantee with a full recruitment that if the selected finalist is terminated or resigns within one year from the employment date, we will conduct one replacement search with no additional professional fee, the only cost to you would be for the expenses.

### Cancellation

You have the right to cancel the search at any time. Your only obligation would be the fees and expenses incurred prior to cancellation.

## EXAMPLE OF POSITION PROFILE



Colorado

## FIRE CHIEF

**\$165,000 - \$185,000**

*Plus Excellent Benefits*

*Apply by*

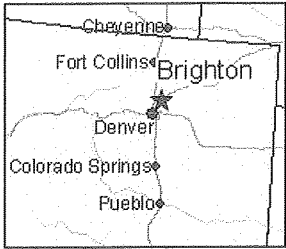
**July 18, 2021**

*(First Review, Open Until Filled)*

**PROTHMAN**



## THE REGION



Located 20 miles north-east of Denver, the Brighton Fire Rescue District is headquartered in Brighton, Colorado. The city was founded on a rich history of diversity, agriculture, railroads and pioneers in 1887. Today Brighton is a medley of old and new, recognized as one of the fastest growing cities in the U.S. Over the last two decades, Brighton's population has nearly doubled from 21,000 to nearly 40,000. The city is expected to grow another 20 percent by 2025. Brighton is a vibrant, close-knit Colorado city that values its history and agricultural roots, while embracing progress, innovation, and sustainable growth. Conveniently located 20 miles north of downtown Denver, a 20-minute drive from Denver International Airport, and about 30 minutes from Boulder, Brighton has attracted residents who want to feel like they are part of a small town while having access to the amenities of larger urban areas. The rural area of the District also has the largest concentration of producing farms in Colorado and is on the leading edge with the energy industry and automation. As a result, Brighton is an up-and-coming place to live in Colorado that offers an excellent balance of urban and rural living with plenty of opportunities for young people and growing families alike.



## THE DISTRICT

Led by a five-member, locally elected Board of Directors who oversee and govern District operations, the Brighton Fire Rescue District protects the City of Brighton, Town of Wattenberg, part of the City of Commerce City, and parts of the towns of Henderson and Lochbuie. In addition, the District's area includes large unincorporated areas of Adams and Weld counties.

The District provides services to approximately 55,000 people in an area of 150 square miles from 5 fire stations. The District is rated an ISO Class 2 in urban/suburban areas and a Class 3 in rural areas. The fire department serving this area was created in 1888, and has a rich history with the dedication and service of volunteer firefighters.

Today, Brighton Fire Rescue District is a career department with approximately 80 employees who handle roughly 6,500 emergency incidents each year on a 2021 total budget of approximately \$17,000,000. The District provides advanced emergency medical (non-transport), firefighting, hazardous materials, water rescue, technical rescue, and safety/prevention services.

The District is unique, as it consists of urbanized, suburban, and rural areas. District personnel must be trained in high rise fires as well as horse rescues, and everything in between. The men and women of the District are highly trained professionals who are proud to serve their community. The District provides all-hazards response, including fire suppression, technician level Haz-Mat, technician level tech rescue, ALS-EMS first response, public education, fire investigation, and fire prevention services. EMS transport is provided through a 3<sup>rd</sup> party contractor with the District.

## THE POSITION

Under the Board of Directors' general direction, the Fire Chief is the District's Chief Executive Officer and Commander in Chief. The Fire Chief is responsible for implementing the rules, policies and procedures established by the Board, and for carrying out the duties imposed upon the Fire Chief by State law. The Fire Chief is responsible for all aspects of the day-to day administration, operation and finances of the District.

To view the full job description, please view the attachment found [here](#).

## OPPORTUNITIES AND CHALLENGES

### Growth of the Community

There is significant growth in the community, primarily on the Southern and Eastern sides. The District will have to continue to plan for the increases in service. The next Chief will need to have the ability to sustain growth within the budget through forecasting and planning.

### Vision

The selected Chief will be a leader who can take the organization into the future, providing strategic direction, including, sharing the vision internally and externally.

### Succession/Mentoring

Developing succession planning for all levels of the organization by establishing programs/plans for continued internal growth and development will be a priority for the incoming Fire Chief.

### Collaboration

The Fire Chief has the opportunity to embrace collaboration internally and externally, including local 4477 and members of all ranks/divisions. Members of the organization are eager to be engaged and excited for opportunities to build, develop, and enhance programs.

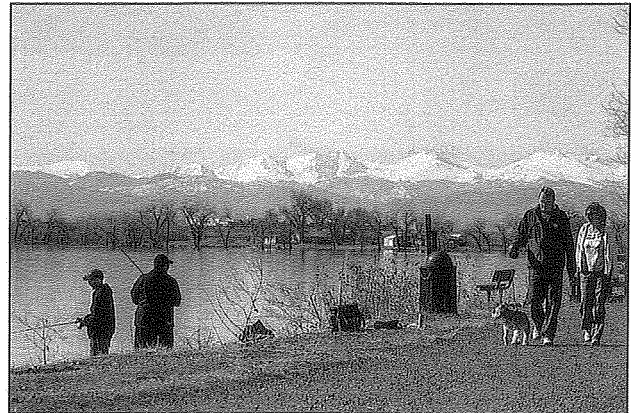
### Capital

That District's stations are all in great shape, with each station being either newer or recently renovated, however the District knows that future stations may be needed, as well as an administrative/training facility. An apparatus replacement plan has been developed and is being enhanced, and Capital funds are available.

## IDEAL CANDIDATE

### Education and Experience:

A bachelor's degree from an accredited institution in fire science, management, or a related field, and a minimum of ten (10) years of progressively responsible experience in the fire service, including at least five (5) years at the chief officer level with substantial management, financial, administration and operational responsibilities is required.



Within one year of hire, the selected candidate must reside within five (5) miles of the District's jurisdictional boundary. Candidates must also possess and maintain N.I.M.S. certification (100, 200, 300, 400, 700, 800), possess and maintain CPR certification, possess, or obtain within one year a Colorado Fire Officer II, IFSAC or Pro Board certification, and possess Chief Fire Officer Designation (CFOD) or be in the process of obtaining CFOD. The selected candidate must also possess or obtain a valid Colorado driver's license within 30 days of hire.

The ideal candidate will have a master's degree in fire science, management, or a related field, have a State of Colorado Fire Officer III certification, IFSAC or Pro Board certification, and be a graduate of the NFA Executive Fire Officer Program. Experience developing and implementing budgets, experience with complex technical and sensitive work environments, and knowledge of computerized administrative functions are also ideal. Experience and success in grant programs, grant writing and grant administration with both local and federal programs (i.e. SAFER, FEMA, ASG), experience with negotiations and relationships with labor groups, and experience with complex, technical and sensitive work environments is also desired.

### Necessary Knowledge, Skills and Abilities:

- The ideal candidate is a proven fire service professional who has demonstrated experience in a career fire agency whose members have a collective bargaining agreement with the fire district and understands the complexities of a growing full-service fire department.
- The ability to build a sense of teamwork and family, see diversity as a strength within the organization, and build a roadmap to developing trust within the agency. The Fire Chief must excel in their delegation abilities, encourage staff to seek higher education/professional growth and take the time to recognize significant accomplishments within the agency
- A proven record of collaboration when it comes to the day-to-day operations of the district. This includes developing apparatus specifications, standard operating procedures and policies that reflect changing times; ie. COVID. It is important that policies are applied equally to all members of the district.
- The ideal candidate will involve themselves in the mentoring and coaching of District staff with a specific focus on professional growth, enhanced service and building leaders for the future, which is a key to current and future success. The new Fire Chief must possess the skills to integrate into a highly functioning team.
- A desire and comfortability participating in the local community foster relationships with community and civic partners and the local ambulance service.
- The District is looking for a leader who can communicate internally and externally with all stakeholders. Demonstrated clear and concise communication with all personnel and a willingness to prioritize developing trust and transparency amongst the members, labor leadership, and the Board of Directors is a must.



