

Station 16
8130 3rd Street
Wellington, CO 80549



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

Wellington Fire Protection District

SPECIAL BOARD MEETING AGENDA

A **Special Board Meeting** of the Wellington Fire Protection District will be held on **January 26th, 2024**. The meeting will be held at **Station 16** located at 8130 3rd St, Wellington, CO 80549 at **5:30PM**. Please contact our administrative office for any attendance accommodations. **Zoom Meeting information is listed below.**

Pledge of Allegiance

Roll Call

Additions/Deletions to the Agenda

Conflicts of Interest

Public Comment

Any property owner, business owner, or resident of the District that would like to comment on items not listed on the agenda may be restricted to a 3-minute limit per person.

Consent Agenda

District Business

1. Chief Recruiting Firm - Consider proposals - Discussion/possible action

Station 16
8130 3rd Street
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Fort Collins, CO 80524

Wellington Fire Protection District

Other

Adjournment

Zoom Meeting Information

Wellington Fire Protection District is inviting you to a scheduled Zoom meeting.

Topic: Wellington Fire Protection District's Zoom Meeting

Time: Nov 15th, 2023 05:00 PM Mountain Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/7848079463>

Meeting ID: 784 807 9463

One tap mobile

+17209289299,,7848079463# US (Denver)

+13017158592,,7848079463# US (Washington DC)---

Dial by your location

- +1 720 928 9299 US (Denver)

ESCI

Good morning, Mr. Saulsbery – thank you for reaching out to ESCI regarding your need for a firm to conduct a Fire Chief recruitment for the Wellington Fire Protection District. As you may know ESCI is the consulting arm of the International Association of Fire Chiefs and we appreciate the opportunity to offer our assistance to you. Below is a quick synopsis of our process for your consideration.

ESCI takes the following steps to conduct our recruitment/selection process for Fire Chief:

1. Meet with you and/or other relevant Wellington FPD stakeholders to discuss the position and what kind of person you are looking for to fill it
2. Assist you with revising and finalizing a new/updated job description for the position
3. Create a brochure to announce a job opening for the position, as necessary
4. Advertise the job opening in targeted locations such as ESCI's website, IAFC's website, other national and regional fire-rescue association websites, Indeed and other job boards, etc.
5. Evaluate all submitted applications and resumes against the desired qualifications
6. Narrow the field of applicants in consultation with you, as desired
7. Send and evaluate pre-onsite interview supplemental questionnaires to applicants, with questions developed in consultation with you and your team, to even further narrow the pool to only the most highly qualified applicants
8. Conduct a brief interview with each remaining candidate to evaluate verbal skills and interpersonal skills (key KSAs for executive positions) along with an online presence review to ensure there are no red flag issues about the candidates
9. Submit a recommended pool of names and summaries or actual resumes/interviews to you for potential interviewing
10. Work with you to develop valid interview questions and formats
11. Administer the interview to a final group of candidates (Wellington FPD would pay for candidate travel if you choose in-person interviews, to be discussed further)
12. Conduct a training for the evaluators who are rating the candidates, as necessary
13. Assist with the scoring and ranking of candidates
14. Consult as necessary on additional assessments of final pool (assessment center, additional interviewing, etc.), if desired
15. Conduct background investigations (the local PD can do this or ESCI's investigator can) once you are ready to offer the position
16. The general ballpark cost for ESCI's executive recruitment process is in the \$20,000 - \$25,000 range, depending on elements chosen. Travel for ESCI staff is not included in this price but we cap it at a negotiated price if necessary. That being said, many of our recruitments in the past few years have been successfully conducted virtually.

I hope this information is helpful. If you are interested in learning more about our process or discussing details further please let me know and I will put you in contact with the person who handles our recruitments.

Thank you,

Mike Roth | Operations Manager

Thank you Mike.

One question we have right now is how long does it typically take for this process to run its course?

My pleasure – there can be any number of extenuating circumstances, but I'd say its typically a 3-month process. One month of that is keeping the advertisement open. There is a little work on the front end that shouldn't take more than 2 weeks and then on the back of the advertisement is paring down the qualified candidates and developing/scheduling the interview. With the end-of-year holidays entering into the mix the scheduling of interviews could stretch the timeline.

Mike Roth | Operations Manager

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

**Fire Chief
Wellington Fire Protection District,
Colorado**

January 25, 2024

This proposal is valid for 60 days



Strategic Government Resources
P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

JJ Peters, President of Executive Recruitment
JJPeters@GovernmentResource.com



January 25, 2024

Jake Saulsbery, Administrator
Wellington Fire Protection District, Colorado

Dear Mr. Saulsbery,

Thank you for the opportunity to submit this proposal to assist the Wellington Fire Protection District in your recruitment for a new Fire Chief. At SGR, we take pride in our unique ability to provide personalized and comprehensive recruitment services to meet your specific needs.

We would like to highlight some key aspects that set SGR apart from other recruitment firms and enable us to reach the most extensive and diverse pool of applicants available:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR has conducted executive recruitments for over 450 local government clients in 37 states, and we value the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.
- We have a broad community of over 16,000 followers on LinkedIn, one platform we utilize to connect with a wide range of active and passive candidates across the nation.
- Our Servant Leadership e-newsletter, with a subscriber base of over 40,000 in all 50 states, announces all SGR recruitments, further extending our reach. Your position will also be posted on SGR's website and our Job Board.
- In addition, SGR sends targeted emails to our opt-in Job Alert subscriber database including over 2,000 fire service professionals.

Prior to committing to a search, we respectfully request the opportunity to discuss the job description and salary range for this position. Recruiter availability would be determined following this discussion. We are happy to provide references upon request. We are enthusiastic about the prospect of conducting this recruitment for the Wellington Fire Protection District, and we are available to schedule a meeting at your convenience to discuss further.

Respectfully submitted,

Jeri J. Peters, President of Executive Recruitment
JJPeters@GovernmentResource.com

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About SGR

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 30 full-time employees, 1 part-time employee, 27 recruiters, 17 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise.