- The new Fire Chief will see value in getting to know the organization and not simply making changes for changes sake. The ideal candidate will take the time to get to know its members, agency culture, and history, embracing the same by developing a shared vision amongst the District membership, transparently sharing information, and maintaining confidence when required.
- The ability to make a quick decision needed and there is time to work through an issue. A strong emphasis is placed on deciding and moving forward without over analyzing.
- The ability to be an advocate for the members, the District, and the Board of Directors; doing so in a way that prioritizes support to the internal stakeholders, while at the same time balancing the needs of the citizens served by Brighton Fire Rescue.
- Experience in budgeting, grant processes and developing a strategic plan to address the fiscal and physical needs of the district. The ideal candidate will see innovation as a tenant to excellence and embrace the same even when an innovative effort may not go as planned.
- The ideal candidate will have experience in labor relations, see feedback as essential to the growth and management of the District, and work closely with all staff when implementing new programs. In addition, they will effectively delegate the authority and responsibility to complete assigned work.

**COMPENSATION & BENEFITS**

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- **\$165,000 - \$185,000 DOQ**
- Medical, Dental, and Vision Insurance
- Health Reimbursement Arrangement
- Flexible Spending Accounts
- Basic Life and AD&D Insurance
- Supplemental Life and AD&D Insurance
- Disability Insurance
- Employee Assistance Program
- FPPA Defined Benefit Retirement Plan
- 457 Deferred Compensation Plan
- 8 Hours Sick Leave per Month
- 12 Paid Holidays
- 8 Hours Vacation Per Month. Increases with every five (5) years of service



Please visit:  
[www.brightonfire.org](http://www.brightonfire.org)

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Brighton Fire Rescue District is an Equal Opportunity Employer and adheres to the Equal Pay for Equal Work Act. Therefore, all qualified candidates are strongly encouraged to apply by **July 18, 2021** (first review, open until filled). Applications, supplemental questions, resumes, and cover letters will only be accepted electronically, and uploaded once logged in. **To apply:** go to [www.prothman.com](http://www.prothman.com), click on "Open Recruitments," select "Brighton Fire Rescue District, CO – Fire Chief," and click "Apply Now," or click [here](#).

**PROTHMAN**

[www.prothman.com](http://www.prothman.com)

371 NE Gilman Blvd., Suite 310  
Issaquah, WA 98027  
206.368.0050

## EXAMPLE OF INVITE LETTER





Colorado

# FIRE CHIEF

## \$170,000 - \$190,000

First Review:  
**July 6, 2021**  
(Open Until Filled)

Apply at [www.prothman.com](http://www.prothman.com)

Dear Colleague,

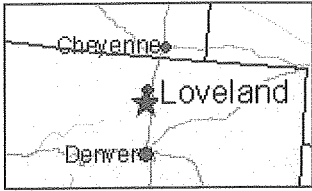
Prothman is currently recruiting for the **Fire Chief** position for **Loveland Fire Rescue Authority** in **Colorado**. We invite you to review the position details on the back page, and if you find that this position is not right for you, we kindly ask that you please pass this on to other fire professionals who may be ready for this next step in their career.

Thank you for your consideration and help!

**PROTHMAN**



## LOVELAND, COLORADO



Loveland Fire Rescue Authority (LFRA) is a consolidated fire protection and emergency service agency specializing in fire and rescue

related services to protect the life and property of their surrounding communities. Nestled in a lush valley at the entrance to the Big Thompson Canyon, Loveland, Colorado, is known as the "gateway to the Rockies" and is conveniently located just 35 minutes east of the Rocky Mountain National Park, just 45 minutes north of Denver and world class ski resorts, and 45 minutes south of Wyoming. One of two incorporated cities within Larimer County, Loveland and the surrounding communities enjoy over 300 days of sunshine with warm summers and snowy winters, making the area an outdoor paradise with an abundance of both indoor and outdoor activities.

Residents and visitors are surrounded with over 5,000 acres of open space and natural areas, available for scenic views, camping, mountain biking, hiking, horseback riding, motorized off roading, and winter snowmobiling. The area has a multitude of scenic lakes, rivers, and streams available for swimming, water skiing and boarding, rafting, boating, and fishing. Loveland boasts 35 parks with picnic tables and BBQ pavilions, 27 playgrounds, and numerous sporting fields from soccer fields and basketball courts to skate parks.

Loveland has been a mecca for artists and the city's affection for art is scattered around the community. With more than 200 sculptures, three annual art shows, two foundries, and two sculpture parks, it is clear that art is appreciated around every corner. Anyone can enjoy the arts through visiting local art shows, museums, galleries, and the theater, or visiting the Benson Sculpture Garden where over 154 eclectic sculptures can be found.



Please visit [www.prothman.com](http://www.prothman.com) to review the full position profile and compensation package, and to learn more about Prothman.

## THE AUTHORITY & POSITION

Established in 2012 as an intergovernmental agreement between the City of Loveland and the Loveland Rural Fire Protection District, LFRA is governed by a five-member board consisting of two City of Loveland Council Members, the City of Loveland City Manager, and two members of the Loveland Rural Fire Protection District. Covering a total of 190 square miles, LFRA's service area encompasses the urban city of Loveland, and portions of the suburban and rural communities of Drake, Masonville, Kellum, and the Town of Johnstown. Together, the region has a combined population of nearly 106,000 residents.

LFRA is a combination department; utilizing both career and volunteer firefighters, and is organized into three divisions, each lead by a division chief. Divisions include Administration, Community Safety, and Operations. Operating on a total budget of approximately 22 million including a general fund of 18.5 million and a total of 128 staff members, LFRA is comprised of 107 career members, and 20 volunteer members. To date, 101 members of the workforce are sworn firefighters. LFRA operates a three-platoon system working a 48-hour shift with 96-hours off.

LFRA functions out of six fire stations that are staffed 24/7, plus two volunteer stations located in the Big Thompson Canyon and the Storm Mountain Community that are staffed by volunteer firefighters. LFRA also has a station located at the Northern Colorado Regional Airport.

Under the direction of the Board of Directors, the Fire Chief is the senior command position with overall responsibility for the direction and management of LFRA. The Fire Chief works closely and collaboratively with the Board, City Council, and the Rural District Board in assuring adequate fire protection, rescue, and life safety services to all citizens in the LFRA service area. The Fire Chief manages the enforcement of fire ordinances, laws, and codes, and oversees each division and manages all career and volunteer personnel activities and operations including administration, fire prevention, public education, firefighting, emergency medical services, emergency management and technical rescue, and hazardous-material response.



October 30, 2021

Ms. Sue Reed, President, and  
Board of Directors  
Wellington Fire Protection District  
8130 Third Street  
Wellington, CO 80549  
(via electronic mail to amacdonald@wfpd.org)

Dear President Reed and Members of the Board of Directors:

Thank you for inviting Columbia Ltd to compete for the opportunity to assist the Wellington Fire Protection District (WFPD) in the recruitment of your next Fire Chief.

I am very familiar with Wellington and northern Colorado. Since December, 2016, I served as the lead recruiter in the following seven northern Colorado recruitments, all successful:

Town of Windsor	- Town Manager
City of Loveland	- City Attorney
Loveland Downtown Devel. Authority	- Executive Director
Town of Severance	- Police Chief
Town of Wellington	- Town Administrator
Town of Timnath (2)	- Town Administrator and Town Attorney

My three most recent recruitments relevant to the fire service are in Bothell, WA (Fire Chief), the Cosumnes Community Services District (Fire Chief), and earlier this year, the Arizona Fire and Medical Authority (Finance Director). All are references.