The company operates as a fully remote organization, with team members located in Texas, Arizona, California, Colorado, Florida, Georgia, Maine, Missouri, Montana, New York, North Carolina, Ohio, Oklahoma, Oregon, South Carolina, and Utah.

View all SGR team members and their bios at: <https://sgr.pub/MeetTeamSGR>.

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment and firmly believes in the importance of proactively building a workforce that reflects the diversity of the communities we serve. We leverage an extensive and diverse network to reach potential applicants.

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 40,000 subscribers across all 50 states.
- We will send targeted emails to over 2,000 opt-in subscribers of SGR's Fire Service Job Alerts.
- Your position will appear on SGR's Website, <https://sgr.pub/SGRWebsite>, which attracts approximately 20,000 visitors per month.
- Your position will be posted on SGR's Job Board, <https://sgr.pub/SGRJobBoard>, which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month.
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

Collective Local Government Experience

Our recruiters have decades of experience in local government, as well as regional and national networks of relationships. Our executive recruiters leverage the professional networks of all SGR recruiters when recruiting for a position, enabling outreach to a wide and diverse array of prospective applicants. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and/or write on issues of interest to local government executives. SGR can navigate relevant networks as both peers and insiders.

Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work diligently to conduct a comprehensive recruitment process tailored specifically to your organization. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure an alignment in terms of values, philosophy, and management style perspectives.

While we have established systems for achieving success, we are a “boutique” firm capable of adapting to meet a client's specific needs and providing insights on the pros and cons of their preferred approach.

Trust of Candidates

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates and next-generation leaders, earning their trust. As a result, we can bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation accurately, communicate honestly, and maintain their confidentiality to the greatest extent possible.

Accessibility and Communication

Your executive recruiter will keep you informed of the search status and will be readily accessible throughout the recruitment process. Candidates and clients can reach the recruiter at any time via cell phone or email. Additionally, the recruiter maintains communication with active applicants, ensuring they are well-informed about the community and the opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a comprehensive screening process designed to ensure a thorough understanding of candidate backgrounds and to minimize surprises. Our vetting process for a full service recruitment includes the following key components:

- Prescreening questions and technical review of resumes
- Cross-communication among our recruiters regarding candidates who have been involved in previous searches, providing greater insight into their background and skills.
- Written questionnaires to gain insights beyond what is available through a resume.
- Live virtual or recorded one-way semifinalist interviews.
- All-inclusive media reports that far surpass automated Google/LexisNexis searches, tailored to each candidate based on their previous places of residence and work.
- Thorough, automated, and anonymous reference checks that provide feedback on candidates from a well-rounded group of references.
- Background checks completed by a licensed private investigation firm.

Executive Recruitment Clients

SGR has partnered on executive recruitments with more than 450 local government clients in 37 states. We take great pride in the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.

View a full list of our Executive Recruitment Clients at: <https://sgr.pub/ERClientList>.

DEI in Recruitments

SGR is deeply committed to equal employment opportunity and considers it an ethical imperative. We unequivocally reject any form of bias, expecting that candidates be assessed solely based on their ability to perform the job. Encouraging underrepresented demographic groups to apply is a vital aspect of our commitment. While we cannot guarantee the composition of semifinalist or finalist groups, SGR actively fosters relationships and contacts on a national scale to ensure meaningful participation of underrepresented groups. Our recruitment process is consistently evaluated and refined to incorporate a focus on equity and inclusion.

Statistics are a testament to our commitment to diversity and inclusion. In our 2022 placements, 32% of candidates were female and 20.5% indicated they were a person of color. Within SGR, our team of six executives includes three women and one person of color, and 72% of SGR's staff members are women. Our internal hiring practices are designed to attract diverse talent from various backgrounds and experiences. We understand the importance of words, ensuring our recruitment materials are inclusive and reflect an equity-focused perspective.

We also actively recommend advertising placements to attract a diverse applicant pool, leveraging partnerships with organizations such as the League of Women in Government, the Local Government Hispanic Network, and the National Forum of Black Public Administrators. Tracking candidate demographic data helps us proactively recruit traditionally underrepresented candidates for senior management positions in local government. We welcome feedback from our clients and candidates, using post-recruitment surveys to refine our processes and outcomes.

Approach and Methodology

A full-service recruitment typically entails the following steps:

- 1. Organization/Position Insight and Analysis**
 - Project Kickoff Meeting and Develop Anticipated Timeline
 - Stakeholder Interviews and Listening Sessions
 - Develop Recruitment Brochure
- 2. Recruitment Campaign and Outreach to Prospective Applicants**
 - Advertising and Marketing
 - Communication with Prospective Applicants
 - Communication with Active Applicants
- 3. Initial Screening and Review by Executive Recruiter**
- 4. Search Committee Briefing to Review Applicant Pool and Select Semifinalists**
- 5. Evaluation of Semifinalists**
 - Written Questionnaires
 - Live Virtual or Recorded One-Way Semifinalist Interviews
 - Media Searches - Stage 1, as described below
- 6. Search Committee Briefing to Select Finalists**
- 7. Evaluation of Finalists**
 - Comprehensive Media Searches - Stage 2, as described below
 - Background Investigation Reports
 - DiSC Management Assessments (if desired, supplemental cost)
 - First Year Plan or Other Advanced Exercise
 - Press Release Announcing Finalists (if requested)
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (if desired)
 - Deliberations
 - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
 - Determine Terms of an Employment Offer
 - Negotiate Terms and Conditions of Employment
 - Press Release Announcing New Hire (if requested)

Step 1: Organization/Position Insight and Analysis

Project Kickoff Meeting and Develop Anticipated Timeline

SGR will meet with the organization at the outset of the project to discuss the recruitment strategy and timeline. At this time, SGR will also request that the organization provide us with photos and information on the community, organization, and position to assist us in drafting the recruitment brochure.

Stakeholder Interviews and Listening Sessions

Stakeholder interviews and listening sessions are integral to SGR's approach. SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your specific needs. Obtaining a deep understanding your organizational needs is the crucial foundation for a successful executive recruitment. In collaboration with the organization, SGR will compile a list of internal and external stakeholders to meet with regarding the position. These interviews and listening sessions will identify potential issues that may affect the dynamics of the recruitment and contribute to a comprehensive understanding of the position, special considerations, and the political environment. This process fosters organizational buy-in and will assist us in creating the position profile.

Develop Recruitment Brochure

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes.

To view sample recruitment brochures, please visit:

<https://sgr.pub/OpenRecruitments>

Step 2: Recruitment Campaign and Outreach to Prospective Applicants

Advertising and Marketing

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 40,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

Communication with Prospective Applicants

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes.

As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

Step 3: Initial Screening and Review by Executive Recruiter

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. This triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues concerning previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

Step 4: Search Committee Briefing to Review Applicant Pool and Select Semifinalists

At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and facilitate the selection of semifinalists. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

Step 5: Evaluation of Semifinalists

The review of resumes is a crucial step in the executive recruitment process. However, resumes may not fully reveal an individual's personal qualities and their ability to collaborate effectively with others. In some instances, resumes might also tend to exaggerate or inflate accomplishments and experience.

At SGR, we understand the significance of going beyond the surface level of a resume to ensure that candidates who progress in the recruitment process are truly qualified for the position and a suitable match for the organization. Our focus is to delve deeper and gain a comprehensive understanding of the person behind the resume, identifying the qualities that make them an outstanding prospect for your organization.

During the evaluation of semifinalist candidates, we take the initiative to follow up when necessary, seeking clarifications or additional information as needed. This approach ensures that we present you with the most qualified and suitable candidates for your unique requirements. At SGR, our ultimate goal is to match your organization with individuals who possess not only the necessary qualifications but also the qualities that align with your organizational culture and values.

Written Questionnaires

As part of our thorough evaluation process, SGR will request semifinalist candidates to complete a comprehensive written exercise. This exercise is designed to gain deeper insight into the candidates' thought processes and communication styles. Our written instrument is customized based on the priorities identified by the Search Committee. The completed written instrument, along with cover letters and resumes submitted by the candidates, will be included in the semifinalist briefing book.

Live Virtual or Recorded One-Way Semifinalist Interviews

Virtual interviews, whether live with the Search Committee's participation or recorded one-way interviews, will be conducted for semifinalist candidates. This approach provides an efficient and cost-effective way to gain additional insights to aid in selecting finalists to invite for an onsite interview. The interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Additionally, virtual interviews provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest.

Media Searches - Stage 1

"Stage 1" of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" or noteworthy media coverage to the Search Committee as part of the review of semifinalists with the Search Committee.

Step 6: Search Committee Briefing to Select Finalists

Prior to this briefing, SGR will provide the Search Committee with a briefing book on the semifinalist candidates via an electronic link. The briefing book includes cover letters, resumes, and completed questionnaires.

If applicable, a separate email with the link to view the recorded online interviews is sent to the Search Committee. The objective of this meeting is to narrow the list to finalists who will be invited to participate in onsite interviews.

Step 7: Evaluation of Finalists

Comprehensive Media Searches - Stage 2

“Stage 2” of our media search process includes the web-based interface Nexis Diligence™, supplemented by Google as an additional tool. By combining both resources, we offer an enhanced due diligence process to our clients, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. The Stage 2 media search consists of a more complex search, encompassing social media platforms, and has proven to be instrumental in identifying potential adverse news about the candidate that may not have been disclosed previously. The media search provides the Search Committee with an overview of the candidate’s press coverage throughout their career. View a sample media report at: <https://sgr.pub/SGRMediaReport>.

Background Investigation Reports

Through SGR’s partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: <https://sgr.pub/SGRBackgroundReport>.

- Social security number trace
- Address history
- Driving record (MVR)
- Federal criminal search
- National criminal search
- Global homeland security search
- Sex offender registry search
- State criminal court search for states where candidate has lived in previous 10 years
- County wants and warrants for counties where candidate has lived or worked in previous 10 years
- County civil and criminal search for counties where candidate has lived or worked in previous 10 years
- Education verification
- Employment verification for previous 10 years (if requested)
- Military verification (if requested)
- Credit report (if requested)

DiSC Management Assessments (if desired, supplemental cost)

SGR utilizes the DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment provides a comprehensive analysis and report on the candidate’s preferences in five crucial areas: management style, directing and delegating, motivation, development of others, and working with their own manager. View a sample report at: <https://sgr.pub/SGRDiSCReport>.

For assessments of more than two candidates, a DiSC Management Comparison Report is included, offering a side-by-side view of each candidate's preferred management style. View a sample comparison report at: <https://sgr.pub/SGRDiSCCompare>.

First-Year Plan or Other Advanced Exercise

SGR will collaborate with your organization, if desired, to create an advanced exercise for the finalist candidates. One such example is a First-Year Plan, where finalist candidates are encouraged to develop a first-year plan based on their current understanding of the position's opportunities and challenges. Other exercises, such as a brief presentation on a topic to be identified by the Recruiter and Search Committee, are also typically part of the onsite interview process to assess finalists' communication and presentation skills, as well as critical analysis abilities.

Step 8: Interview Process

Face-to-Face Interviews

SGR will arrange interviews at a date and time convenient for your organization. This process can be as straightforward or as elaborate as your organization desires. SGR will aid in determining the specifics and assist in developing the interview schedule and timeline. We will provide sample interview questions and participate throughout the process to ensure it runs smoothly and efficiently.

Stakeholder Engagement

At the discretion of the Search Committee, we will closely collaborate with your organization to involve community stakeholders in the interview process. Our recommendation is to design a specific stakeholder engagement process after gaining deeper insights into the organization and the community. As different communities require distinct approaches, we will work together to develop a tailored approach that addresses the unique needs of the organization.