Based in Colorado Springs, I would serve as the WFPD's recruiter. I have served 22 of the last 24 years in Colorado local government including experience as Garfield County Manager, Garfield County Attorney, and Acting Glenwood Springs City Manager. Columbia Ltd is currently serving the following Colorado communities: Town of Carbondale, (Town Manager), Town of Parachute, CO (Town Manager), Clear Creek County (Finance Director), and City of Cortez (Public Works Director and Parks & Recreation Director).

The attached proposal includes more detailed information regarding Columbia Ltd, the search process and timeline, professional fee and expenses, a placement guarantee, and references. Please feel free to call me directly at (970) 987-1238 if you have any questions.

Sincerely,

*/s/ Andrew Gorgey*

Andrew (Drew) Gorgey  
CEO and Founder

Attachment

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## Columbia ltd

### In General

Columbia ltd provides executive search services to local government agencies throughout the western United States. Incorporated in 2016 by Andrew Gorgey, who serves as Chief Executive Officer and lead recruiter, the firm maintains its principal place of business and headquarters in Colorado Springs, Colorado. For more information, please visit <https://columbiatltd.com>.

Mayors, commissioners, supervisors, council members, trustees, directors, and board members trust Columbia ltd to help them with one of the most important decisions they will ever make, choosing their next manager. Similarly, professional local government managers and human resources professionals trust Columbia ltd to find high-performing, ethical professionals to complete their executive leadership teams.

### *“Excellence in executive recruiting.”*

The essence of our motto, “Excellence in executive recruiting,” is a deep commitment to our clients and the communities we serve. We listen actively, and carefully. Through diligence, a strong work ethic, working with a sense of urgency, attention to detail, and anticipation of every client agency’s unique needs, we are able to find the chief executive, director, manager, or department head, who best fits the community, its elected officials, the organization, and its professional management. We help you find the ideal candidate to address the challenges you are facing now, to execute faithfully your policy priorities, to help develop strategy and meet your goals, and to provide solid, consistent leadership and management for years to come.

### Values-based. Mission-driven.

Columbia ltd is the executive recruiter of choice in the western United States. This is because we are completely committed to a principle-centered, values-based approach to the essential local government function of bringing the best-qualified professionals into the organization. Everything we do is fueled by these eight values: **Excellence, Professionalism, Ethics, Courage, Adaptability, Innovation, Continual Improvement, and Service.** These are not just words – these are core values to which we adhere every day. Living our values allows us to meet

### **Our Mission:**

We serve local governments and their citizens through excellence in executive recruiting, advancing organizations, improving teams, and enhancing communities, one recruitment at a time.

We ensure each client agency has meaningful choice between highly-qualified candidates, in every professional discipline, who meet the needs of the organization and community.

### Experience

Columbia ltd celebrates its five-year anniversary in December, 2021. In its early years, Columbia ltd provided executive recruiting services to an established, California-based executive search firm. At that time, client contracts were with that firm. Columbia ltd and Andrew Gorgey provided professional services, served as lead recruiter, and successfully completed the executive recruitments. With that in mind, Columbia ltd has successfully completed dozens of city/county manager, executive director, and related recruitments in five states, and nearly 50 other executive recruitments in seven western states in every major professional discipline.

### Commitments to Local Government and Professional Development

Columbia ltd is an associate member of the Colorado Municipal League and a cooperating member of the Washington City/County Management Association. At the invitation of the International City/County Management Association (ICMA), Columbia ltd offers training and advisory services to local government managers in career transition. Columbia ltd is also a proud sponsor of the City/County Management Associations in Arizona, Colorado, and Washington. Andrew Gorgey has lectured on recruiting trends, interviewing, and related topics at the state management conferences in those three states, and at the Schools of Public Affairs at the University of Colorado and Arizona State University, and at Arizona’s Next Generation Leadership Conference at the University of Arizona in Tucson and in Scottsdale (invited, November, 2021).

## THE Columbia ltd TEAM

### Philosophy

The philosophy of Columbia ltd is that citizens are the ultimate client in every executive recruitment we perform, so that in addition to our values-based, mission-driven approach, we are always aware of the public service underlying our professional services. In this way, we help elected officials hire the best chief executives, and we help chief executives hire the best new additions to their executive leadership teams.

Although we have considerable geographic reach, we carefully manage both the number of recruiting assignments we accept, and more important, when and how we accept them. This allows us to maintain the highest possible service level for all clients, because each recruiter maintains a limited, manageable number of assignments at any given time. Furthermore, each recruiter's assignments are appropriately scheduled, so that clients never compete against each other for the same talent, and every client, recruitment, and process step receive the recruiter's full, effective attention.

### Your Team

#### Andrew Gorgey, CEO and Founder

Since founding Columbia ltd in 2016, Andrew (Drew) Gorgey has established himself as one of the premiere executive recruiters in the United States. A sought-after industry professional, Mr. Gorgey has completed dozens of major executive recruitments in Arizona, California, Colorado, New Mexico, Oregon, Utah, and Washington.

Mr. Gorgey has served in Colorado local government for 22 of the last 24 years, including 11 years at the executive and management levels, making his first executive hire in 2004. Mr. Gorgey served as County Manager and County Attorney for Garfield County in Glenwood Springs, Colorado. He also served as First Assistant and Chief Deputy County Attorney in El Paso County in Colorado Springs, Colorado. In addition, Mr. Gorgey served as Acting City Manager for the City of Glenwood Springs. Mr. Gorgey continues to serve local government as General Counsel to the Garfield County FML District, a part-time executive position he has held since June 2011. He continues to serve local governments throughout the United States as leader of Columbia ltd, and as an executive recruiter.

Mr. Gorgey is gifted at organizational assessment and accurate analysis of an entity's business case, critical in effective executive recruitment. His candid, genuine, and respectful style, discretion, professionalism, and legendary work ethic are all major benefits to client agencies, as are his experience and expert-level communications skills. Mr. Gorgey's strong skills in talent identification, recruitment, development and retention, and his commitment to excellence in the hiring process, have helped many diverse organizations advance, improve, and meet their strategic objectives quickly.

Moving to Colorado in 1987, Mr. Gorgey began his career in the resort and hospitality industry, serving as a Corporate Trainer for The Broadmoor, a Forbes Five-Star and AAA Five-Diamond Resort in Colorado Springs. He later served as Editor of *The Colorado Springs Business Journal*. Since his youth, Mr. Gorgey has been an enthusiastic student of leadership, dedicating substantial volunteer hours to leadership positions in various professional associations. The El Paso County Bar Association in Colorado Springs named Mr. Gorgey "Outstanding Young Lawyer" in 1999 and elected him one of the Association's youngest Presidents in 2003-04. Mr. Gorgey twice served the Colorado Bar Association as Vice President. He is also Past President of the Association of Colorado County Administrators. Mr. Gorgey has lectured on leadership at the American Bar Association's prestigious Bar Leadership Institute in Chicago, the Colorado Bar Association's Bar Leadership Training course (COBALT), and the Special District Association of Colorado's Leadership Academy, among others. He has lectured on recruitment, interviewing, and related topics at the City/County Management Association conferences in Arizona, Colorado, and Washington, as well as at the Arizona State University School of Public Affairs and Arizona's Next Generation Leadership Conference at the University of Arizona. He completed the International City/County Management Association's (ICMA's) Gettysburg Leadership Institute in 2017.

Mr. Gorgey holds an undergraduate degree in English from the University of Colorado, as well as a Juris Doctor from the University of South Carolina School of Law. He has been a member of the Glenwood Springs Sunset Rotary Club since 2015, serving as the club's Scholarship Chairman for many years.

### **Sue Autry, Senior Executive Recruiter and Strategist**

Based in Westchester County, New York, Sue Fowler Autry has a reputation for professionalism in human resources and executive recruitment enjoyed by few others in the United States. Following successful careers in banking, elite private-sector executive recruiting (Texas), employment law, finance, and manufacturing, Ms. Autry held executive leadership and management positions for 20 years in local government human resources.

Creative and resourceful, Ms. Autry meets the challenges of every assignment, regardless of difficulty, with a “can do” attitude. Her career started in banking, where she was the first female Officer Candidate in a large Atlanta bank. Under a Consent Decree at the time, the bank retained Ms. Autry to focus on affirmative action, compliance, and recruiting. After a few years, Ms. Autry’s talent and excellent reputation drew the attention of several executive search firms.

A private sector executive search firm noticed Ms. Autry’s success managing the bank’s college recruiting, executive hiring, and manpower planning. The firm’s partners invited her to Dallas and within a year made her an equal partner. Ms. Autry’s strong intuition and relationship-building skills with clients brought success. Her work in affirmative action and compliance piqued her interest in law, so after years of successful recruiting practice, she sold her company shares to her partners and was admitted to the Southern Methodist University School of Law.

After graduation, she practiced employment and labor law at Haynes and Boone, LLP (Dallas). In the years that followed, Ms. Autry was recruited away from the firm to major private sector assignments including with First National Bank of Texas, where she improved operations of the \$9 billion personal trust administration department. She was recruited a second time to the team that brought Northern Trust of Chicago to Texas. Northern Trust as Statewide Marketing Director. In an unexpected turn, family health issues led her to assume responsibility for her spouse’s footwear manufacturing company. As President and CEO, Ms. Autry transformed the company from manufacturing to licensing of the company’s patents and trademarks.

Ms. Autry transitioned to the public sector as a human resources consultant, but the City of Colorado Springs, Colorado, quickly hired her full-time to manage employee relations, disciplinary hearings, executive recruitments, pay for performance, performance management, and benefits. She redrafted all of the City’s policies and procedures. El Paso County, CO, recruited her to a similar role, but the City soon recruited her back to serve as Human Resources Manager for the police department. The police chief quickly promoted her, giving Ms. Autry responsibility for Management Services (finance, human resources, information technology, records and ID, the volunteer program, fleet, facilities, and asset management). In Colorado’s second-largest city, Ms. Autry was the only civilian on the chief’s command staff.

Her years of success in both the private and public sectors uniquely position Ms. Autry to help clients resolve difficult organizational challenges. She understands city and county organizations in a way most search consultants never will. Ms. Autry excels in identifying candidates in alignment with Columbia Ltd’s mission of advancing organizations, improving teams, and enhancing communities, one recruitment at a time.

Ms. Autry holds bachelor’s and master’s degrees from Georgia State University, as well a Juris Doctor from the Southern Methodist University School of Law.

### **John Dyer, Executive Recruiter (Public Safety)**

Recently retired from the Lake Stevens (Washington) Police Department after five successful years as chief, John Dyer is based in the beautiful Skagit Valley in northwest Washington State. Chief Dyer started his career as a patrol officer in Oak Harbor (Washington), where he stayed for 28 years, working his way up to the position of patrol commander. He then took the position as Chief of Police in Rifle, Colorado, where he led the department successfully for four years before accepting the position of Chief of Police in Lake Stevens.

In his 38-year career in both Washington and Colorado, Chief Dyer has served in a number of roles and is as well-rounded, experienced, and highly-regarded as a local government law enforcement professional can be. He is an expert in local government public safety recruiting, hiring, training, and retention and is another solid addition to an already strong Columbia Ltd team. (Continued on following page.)

Chief Dyer holds a bachelor's degree (Organizational Management) from Ashley University and a master's degree (Management) from American Public University. He is a 2011 graduate of the prestigious FBI National Academy in Quantico, Virginia. The FBI-LEEDA (Law Enforcement Executive Development Association) recognized Chief Dyer with the Trilogy Award, awarded for successful completion of the Supervisor Leadership Institute, Command Leadership Institute, and Executive Leadership Institute. Chief Dyer also holds Executive Certification in both Colorado and Washington.

**Michelle Holder, Research Manager**

Formerly with the City of Aspen, Colorado, Michelle Holder brings skill and excellence to Columbia ltd in several areas pertaining to local government: project management, community engagement, program management, priority-based budgeting, sustainability reporting, and research. A Certified Professional Project Manager, Lean Six Sigma Green Belt, and graduate of the highly-regarded Roaring Fork Leadership Academy (Aspen), she is passionate about empowering communities by helping them realize their largest goals. Ms. Holder earned her bachelor's degree (Political Science and Criminology) from the University of Florida and her Master of Public Administration degree from the University of North Carolina at Chapel Hill. She is based in Portland, Oregon.

**Kathy Callaway Conarro, Art Director**

Kathy Callaway Conarro has been a graphic designer for over twenty years. The art director and production manager at a reputable alternative news weekly in the United States for over ten years, she also served for over five years as creative director at a fast-growing, international professional sports corporation, before relocating to Central America. Ms. Conarro ensures every local government client is marketed in a genuine, positive, and impactful way and offers creative guidance in corporate marketing.

Ms. Callaway Conarro holds a bachelor's degree in art with an emphasis in graphic design from Western Washington University. She works from her office in Roatán, Honduras.

**Background Checking, Candidate Evaluation, Social Media, Marketing, and Cybersecurity**

Columbia ltd retains experts and contracts with established vendors in key areas related to background checking, emotional intelligence and integrity testing, social media, marketing, and cybersecurity, all essential aspects of an effective, confidential, successful, and safe recruitment process.



## **RECRUITMENT PROCESS**

Professional executive recruitment generally follows the service steps described below. Columbia ltd can customize the recruitment process to meet your specific needs.

### **First Steps**

The recruitment begins with a brief, organizational conference call or videoconference meeting, a time when we get to know each other, manage initial administrative details, and discuss a preliminary schedule for the recruitment. Your Recruiter is the Project Manager for Columbia ltd, and likewise, we ask that you identify a single point of contact to serve as a project coordinator on behalf of the Wellington Fire Protection District (FPD). During this meeting, we will finalize the professional services agreement, make arrangements to gather data from you relevant to the recruitment (current job description, salary range, organizational and departmental budget basics, etc.), submit our initial invoice, and identify a date for the Kickoff Meeting. We will share some thoughts about how to plan the meeting in a way that maximizes the benefit of that time for you. We'll give you other information you'll need, such as specifications for photos to be used in the Candidate Profile, etc.

### **Kickoff Meeting (On-Site Meeting No. 1)**

The Kickoff Meeting is the first of three on-site meetings when your Recruiter is physically present in Wellington, meeting in person with you and your team. Your Recruiter will listen actively, and carefully, interviewing whomever you designate and gathering information about the community, the organization, the department, and the position you are trying to fill. This is cultural immersion: the goal for the day is for your Recruiter to leave the Wellington FPD with the best possible understanding of who you are, where you've been, where you're going, and what you're looking for. We will coordinate a marketing and advertising plan and discuss recruiting strategies and tactics used to find your next Fire Chief. The kickoff meeting can include one-on-one interviews with elected officials, a group meeting with the executive leadership team, meetings and interviews with key stakeholders and community representatives, and whatever else you may need. All recruitments are a little different, and we will make sure we address your unique situation.

During the kickoff process, we are working together to define, then describe precisely the Ideal Candidate for the Fire Chief position, the person best suited to meet your needs, both immediately and for the long-term.

The Candidate Profile is the work product resulting from the interviews, meetings and cultural immersion at the Kickoff Meeting. More than a marketing brochure or advertisement, the Candidate Profile is a carefully written document that drives the recruitment process, the central point of reference that literally keeps everyone on the same page. We describe your community, organization, and opportunity accurately and specifically. We also announce the final recruitment schedule, so everyone has the same expectations and can plan accordingly. Columbia ltd uses electronic and digital distribution, and also still uses targeted direct mailing to deliver the Candidate Profile to approximately 300 to 400 qualified candidates.