Deliberations

SGR will facilitate a discussion about the finalist interviews and support the Search Committee in making a hiring decision or determining whether to invite one or more candidates for a second interview.

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists' names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine Terms of an Employment Offer

Upon request, SGR will provide draft employment agreement language and other helpful information to aid in determining an appropriate offer to extend to your preferred candidate.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will identify and address any special needs or concerns of the selected candidate, including potential complicating factors. With our experience and preparedness, SGR is equipped to facilitate win-win solutions to resolve negotiation challenges.

Press Release (if requested)

Until employment negotiations are finalized, you should exercise caution to avoid the embarrassment of a premature announcement that may not materialize. It is also considered best practice to notify all senior staff and unsuccessful candidates before any media exposure. SGR will assist in coordinating this process and in crafting any necessary announcements or press releases.

Satisfaction Surveys

SGR is committed to following the golden rule, which means providing prompt, professional and excellent communication while always treating every client with honor, dignity and respect. We request clients and candidates to participate in a brief and confidential survey after the completion of the recruitment process. This valuable feedback assists us in our ongoing efforts to improve our processes and adapt to the changing needs of the workforce.

Post-Hire Services

We offer post-hire services, such as executive coaching, team-building retreats, and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please visit <https://www.governmentresource.com/leadership-development-training-resources>.

Typical Timeline *

The timeline below is an example only, and we will work with you to finalize and approve a timeline, with adjustments made if needed after the position is posted.

Initial Steps Prior to Posting Position:	
<ul style="list-style-type: none"> Contract Execution Kickoff Meeting to Discuss Recruitment Strategy and Timeline Organization/Position Insight and Analysis Stakeholder Interviews and Listening Sessions Deliverable: Draft Recruitment Brochure Deliverable: Recommended Ad Placements Organization Approves Ad Placements Search Committee Reviews and Approves Brochure 	<p><i>Timing varies and usually takes a minimum of 2-3 weeks.</i></p>

Task	Week
<ul style="list-style-type: none"> Post Position and Firm up Timeline Recruitment Campaign and Outreach to Prospective Applicants Initial Screening and Review by Executive Recruiter 	Weeks 1-4
<ul style="list-style-type: none"> Search Committee Briefing to Review Applicant Pool and Select Semifinalists 	Week 5
<ul style="list-style-type: none"> Questionnaires Live Virtual or Recorded One-Way Semifinalist Interviews Media Searches - Stage 1, as described in Approach/Methodology 	Week 6
<ul style="list-style-type: none"> Deliverable: Semifinalist Briefing Books via Electronic Link Deliverable: Recorded Online Interviews, if applicable 	Week 7
<ul style="list-style-type: none"> Search Committee Briefing to Select Finalists 	Week 8
<ul style="list-style-type: none"> Comprehensive Media Searches - Stage 2, as described in Approach/Methodology Background Investigation Reports Disc Management Assessments (if desired, supplemental cost) First-Year Plan or Other Advanced Exercise (if desired) 	Weeks 9-10
<ul style="list-style-type: none"> Deliverable: Finalist Briefing Books via Electronic Link 	Week 11
<ul style="list-style-type: none"> Face-to-Face Interviews Stakeholder Engagement (if desired) Deliberations Reference Checks (may occur earlier in process) Negotiations and Hiring Process 	Week 12

** Timeline is dependent upon Search Committee availability and Holidays. Organization agrees to timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening; failure to do so, may in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.*

Fee Proposal

Not-to-Exceed Price: \$27,900

Not-to-Exceed Price is comprised of:

- **Fixed Fee of \$25,400**
- **Up to \$2,500 in Ad Placements (billed at actual cost)**

The Fixed Fee includes:

- Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
 - Outreach to Prospective Applicants
 - Custom Graphics for Email and Social Media Marketing
 - Announcement in SGR's Servant Leadership e-Newsletter
 - Post on SGR's Website
 - Ad on SGR's Job Board
 - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
 - Promotion on SGR's LinkedIn
- Application Management, Screening, and Evaluation
- Semifinalist Evaluation:
 - Questionnaires for up to 15 Semifinalists
 - Live Virtual or Recorded One-Way Interviews for up to 15 Semifinalists
 - Media Searches – Stage 1 Reports for up to 15 Semifinalists
- Semifinalist Briefing Books via Electronic Link
- Comprehensive Stage 2 Media Reports for up to Five (5) Finalists
- Background Investigation Reports for up to Five (5) Finalists
- Finalist Briefing Books via Electronic Link
- Reference Checks for up to Five (5) Finalists
- Two (2) Onsite Visits by the Recruiter for 1-3 days each, Inclusive of Travel Costs

Reimbursable Expenses included in the not-to-exceed price:

- Ad placements up to \$2,500 will be billed at the actual cost with no markup for overhead and are incorporated into our not-to-exceed price. Ad placements over and above \$2,500 will be billed back at actual cost with no markup for overhead.

Reimbursable Expenses not included in the not-to-exceed price:

- Ad placements over and above \$2,500 will be billed back at actual cost with no markup for overhead.

Supplemental Services/Other Expenses not included in the fixed or not-to-exceed price:

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.
- At your request, SGR can conduct an online stakeholder survey for \$1,500 to help identify key issues or priorities that you may want to consider prior to launching the search. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the Organization. Please note that this type of survey may extend the recruitment timeline.
- Online interviews over and above the 15 included in the Fixed Fee - \$250 per candidate.
- Additional comprehensive stage 2 media reports over and above the maximum of five (5) included in the fixed price above - \$750 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the fixed price above - \$500 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the fixed price above - \$250 per candidate.
- DiSC Management assessments - \$175 per candidate.
- Semifinalist and finalist briefing materials will be provided to the Organization via an electronic link. Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits by the recruiter over and above the two (2) onsite visits included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of \$1,000 per day. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.
- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

Billing

SGR will bill the fixed fee in four (4) installments: 30% upon contract execution, 30% after the applicant pool is presented, 30% after finalist interviews, and 10% upon acceptance of employment. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided.

Terms and Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

Placement Guarantee

SGR is committed to your satisfaction with the results of our full service recruitment process. If, for any reason, you are not satisfied, we will repeat the entire process one additional time, and you will be charged only for expenses as described in the Fee Proposal under Supplemental Services. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

In the event that you select a candidate fully vetted by SGR, who subsequently resigns or is released for any reason within 12 months of their hire date, we are committed to conducting a one-time additional executive search to identify a replacement. In this case, you will only be charged for related expenses as described in the Fee Proposal.

If your organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the placement guarantee will be null and void. Additionally, SGR does not provide a guarantee for candidates placed as a result of a partial recruitment effort or limited scope recruitment.

Fire Recruitments, 2019-Present

In Progress

- Alexandria, VA (pop. 146,000) - Fire Chief
- Central Florida Tourism Oversight District - Fire Chief
- Fayetteville, NC (pop. 209,000) - Fire Chief
- Independence, MO (pop. 122,000) - Fire Chief
- Waco, TX (pop. 140,000) - Fire Chief

2024

- Plant City, FL (pop. 40,000) - Fire Chief
- Sunnyvale, TX (pop. 8,500) - Fire Chief

2023

- Arlington, TX (pop. 392,000) - Fire Chief
- Boerne, TX (pop. 22,000) - Fire Chief
- Brownfield, TX (pop. 9,000) - Fire Chief
- Cy-Fair Fire Department, TX - Dispatch Chief
- Horseshoe Bay, TX (pop. 4,500) - Fire Chief *
- Little Elm, TX (pop. 53,000) - Assistant Fire Chief *
- Victoria, TX (pop. 65,000) - Fire Chief
- Wilmer, TX (pop. 6,000) - Fire Chief

2022

- Alvarado, TX (pop. 5,000) - Fire Chief *
- Casper, WY (pop. 58,000) - Fire Chief *
- Columbia, MO (pop. 125,000) - Fire Chief
- Lansing, MI (pop. 118,000) - Fire Chief
- New Braunfels, TX (pop. 90,000) - Fire Chief
- Pearland, TX (pop. 130,000) - Assistant Fire Chief
- Pearland, TX (pop. 130,000) - Fire Chief
- Portland, TX (pop. 22,000) - Assistant Fire Chief/Fire Marshal *
- Sweetwater, TX (pop. 11,000) - Fire Chief

2021

- Bridgeport, TX (pop. 6,500) - Fire Chief
- Chickasha, OK (pop. 16,000) - Fire Chief
- Del Rio, TX (pop. 35,000) - Fire Chief
- Flower Mound, TX (pop. 80,000) - Fire Chief *
- Harris County ESD48, TX (pop. 150,000) - Fire Chief
- Manchester, CT (pop. 60,000) - Fire Chief
- Pearland, TX (pop. 130,000) - Assistant Fire Chief
- Plainview, TX (pop. 22,000) - Fire Chief *
- Richland, WA (pop. 60,000) - Deputy Fire Chief
- Snohomish County Fire District #5, WA – Assistant Fire Chief

2020

- Belton, TX (pop. 22,000) - Fire Chief
- Killeen, TX (pop. 151,000) - Fire Chief
- Little Elm, TX (pop. 46,000) - Fire Chief
- Shawnee, KS (pop. 66,000) - Fire Chief *
- Waco, TX (pop. 130,000) - Fire Chief *

2019

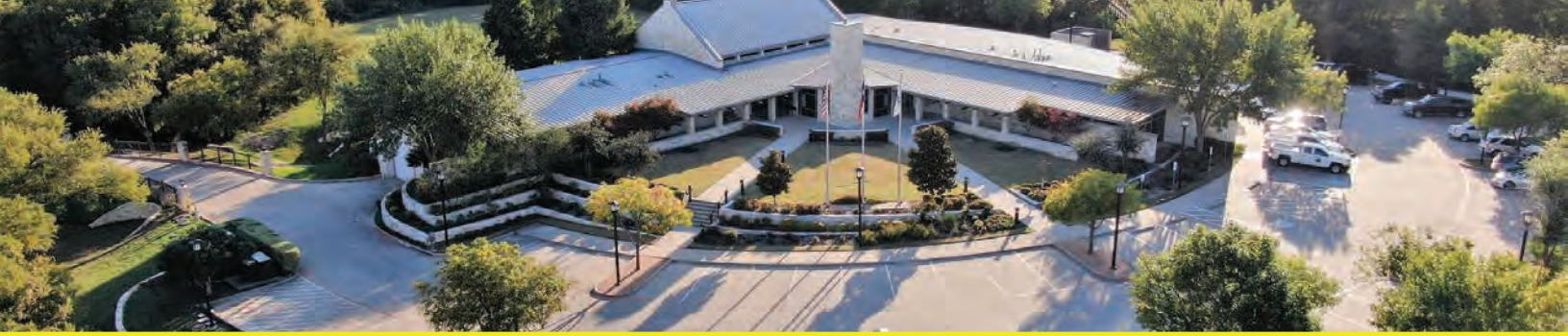
- Cape Girardeau, MO (pop. 38,000) - Fire Chief *
- DeLand, FL (pop. 32,000) - Fire Chief *
- Leander, TX (pop. 20,000) - Fire Chief
- Taylor, TX (pop. 17,000) - Fire Chief

** Limited scope recruitment*

FIRE CHIEF

Town of Sunnyvale, Texas





THE COMMUNITY

Sunnyvale, Texas, is home to approximately 8,540 residents and covers 16 square miles in Dallas County. The town is ideally situated in the Dallas-Fort Worth metroplex, with Highway 80 and future State Highway 190 providing access to the surrounding areas. Sunnyvale residents enjoy the benefits of small-town living combined with access to the Dallas-Fort Worth area's thriving business, cultural, and social districts in a quiet, family-oriented setting.