### **Go Live Date**

Although word about Columbia ltd and the Fire Chief opportunity with the Wellington FPD will be out well before this, it's helpful to declare a Go Live Date, the earliest, reasonable date at which the search responsibly "opens." This is the day the completed Candidate Profile is posted to the Wellington FPD and Columbia ltd websites. As legendary basketball Coach John Wooden famously said, "Be quick, but don't hurry." In order to keep the recruitment on schedule, it is very important that both Columbia ltd and the Wellington FPD quickly meet their respective responsibilities regarding group drafting, editing, and final approval of the Candidate Profile.

### **Active Recruitment Period**

The Active Recruitment Period is the four to six weeks (depending on your needs) between the Go Live and Filing Deadline dates. During this time, Columbia ltd executes the national marketing and advertising campaign, including use of the Professional Diversity Network (and its eight affinity sites), and the outlets most relevant to the professional discipline at issue. We also begin targeted direct mailing and digital distribution of the Candidate Profile to approximately 300-400 qualified candidates. More important, we use our state, regional, and national proprietary databases to execute direct outreach, actively searching for qualified candidates aligned with the Ideal Candidate description. Your Recruiter serves as the point of contact for all interested persons and prospective candidates, answering their questions about the Wellington

FPD, the position, and the recruitment process. This is important: Columbia ltd is your agent and responds in full to all inquiries on your behalf, treating each person with respect and professionalism, just as you would want them to be treated. We acknowledge all cover letters and resumes within two business days after receipt. Your Recruiter will maintain contact with you during this time.

### **Filing Deadline**

The Filing Deadline is the date by which Columbia ltd receives cover letters and resumes.

### **Initial Review, Preliminary Screening, and Research**

To ensure fairness to applicants, your Recruiter will review all submittals in the same way, at the same time after the Filing Deadline. The Recruiter's initial task is to narrow the field to those candidates best qualified for the position and who most closely fit the description of the Ideal Candidate. Some number of leading candidates are then invited to initial interviews with Columbia ltd. These candidates will receive a written questionnaire to be returned in advance of their interview. Later in the process, these written responses will provide you with deeper insights into each candidate's communication skills, philosophy, and qualifications. Columbia ltd conducts first-level research (internet) for all invitees.

Your Recruiter conducts preliminary screening interviews via videoconference or telephone, with the goal of further narrowing this field as necessary to the candidates most qualified for the Fire Chief position. Columbia ltd then prepares a written Report of Recommended Candidates for delivery to the Wellington FPD. You will receive the report with enough time for a meaningful review, before we meet with you in person to discuss it.

### **Recommendation of Candidates (On-Site Meeting No. 2)**

During the Recommendation of Candidates meeting, which usually lasts about an hour or two, Columbia ltd will update you in full as to everything that has happened in the recruitment process so far, including an analysis of the applicant pool. Your Recruiter will be there in person to discuss the contents of the written Report of Recommended Candidates, which also includes a list of all persons who applied, as well as detailed information on those candidates recommended by the firm. Your Recruiter will answer your questions regarding the recruitment, "bring paper to life" in describing candidates, and communicate the results of preliminary research. The Wellington FPD will then identify which candidates it would like to advance to the Finalist Interview Process. We will work with you to finalize the process steps and establish the preliminary interview schedule for the Finalist Interview Process. We will then carry out your instructions regarding invitations to prospective finalists. On your behalf, Columbia ltd will notify all other applicants of their status at this time.

### **Finalist Interview Process (On Site Meeting No. 3)**

Columbia ltd will notify you immediately after confirming the participation of all finalists, and we will then conduct second-level research (reference, background) as to these persons. We will work with the Wellington FPD to finalize whichever process steps or components are most appropriate for your Finalist Interview Process, e.g. interview panels, public reception, presentations, etc., provide sample interview questions, and work with you to finalize the schedule. We will again prepare and send timely a written Report of Finalists to the Wellington FPD.

Your Recruiter will assist you with the Finalist Interview Process (1-2 days) to meet your specific needs, including facilitation services, professional guidance, etc. After you have identified your Preferred Candidate for the Fire Chief opportunity, Columbia ltd is happy to work with you to shape your initial offer, and to provide negotiation assistance.

### **Final Steps**

On your behalf, we will obtain a complete, detailed background report on your Preferred Candidate through Sterling Infosystems, Inc. (<https://www.sterlingcheck.com>), the most established, reputable company in the field. We conduct additional, final reference checking, as needed, at this time. Through our reputable referral partners, we offer several other assessment and support tools. (See Optional Services, Page 8). The Wellington FPD is also encouraged to do whatever other background checking or pre-employment testing it normally would in its established onboarding process. Columbia ltd will continue to offer whatever negotiation assistance you may want or need, working with your professional human resources team and legal counsel, until both sides have reached agreement on the essential terms of an employment contract, offer letter, etc. After contract approval and the first date of employment, we then look forward to observing the successful service of the new Fire Chief for years to come!

**RECRUITMENT SCHEDULE**  
**(May be modified to meet your specific needs.)**

**WELLINGTON FIRE PROTECTION DISTRICT, CO**  
**FIRE CHIEF**

<u>Action Step</u>	<u>Timing</u>
I. First Steps <ul style="list-style-type: none"> <li>• Finalize and approve professional services agreement</li> <li>• Conference call to identify kickoff date, initial responsibilities, and scheduling</li> <li>• Advance preliminary recruitment schedule</li> </ul>	<b>Immediate</b>
II. Kickoff Meeting ( <b>On Site Meeting No. 1</b> ) and Follow Up <ul style="list-style-type: none"> <li>• Active listening, cultural immersion to facilitate drafting of Candidate Profile</li> <li>• On-site, one-on-one interviews with elected officials</li> <li>• Group meeting with executive leadership team</li> <li>• Meetings and interviews with key stakeholders and community representatives</li> <li>• Draft Candidate Profile and obtain approval of final draft</li> <li>• Coordinate Marketing and Recruitment Strategies</li> </ul>	Two Weeks
III. Go Live Date <ul style="list-style-type: none"> <li>• The earliest, reasonable date at which the search responsibly “opens”</li> <li>• Post Candidate profile to WFPD and Columbia ltd websites</li> <li>• “Be quick, but don’t hurry.” – Coach John Wooden</li> </ul>	ASAP
IV. Active Recruitment Period <ul style="list-style-type: none"> <li>• Execute national marketing and advertising campaign</li> <li>• Targeted direct mailing of Candidate Profile to approximately 300-400 qualified candidates</li> <li>• Execute direct outreach, social media, and networking strategies, actively searching for qualified candidates aligned with Ideal Candidate description</li> <li>• Ensure opportunity is posted with ICMA, CML, NFPA, WFCM (<i>Daily Dispatch</i>), etc.</li> <li>• Serve as WFPD’s agent as to all interested persons and prospective candidates</li> <li>• Maintain contact with WFPD, advise as appropriate</li> </ul>	Five or Six Weeks
V. Filing Deadline	TBD
VI. Initial Review, Preliminary Screening, and Research <ul style="list-style-type: none"> <li>• Review of all resumes and cover letters</li> <li>• Invite leading candidates to initial interviews, distribute questionnaire</li> <li>• Conduct preliminary screening interviews via videoconference (preferred)</li> <li>• First level research (internet)</li> <li>• Send written report of Recommended Candidates to WFPD</li> </ul>	Three Weeks
VII. Recommendation of Candidates ( <b>On Site Meeting No. 2</b> ) <ul style="list-style-type: none"> <li>• Brief District Board in executive session on search and Recommended Candidates</li> <li>• Answer all questions regarding recruitment and candidates</li> <li>• Finalize process steps for Finalist Interview Process and establish Preliminary Schedule</li> <li>• Obtain instructions from District Board</li> <li>• Notify all other applicants of their status</li> </ul>	Two Weeks