Historically, the Town of Sunnyvale is a young community. However, this active and growing town has its roots in the settlement days of Texas. Four rural hamlets, Long Creek, New Hope, Hattersville, and Tripp, merged in 1953 to form Sunnyvale. The town has grown and developed since then, yet it has managed to preserve the rural charm of its early days through careful and strategic planning.

Sunnyvale is characterized by its rural environment, low density, high quality of life, and welcoming, friendly atmosphere. As the community continues to grow, residents and leaders have outlined a vision to maintain the current standard of living, encouraging large-lot, quality development and preserving the open space and small-town charm that define the community. In 2002, Sunnyvale was rated as the #2 city in America for outdoor living by Dwellics.com.

The town offers a variety of recreational amenities at four beautiful parks. Jogging, walking, or biking across the open-air roads is a rare treat in most urban environments, but these luxuries are the pride of Sunnyvale and enhance its rural charm. With rolling pasture lands and sweeping meadows, it is easy to experience the true enjoyment of leisure living. The Town also hosts numerous family-friendly celebrations and festivals, including SunnyFest and the annual Christmas Tree Lighting.

Sunnyvale enjoys a solid industrial base with manufacturing centers, a regional medical center, and increasing commercial and retail development. The town is home to several companies providing jobs and a tax base for the community. Sunnyvale also enjoys prime areas for future development of retail, commercial, and industrial sites along US Highway 80, Belt Line Road, Clay Road, and Collins Road. The Town's 16-square-mile jurisdiction is less than 40 percent developed and characterized by custom, estate, and ranchette residential living.

High-profile development projects underway or recently completed include Sunnyvale Park Square, a two-acre mixed-use development adjacent to Town Hall; Long Creek Crossing, a 10-acre master-planned development with Whataburger, Chick-fil-A, Starbucks, and Burger King; and Sunnyvale Centre, a 75-acre master-planned development with the recent addition of QuikTrip. Two new corporate headquarters, adding 1,000 new jobs, will be locating to Sunnyvale in 2023. A handful of residential neighborhoods are also under construction, with over 200 new homes expected in the next two to three years.

A superior public school system, Sunnyvale ISD is a vital part of this dynamic, growing community. The district's mission is to engage, equip, and inspire Sunnyvale students for the future of their choosing — whether that next step is heading to a university campus or enriching the Texas workforce. The district's highly qualified teachers provide engaging lessons that spark curiosity and inquiry, leading to true in-depth learning. SISD believes that next-generation classrooms are possible now, and its teachers and students work collaboratively in modern, flexible, and sustainable learning environments designed with students in mind.

THE COMMUNITY, CONTINUED

The district has a total enrollment of about 1,975 students on four campuses. For those seeking higher education opportunities, Sunnyvale is conveniently located within easy distance of Southern Methodist University, Texas Christian University, the University of Texas at Dallas, the University of Texas at Arlington, and all campuses of the Dallas County Community College District.

Sunnyvale's population has grown by more than 8% since 2020 and its total tax base has more than doubled since 2013. Sunnyvale has a median income of \$132,488 and an average home value of \$435,167, fourth highest in Dallas County.



VISION

A growing community of small-town values, connected closely with our citizens, that continues to foster quality family residential and commercial development.

MAJOR EMPLOYERS

Accura Systems
Adell of Texas
American Marazzi Tile
Associated Truss & Lumber
Baylor Scott & White Medical Center
Dal-Tile
Daniel Steel
Fed Ex
Lineage
Morley Moss Electrical Contractors
Performance Pulsation
Prentex
Spoor Electrical Contractors
Sunnyvale Independent School District
Vince Hagen

GOVERNANCE & ORGANIZATION



A highly educated and fiscally conservative community, Sunnyvale operates under a home-rule charter with a council-manager form of government. The community's Town Council consists of six members elected at large by place, and the mayor is also elected at large. The mayor serves two-year terms, and council members serve three-year, staggered terms, all with no term limits.

A professional Town Manager is appointed to manage day-to-day operations, overseeing staff and the organization's budget. Town Manager Jeff Jones joined the Sunnyvale team in early 2022. He brought with him three decades of local government experience, most recently as President/General Manager of The Woodlands.

Sunnyvale's ad valorem tax rate is \$0.4530 per \$100 of valuation. Significant projects recently completed or underway include a new fire station, street maintenance and reconstruction, a visioning process to create a downtown district, planning efforts for various capital improvement projects, and the creation of two tax increment reinvestment zones.

ABOUT THE DEPARTMENT

Sunnyvale Fire Rescue was formally established in 1971. The department staffs a professional group of career and part-time firefighters who respond to structure fires and motor vehicle accidents, as well as services that include emergency medical response and transport with highly skilled and state certified Paramedics providing care for sick and injured citizens, and state-certified Fire Inspectors and Investigators who ensure that the buildings and businesses in Sunnyvale are compliant with the fire code. The department takes pride in its ability to serve the needs of the community each day as citizens call upon its professional employees. Sunnyvale Fire Rescue personnel also focuses a large amount of time each year providing the public with fire safety and education, first aid, and CPR training, along with many other services for the citizens of Sunnyvale and the surrounding community. The Fire Department opened a brand-new, \$7 million Fire Station in May 2023.



MISSION

"As a team of highly trained and dedicated professionals, it is our mission to provide the highest standard of service to all those who may seek our help. We are a service provider, and we stand ready to provide fire suppression, fire prevention and education, rescue services, and emergency medical transport. We will faithfully provide these vital services, promptly and safely, to any person who resides in, works in, or visits the Town of Sunnyvale."

ABOUT THE POSITION

The Fire Chief is responsible for developing recommendations for the protection of life and property in the Town of Sunnyvale. Overseeing a staff of 24+ and an annual budget of over 2.3 million, the Fire Chief's administrative duties include planning, directing, and controlling departmental activities. This includes the recruitment of personnel, purchase of equipment, control of expenditures, preparation of budget estimates, and the assignment of personnel and equipment. The Fire Chief reports directly to the Town Manager on problems of policy and planning but works independently in supervising technical operations. The Town Manager relies on the knowledge of the Fire Chief to manage and supervise technical operations.

The Fire Chief will also play a lead role in developing and implementing policy initiatives, setting the tone, providing a strategic plan for the department, and executing and overseeing the emergency management standards and procedures for the Town. The Fire Chief will also provide direction for the administrative staff and personnel that report to them, as well as attract adaptable, creative, and motivated individuals who will serve and represent the community and share pride and dedication while also providing exceptional public service.

OPPORTUNITIES & CHALLENGES

The new Fire Chief will need to address several opportunities and challenges, including:

- Focus on accreditation.
- Work on ISO rating improvement.
- Develop a Fire Department Master Plan in the next 10 years, to include formalizing the Equipment Replacement Plan, Personnel Growth, and Service Delivery.
- Evaluate FD SOPs/SOGs.
- Evaluate the response plan to the industrial district of the community.
- Ensure the department is prepared for the George Bush Turnpike East extension, SH 190 expansion, and its impact to service delivery.
- The department is 6 years from being a part time/volunteer organization, which now only has a few part time members. The new Fire Chief should take the Department to the next level of professionalism.
- The community of Sunnyvale has experienced high growth in the business and residential community, and the Fire Department has had an increased service demand resulting from the high growth that the new Fire Chief will need to address.



IDEAL CANDIDATE

The Town of Sunnyvale seeks a good leader and strong communicator to serve as its next Fire Chief. The ideal candidate will adhere to the following four values: be respectful to everybody; be a team player; communicate well; and do the best you can when you come to work. The chosen Fire Chief will be a well-rounded, enthusiastic, and genuine leader who has a heart for service, is inclusive, and provides high levels of communication and transparency. The Chief must be a strong decisive leader with the ability to explain, teach and communicate with executive presence.

The chosen Fire Chief should have a strategic, proactive leader mindset. They will also have the capability and experience to lead a fairly new department. Emergency management experience is a must, as are excellent communication skills, both written and verbal. The ideal candidate will be politically astute without being political. They will be proficient in communication up and down the chain of command and able to speak in a public setting with presence.

Maintaining a positive culture of teamwork and collaboration with all department personnel is important for the next Fire Chief. The chosen candidate will possess good budgeting and financial management skills. The Chief will be expected to perform departmental administrative activities, including budget development and oversight, project management, strategic planning, and goal setting. They will also demonstrate integrity and be dedicated to organizational and community engagement, responsiveness, and exceptional service.

It is important that the chosen candidate have some experience and exposure in all these fields: emergency medical services, emergency management, hazardous materials, public education, Community Risk Reduction (CRR), fire service accreditation, finance and budgeting, employee supervision and relations, state and federal grant writing, and intergovernmental cooperation and relations. Experience with the ISO rating process is a plus.

EDUCATION AND EXPERIENCE

This position requires a bachelor's degree in fire science, public administration, or a closely related field, plus 10-15 years of progressively responsible experience with at least five years as a Chief Officer with command, administrative, and supervisory experience in a career fire department. A master's degree is preferred. It is preferred that the candidate has moved progressively up through all the ranks of a Fire Department. Three years of administration experience is preferred. Five years of local (municipal) government experience is required. The Town reserves the right to allow substitutions in the event that an applicant exceeds requirements in one area but may be deficient in another

Candidates must possess and maintain the following certifications:

- TCFP Master Firefighter Certification
- TCFP Advanced Instructor Certification
- Paramedic Certification
- NIMS 100, 200, 300, 400, 700 Certifications
- TCFP Head of Department Certification (within one year of hire)

The following certifications are preferred:

- Officer Certification (EFO)
- TEEX Fire Service Chief Officer (FSCEO)
- The Texas Fire Chief Academy Certified Fire Executive (CFE)
- TCFP Advanced Inspector Certification
- Advanced TCFP Certifications

APPLICATION PROCESS

The salary range for this position is \$128,428-\$140,000, depending on qualifications and experience. The Town of Sunnyvale provides a generous benefits program, including health, dental, life insurance, and paid vacation and sick leave. The Town participates in the Texas Municipal Retirement System at a 7% percent employee deposit rate with a municipal matching ratio of 2:1.



APPLICATION PROCESS

[Please apply online](#)

For more information on this position, contact:

Rudy Jackson, Senior Vice President

RudyJackson@GovernmentResource.com

817-897-8080



The Town of Sunnyvale is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.

RESOURCES

Town of Sunnyvale

<https://townofsunnyvale.org/>

Sunnyvale Fire Department

<https://www.townofsunnyvale.org/78/Fire>

Sunnyvale Economic Development

<https://townofsunnyvale.us/>

Sunnyvale Chamber of Commerce

<https://sunnyvalechamber.com/>



**Agreement for Executive Recruitment Services (“PROJECT”)
to Wellington Fire Protection District, Colorado (“CLIENT”) between
CLIENT and Strategic Government Resources, Inc. (“SGR”)**

SGR and CLIENT (together, “Parties”) agree as follows, effective upon the date of the later signature below, in consideration of the mutual promises contained in this Agreement and other good and valuable consideration, the sufficiency of which each Party hereby acknowledges.

1. SGR promises and agrees:

- A. To perform the services described in SGR’s Proposal for PROJECT dated January 25, 2024 (“PROPOSAL”) substantially in the timeframe projected in the PROPOSAL.
- B. To honor the Placement Guarantee stated in the PROPOSAL.
- C. To comply with all applicable open records, public information and similar laws, and consult with CLIENT if SGR is asked for information before disclosure, unless prevented by court order or law from doing so.