- V. Finalist Interview Process (**On Site Meeting No. 3**) TBD
- Secure participation of Finalists and Alternates (if any)
  - Conduct second level research (References and Background) for Finalists
  - Finalize Finalist Interview Process Steps, Schedule, Questions, and Exercises (if any)
  - Send written Report of Finalists to WFPD
  - Assist WFPD with Finalist Interview Process (1-2 days), providing professional opinion, recommendations, and facilitation services, as needed
  - Assist District Board as needed with identification of Preferred Candidate
  - Advise as needed with respect to terms to be negotiated with Preferred Candidate
- VI. Final Steps One Week
- Complete detailed background and additional reference checks on Preferred Candidate
  - Assist with contract negotiation as needed until “essential terms” are agreed to
  - Contract approval and start date
  - Observe the successful service of the new Fire Chief for years to come

## PROFESSIONAL FEE

### Professional Fee

The all-inclusive professional fee to conduct the recruitment process for your next Fire Chief is \$24,000. This includes all steps described in the Recruitment Process; three on-site visits (Kickoff, Recommendation of Candidates, and Finalist Interview Process) to include consultant time and travel expenses; preparation, printing, and distribution of the Candidate Profile, including direct mail and digital distribution; national marketing and advertising; direct outreach and candidate management; general expenses related to administration (printing, copying, mailing, postage, internet access, telephone, social media, etc.); background and reference checking as described; preparation, printing, and delivery of two written reports (Recommended Candidates and Report of Finalists); and one complete background report on the Preferred Candidate.

NOTE: It is customary for client agencies to reimburse finalists for travel expenses related to participation in the Finalist Interview Process. These expenses are not included in the Professional Fee above. These costs typically include round-trip airfare (coach); travel to Wellington from a Colorado airport (car rental and fuel) OR travel to Wellington from a residence (lower cost alternative between car rental and fuel or mileage reimbursement at the current IRS rate); and hotel accommodations (coach-equivalent) for each Finalist candidate. At the appropriate time, you may have other considerations that carry costs: whether to extend your invitation to a spouse or significant other, whether to pay for meals, offer *per diem* reimbursement, etc.

### Optional Services and Costs

The all-inclusive professional fee may be supplemented at your option as follows:

Additional meetings (on-site or virtual)	\$1,000/day plus travel expenses
Additional full background reports	\$350/report
Certified Emotional Intelligence Assessment	\$400/assessment
DISC Assessment	\$75/assessment
Integrity Testing	\$50/person

### Payment Terms

Columbia ltd bills the all-inclusive professional fee in three, equal monthly installments. The first invoice is delivered and due at the time the professional services contract is approved, serving as a retainer before Columbia provides any executive recruitment services. The second invoice is delivered approximately 30 days after the Kickoff Meeting, the third invoice 30 days after that. All invoices are payable on receipt. If any invoice remains unpaid within 30 days of receipt, Columbia ltd reserves the right to suspend all services until payment in full is received. Additional services and costs, if any, will usually be added to the third invoice.

### Insurance

Columbia ltd is insured through the State Farm Fire and Casualty Company. Columbia ltd carries Commercial General Liability Insurance (\$1,000,000 Business, \$2,000,000 General Aggregate) and Commercial Liability Umbrella Insurance (\$1,000,000/occurrence). Automobile liability insurance is provided by Farmers Insurance (\$250,000 / \$500,000 Bodily Injury, \$100,000 Property Damage).

Documentation and Certificates of Insurance listing Wellington as an additional insured will be provided in due course.

### Good Standing

Columbia Consulting, Ltd. is a limited liability company registered with the Colorado Secretary of State, operating under the registered trade name, Columbia ltd. The associated certificates of good standing are attached to this proposal.

## **GUARANTEE**

### **Placement Guarantee**

If a candidate recommended and placed by Columbia ltd (external candidates only) leaves your employment *for any reason within the first year* (exceptions: serious illness, disability, or death; layoff, or position elimination due to reduction in force or budget shortfall; or promotion to another position within the organization), we guarantee to reopen and conduct the recruitment again at no additional professional fee beyond limited expenses, which will be discussed with you in advance. The first year is measured from the first date of full-time employment with you.

### **Ethics**

Ethics is one of the eight Values on which this company is built. Columbia ltd is completely committed to ethical conduct in every aspect of every recruitment, without exception. In addition, applicants for City and County Manager positions are expected to adhere to the International City/County Manager Association Code of Ethics throughout the recruitment process.

### **Good Faith, Transparency, and the Council-Manager Form**

Good faith on all sides is fundamental to successful executive recruitment. In every aspect of every recruitment, Columbia ltd operates in good faith and, respectfully, insists on the same in return.

We encourage as much transparency and public engagement as possible. That said, candidate confidentiality is protected by law throughout the hiring process in almost all cases. Columbia ltd obeys all laws pertaining to hiring, open meetings, and public records in every state we operate, including those pertaining to executive or closed sessions, which are essential to effective, competitive recruitment. Last, we respect and support the council-manager form of government, and the constitutional and statutory provisions and home-rule charters that control the local governments we serve.

### **Reopening the Recruitment**

It is extremely rare for the recruitment process either not to produce a successful pool of qualified candidates or not to reach agreement with the Preferred Candidate or an alternate from the Finalist Interview Process. In the unlikely event that this occurs, Columbia ltd would meet with you to discuss all alternatives, as well as the reasons, if any, for this outcome. Presuming that both sides made a diligent, good-faith effort in the first recruitment, and if both sides reasonably agree, Columbia ltd would then reopen the recruitment one additional time, conducting the second recruitment at no additional professional fee, beyond limited expenses, which will be discussed with you in advance.

### **Diversity, Equity, and Inclusion**

Columbia ltd is committed to diversity, equity, and inclusion in all aspects of every recruitment — without exception.

Columbia ltd does not discriminate on the basis of race, national origin, ethnicity, color, gender, gender identity, sex, sexual orientation, religion, creed, disability, marriage or family status, military status, or age. We are fully compliant with all applicable federal and state employment laws and regulations in all of our recruitments in every state we operate.

More to the point, we are committed to the development of a diverse, equitable, and inclusive workforce and do our best to help all of our clients achieve those goals. A diverse workforce starts with the Candidate Profile and the candidate pool. We go beyond conventional recruitment tools and use the Professional Diversity Network (and its eight affinity sites) and other tools to construct as diverse, inclusive, and equitable a candidate pool as possible. We ask our clients to consider unconscious bias before and during the Recommendation of Candidates meeting, and encourage the use of bias-awareness training as part of every Finalist Interview Process.

## **CLIENT REFERENCES**

Please feel free to contact any of the following current and recent clients to inquire about their experience with Andrew Gorgey. At the time of these recruitments, Columbia Ltd contracted with a California-based executive recruiting firm, who had the client contract with each agency. That said, I was the lead recruiter in each of the recruitments listed below.

### **Arizona Fire & Medical Authority, Sun City West – Finance Director (2021)**

Fire Chief Robert Biscoe  
(623) 448-4101 (cell), [rbiscoe@afma.az.gov](mailto:rbiscoe@afma.az.gov)  
Human Resources Director Shauna Fisher  
(623) 910-6370, [sfisher@afma.az.gov](mailto:sfisher@afma.az.gov)

### **Cosumnes Community Services District, Elk Grove, CA – Chief Administrative Officer (2019), Administrator of Parks & Recreation and Fire Chief (both in 2020), and Human Resources Director (2021)**

General Manager Joshua Green  
(916) 405-7150, [JoshuaGreen@yourcsd.com](mailto:JoshuaGreen@yourcsd.com)  
Fire Chief Felipe Rodriguez  
(916) 206-5961, [FelipeRodriguez@cscdfire.com](mailto:FelipeRodriguez@cscdfire.com)

### **City of Bothell, WA – (Seven positions in three years) Fire Chief, Assistant City Manager, Human Resources Director (all in 2017); Community Development Director, Parks and Recreation Director, Economic Development Manager, and Finance Director (all in 2018)**

Human Resources Director Mathew Pruitt  
(425) 806-6200, [mathew.pruitt@bothellwa.gov](mailto:mathew.pruitt@bothellwa.gov)

### **Town of Windsor, CO – Town Manager (2018)**

Shane Hale, Town Manager  
(970) 674-2419, [shale@windsorgov.com](mailto:shale@windsorgov.com)

### **Town of Timnath, CO – Town Manager, Town Attorney (both in 2020)**

Mayor Mark Soukup  
(970) 215-8115, [msoukup@timnathgov.com](mailto:msoukup@timnathgov.com)

### **Town of Wellington, CO – Town Administrator (2020)**

Mayor Troy Hamman  
(303) 912 2151, [hammantl@wellingtoncolorado.gov](mailto:hammantl@wellingtoncolorado.gov)  
Patti Garcia, Town Administrator  
(970) 531-6071, [garciapa@wellingtoncolorado.gov](mailto:garciapa@wellingtoncolorado.gov)

As a general reference for Andrew Gorgey, also feel free to contact *DPS Division of Fire Prevention and Control Director Mike Morgan*, 303-239-4530 (direct) or (303) 319-5686 (cell, best), [mike.morgan@state.co.us](mailto:mike.morgan@state.co.us).

As a general reference in northern Colorado for Andrew Gorgey, also feel free to contact *Larimer County Manager Linda Hoffmann*, (970) 498-7004, [lhoffmann@larimer.org](mailto:lhoffmann@larimer.org).

OFFICE OF THE SECRETARY OF STATE  
OF THE STATE OF COLORADO

**CERTIFICATE OF FACT OF GOOD STANDING**

I, Jena Griswold, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office,

Columbia Consulting, Ltd.

is a

Limited Liability Company

formed or registered on 12/30/2016 under the law of Colorado, has complied with all applicable requirements of this office, and is in good standing with this office. This entity has been assigned entity identification number 20161889909 .

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 10/28/2021 that have been posted, and by documents delivered to this office electronically through 10/30/2021 @ 10:19:28 .

I have affixed hereto the Great Seal of the State of Colorado and duly generated, executed, and issued this official certificate at Denver, Colorado on 10/30/2021 @ 10:19:28 in accordance with applicable law. This certificate is assigned Confirmation Number 13550019 .



*Jena Griswold*

Secretary of State of the State of Colorado

\*\*\*\*\*End of Certificate\*\*\*\*\*  
*Notice: A certificate issued electronically from the Colorado Secretary of State's Web site is fully and immediately valid and effective. However, as an option, the issuance and validity of a certificate obtained electronically may be established by visiting the Validate a Certificate page of the Secretary of State's Web site, <http://www.sos.state.co.us/biz/CertificateSearchCriteria.do> entering the certificate's confirmation number displayed on the certificate, and following the instructions displayed. Confirming the issuance of a certificate is merely optional and is not necessary to the valid and effective issuance of a certificate. For more information, visit our Web site, <http://www.sos.state.co.us/> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."*



# PROJECT PROPOSAL

Wellington Fire Protection District

## 2021 Fire Chief Assessment Center Process

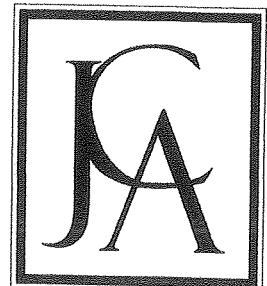
Prepared by:  
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Matthew L. Gruver  
Principal  
Phone: 916.612.6797  
[MGruver@JackClancyAssociates.com](mailto:MGruver@JackClancyAssociates.com)

August 10, 2021



## ***INTRODUCTION***

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August 10, 2021

Steve Sarno  
Wellington Fire Protection District  
8130 Third Street  
Wellington, CO 80549

Re: Fire Chief Assessment Center

Mr. Sarno,

Jack Clancy Associates (JCA) is pleased to present to the Wellington Fire Protection District Board of Directors the following cost proposal outlining our approach to assisting the Board with an assessment center process for Fire Chief.

Our methodology for the proposed project is designed to comply with all prevailing technical and professional guidelines including the *Standards for Educational and Psychological Testing*, the *Uniform Guidelines on Employee Selection Procedures*, the *Principles for the Validation and Use of Personnel Selection Procedures* of the Society for Industrial and Organizational Psychology, and the *Guidelines and Ethical Considerations for Assessment Center Operations*.

We hope this information meets with your approval and we look forward to working with you on this exciting project. If you have any questions regarding the content of this proposal or need any additional information, please feel free to contact me directly by telephone at 916-612-6797 or via e-mail at [MGruver@JackClancyAssociates.com](mailto:MGruver@JackClancyAssociates.com).

Respectfully,

*Matt Gruver*

Matt Gruver  
Principal



# ***PROJECT APPROACH***

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## **I. Administrative Set-up & Job Analysis:**

The first activity of each JCA assessment process is the job analysis. We have extensive experience designing job analyses in the public sector and are experts at identifying and documenting the information necessary to validate assessment processes at the management level. Our job analysis methodology on this project will involve a review of the ideal candidate profile and all supplemental job information collected as part of its development to identify the management skills and style that would be appropriate for the new Fire Chief, and to operationally define the performance dimensions to be evaluated in the assessment process. Typical managerial assessment dimensions might include Managerial Leadership, Decision Making Ability, Interpersonal Relations, Planning/Organization Skills, Adaptability and Flexibility, and Communication Skills. Once the assessment dimensions have been drafted, they will be reviewed with the Board to ensure that the critical aspects of the position have been sufficiently captured.

## **II. Assessment Center Design, Development & Administration:**

### **Exercise Development and Assessor Recruitment.**

Based on the job analysis review, JCA project staff will identify and document the dimensions to be measured in the assessment exercises.

- A. We will then develop a series of exercises to measure the critical dimensions of the job. Once developed, the Board will undertake a final review of the exercises to ensure the appropriateness of the dimensions and the relevance of the exercises to the WFPD's current and anticipated needs.
- B. The actual exercises will depend on the job analysis results. However, based on our experience, the assessment process could look as follows:

**Verbal In-Basket Exercise.** At this level, the in basket exercise simulates the kinds of written materials which a Fire Chief might encounter on the job and which require some type of action or decision. It is designed to test the candidate's ability to "think on his/her feet" by providing a brief opportunity to review the materials, formulate a plan of action and meet with a panel of assessors to discuss decisions made, actions taken, and the thought processes that underlie them.

**Oral Presentation Exercise.** This type of exercise will require the candidate to plan and organize his/her thoughts and make notes for a short presentation on a specific job-related issue such as presenting a new operational process/procedure, sharing pertinent information with the public, or presenting information before an elected body. After the formal presentation, the assessors will be provided with the opportunity to question the candidate relative to the information presented.



**Structured Background Interview.** This type of exercise is designed to assess one's preparation and experiential readiness to take on the responsibilities of the Fire Chief. As the Fire Chief position requires significant experience in both operational and administrative functions, we highly recommend that an interview of some type be incorporated into this stage of the selection process as well.

In addition, the assessment process could also include:

- a writing component incorporated as part of one of the previously mentioned exercises to evaluate a sample of each candidate's writing skills and his/her ability to communicate clearly in a written format; and/or
  - paper-and-pencil tests of critical thinking, personality and management style (these tests would then be used to provide further information on the top candidates relative to the assessment dimensions being evaluated; we would be happy to discuss this option with the Board at their convenience).
- C. The assessor team recruited to evaluate the candidate group should include experienced management personnel at or above the target level. While experience is the prime criterion, attention should also be given to balancing the group of assessors by ethnicity and gender. The actual number of assessors will be determined by the exercises to be used and the number of candidates to be assessed, however, it is anticipated that four assessors will be needed for this assessment process.

**Assessor Training and Candidate Orientation.**

JCA will provide each assessor with training on the exercises to be used. This training will be provided immediately prior to the administration of the assessment process. If requested by the Board, we can also provide a brief orientation session (or written orientation document) to the candidates just prior to the administration of the assessment process in order to provide the candidate group with further insight into the assessment process and candidate expectations.

**Assessment Center Administration.**

Our project team members will work closely with the Board to ensure that the assessment process conforms to current best practices in the field.

- A. JCA will provide all training materials, exercise materials, rating and scoring guides, and rating and documentation forms.
- B. JCA will facilitate the administration of the assessment process to ensure uniform and comparable ratings among assessors. We have used a variety of candidate assessment models and scoring systems, and remain flexible to conform to past practices and the current needs of the WFPD.

### **Reporting of Results.**

JCA will present the overall results of the assessment process to the Board upon completion of the assessment process. This summary document will consist of comments from the assessor group regarding the performance of the individual candidates and a recommendation as to who should be considered for appointment.

### **III. Project Budget:**

As an active supporter of the CO fire service, we are very aware of the financial pressures faced by government agencies throughout the state and will cooperate with the Board to ensure that the assessment process is conducted in the most cost effective manner possible. The total project costs associated with this assessment will be fixed at **\$11,500.00** (which includes all JCA project expenses).

Our budget assumes that the Board will provide all meeting and assessment center facilities, and time of personnel to assist with project activities. It also assumes that the Board will cover any travel, food, and lodging expenses for assessors. Lastly, we will provide four hours of consulting time without charge in defense of these selection procedures if they are legally challenged and/or litigated. Additional consulting services would be invoiced at the rate of \$250.00 per hour for general consultant time (plus expenses).

### **IV. Project Staffing:**

JCA staff is thoroughly familiar with professional and regulatory standards in the testing area, and our associates possess significant knowledge and experience in fair employment, the *Uniform Guidelines on Employee Selection Procedures*, and the *Guidelines and Ethical Considerations for Assessment Center Operations*. The following list identifies our relevant experience designing and developing assessment processes for Fire Chief:

- Steamboat Springs, CO; Brighton, CO; East Providence, RI; Evergreen, CO; El Paso, TX; Las Vegas, NV; Sacramento Metropolitan Fire District, CA; Savannah, GA; Phoenix, AZ; Santa Rosa, CA; Roseville, CA; Clayton County, GA; Napa, CA; Salt Lake City, UT; Vallejo, CA; Henderson, KY; and the West Metro Fire Protection District, CO.

The team that we have assembled for this project has over 90 years of combined public safety assessment experience and possesses significant knowledge in the fire service. Our key staff dedicated to this project includes Matt Gruver, Jack Clancy, and Deputy Chief David Yamahata (Ret.) who joined JCA after a highly decorated 36 ½ year career with the Los Angeles City Fire Department. Deputy Chief Yamahata retired as the Chief Deputy of Emergency Operations at LA City Fire and has worked with Mr. Gruver for over 18 years on fire service assessment projects across the country. Additional information for Mr. Gruver, Mr. Clancy, and Deputy Chief Yamahata is as follows:



**Matt Gruver**  
**Principal**

Matt Gruver specializes in the development and administration of public sector selection and leadership development programs. Over the past 28 years, Mr. Gruver has designed and developed performance tests and assessment centers for the full range of supervisory and management positions within the public safety field. He was heavily involved in the Transportation Security Administration's (TSA) efforts to federalize and staff the nation's airports and arm commercial pilots as part of the Federal Flight Deck Officer program following the tragic events of 9/11. He is considered an expert in the field of public safety assessment and selection, and was the primary architect of the TSA's assessment interviews for LEO and Supervisory LEO.

Prior to joining Jack Clancy Associates, Mr. Gruver was the Senior Manager of testing and assessment services for CPS Human Resource Services in Sacramento, CA. He is a frequent presenter on issues related to selection and assessment, and is an active member of numerous professional organizations and associations. He holds a M.A. degree in Industrial/Organizational Psychology from California State University, Sacramento.

**Jack Clancy**  
**Technical Director**

For over 40 years, Jack Clancy has specialized in designing and conducting assessment procedures for the public sector. His experience has been the area of personnel assessment and development for professional-level and general supervisory and management positions. Specialty practice areas include job analysis, assessment centers, executive selection, validation research, and management coaching. Mr. Clancy has a M.S. in Industrial/Organizational Psychology, and designed his first assessment center in the 1970s. Since then, he has developed well over 500 assessment centers, and presented many training courses in this area. Mr. Clancy is one of the founding members and Past President of the Personnel Testing Council of Northern California. He is a member of the American Psychological Association, the International Public Management Association - HR and the International Public Management Association Assessment Council. He was also a member of the international task force that drafted the 1989 *Guidelines and Ethical Considerations for Assessment Center Operations*.

**David Yamahata**  
**Senior Associate**

Before joining Jack Clancy Associates, Deputy Chief Yamahata spent 36 ½ years in the California fire service. He began his career in the early 1970's as a firefighter with the Los Angeles City Fire Department and promoted up through the ranks, retiring in 2013 as LA City Fire's Chief Deputy of Emergency Operations and second in command. Over his long and decorated career Deputy Chief Yamahata held numerous assignments in both fire operations and administration, and trained many of the personnel who currently serve in the LAFD today.



Since his retirement, he has spent a considerable amount of time working with Mr. Gruver and Mr. Clancy to refine JCA's approach to evaluating fire tactics and strategy in line with the constantly evolving nature of the fire service. Deputy Chief Yamahata continues to participate in numerous professional and civic organizations including the International Association of Fire Chiefs (IAFC), the Los Angeles City Employees Asian American Association, the Little Tokyo Public Safety Association, and the Los Angeles Fire Department Historical Society. He holds a MS Degree in Emergency Services Administration from California State University, Long Beach along with the coveted Executive Fire Officer certification from the National Fire Academy in Emmetsburg, MD.

**V. Organizational Background:**

Jack Clancy Associates is the premier provider of assessment and selection programs to the public sector. Our knowledge, expertise and customer service are unparalleled as we have been the industry leader in helping to build successful organizations since 1980. Headquartered in Sacramento, CA, with a satellite operation in Denver, CO, our services include the design and development of assessment centers and employment examinations for recruitment, selection and promotion, and we specialize in the assessment and evaluation of public safety command personnel. Specifically, we offer services in the areas of assessment centers and assessment center-type processes, structured interviews, performance and practical examinations, written examinations and management style analysis.

We are thoroughly familiar with professional and regulatory standards in the testing area, and our associates possess significant knowledge and experience in fair employment, the *Uniform Guidelines on Employee Selection Procedures*, and the *Guidelines and Ethical Considerations for Assessment Center Operations*. For the protection of itself and its clients, JCA carries insurance in the following amounts:

- General Liability - \$2,000,000/\$4,000,000 (The Hartford)
- Professional Liability - \$1,000,000/\$3,000,000 (The Trust)

As indicated previously, Matt Gruver will serve as JCA's project manager and the primary liaison with the Board on this project and can be reached as follows:

**Matt Gruver**  
**1104 Corporate Way**  
**Sacramento, CA 95831**  
**Phone: (916) 612-6797**  
**Fax: (916) 960-1140**  
**MGruver@JackClancyAssociates.com**