2. CLIENT promises and agrees:

- A. To pay SGR promptly as billed or invoiced for such services in accordance with the amounts stated in PROPOSAL, including Reimbursable Expenses and costs of any Supplemental Services or Other Expenses that CLIENT selects. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.
- B. To timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening and interviews; failure to do so may, in SGR’s reasonable discretion, extend timeline and can negatively impact the outcome of the process.
- C. To respond to drafts of documents and reports in a timely manner; failure to do so may, in SGR’s reasonable discretion, extend timelines and can negatively impact the outcome of the process.
- D. To refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- E. To provide legal opinions to SGR regarding when and if any information relating to the PROJECT must or should be released in accordance with public information laws or legal process.
- F. That if CLIENT receives an open records request, CLIENT shall notify and share the request with SGR in writing as soon as possible but within no more than three (3) business days of receipt and that CLIENT shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to CLIENT releasing the required information with protected information redacted.
- G. To directly reimburse finalists for travel-related expenses relating to in-person interviews.
- H. That CLIENT is ultimately responsible for candidate selections and CLIENT will not discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation,

national origin, disability, marital status, or any other basis that is prohibited by federal, or applicable state, or local law.

- I. To comply with the Fair Credit Reporting Act.
- J. To cooperate with SGR to enable SGR to perform its obligations to CLIENT.

3. Additional Terms and Conditions:

- A. The PROPOSAL is incorporated herein for all purposes including all terms defined therein, but if there is any conflict or inconsistency between the terms or conditions of this Agreement, this Agreement controls.
- B. SGR may substitute personnel other than those initially placed, who have substantially equivalent training and experience and subject to approval of CLIENT, due to factors such as SGR employee/consultant turnover, developing needs of the PROJECT, or CLIENT's request.
- C. CLIENT grants SGR permission to use any name, logo, or other identifying mark of CLIENT in SGR's social media content to refer to the relationship established by this agreement.
- D. Remedies
 - i. CLIENT can terminate this agreement at any time for no reason upon giving SGR seven (7) days advance written notice of the termination date. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
 - ii. SGR can terminate this agreement upon seven (7) days advance written notice of the termination date to CLIENT if CLIENT has failed to promptly pay in full any undisputed portion of any bill or invoice (if the dispute is in good faith) or has failed to perform its contractual promises in a manner that materially impedes SGR's ability to perform. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
- E. CLIENT acknowledges that the nature of executive recruitment is such that SGR engages in discussions with prospects through the process who may or may not ultimately become a candidate, and that SGR is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates with whom SGR may be having conversations as part of the recruitment process, may be damaging to the prospects, CLIENT, and SGR. Accordingly, CLIENT acknowledges and, to the extent permitted by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of SGR, regardless of whether such information has been shared with CLIENT.
- F. There are no third-party beneficiaries to this Agreement.
- G. If any term or condition of this Agreement is invalidated by final judgment of a court of competent jurisdiction or becomes impossible to perform, the Parties will confer about whether to continue performance without amending the Agreement, without prejudice to either Party's right to terminate the Agreement without cause.
- H. This Agreement embodies the complete and final understandings, contract, and agreement between the Parties, superseding any and all prior written or verbal representations, understandings, or agreements pertaining to this PROJECT. This Agreement can be modified

only by signed written amendment. Electronic communications purporting to amend this Agreement will be effective only if the electronic communication includes specific reference to this Agreement or PROJECT.

- I. This Agreement will be governed by the substantive laws of the State of Colorado without regard to the jurisdiction's choice-of-law doctrines. Venue for any litigation relating to this Agreement will be exclusively in Larimer County of the State of Colorado.
- J. To the extent it may be permitted to do so by applicable law, CLIENT does hereby agree to defend, hold harmless, and indemnify SGR, and all officers, employees, and contractors of SGR, from any and all demands, claims, suits, actions, judgments, expenses, and attorneys' fees incurred in any legal proceedings brought against them as a result of action taken by SGR, its officers, employees, and contractors, providing the incident(s), which is (are) the basis of any such demand, claim, suit, actions, judgments, expenses, and attorneys' fees, arose or does arise in the future from an act or omission of SGR acting within the course and scope of SGR's engagement with CLIENT; excluding, however, any such demand, claim, suit, action, judgment, expense, and attorneys' fees for those claims or any causes of action where it is determined that SGR committed official misconduct, or committed a willful or wrongful act or omission, or an act or omission constituting gross negligence, or acted in bad faith. In the case of such indemnified demand, claim, suit, action, or judgment, the selection of SGR's legal counsel shall be with the mutual agreement of SGR and CLIENT if such legal counsel is not also CLIENT's legal counsel. A legal defense may be provided through insurance coverage, in which case SGR's right to agree to legal counsel provided will depend on the terms of the applicable insurance contract. The provisions of this paragraph shall survive the termination, expiration, or other end of this agreement and/or SGR's engagement with CLIENT.
- K. Notices related to this Agreement will go to the respective Parties as follows but either Party can change the addressee for notices to that Party by written notice to the other Party.
 - i. For the purposes of this Agreement, legal notice shall be required for all matters involving potential termination actions, litigation, indemnification, and unresolved disputes. This does not preclude legal notice for any other actions having a material impact on the Agreement.
 - ii. Any notice required be given by this Agreement shall be deemed to have been given within three (3) days of emailing or depositing in the mail.

Legal Notices:

SGR

Attn: Melissa Valentine, Corporate Secretary
PO Box 1642
Keller, TX 76244
Melissa@GovernmentResource.com

CLIENT

Attn: _____
Address: _____
Email: _____

PROJECT Representative:

SGR

Jeri J. Peters
President of Executive Recruitment
JPeters@governmentresource.com
817-337-8581

CLIENT

Name: _____
Title: _____
Email: _____
Phone: _____

Billing and Invoicing:

SGR

Attn: Finance
Finance@GovernmentResource.com
817-337-8581

CLIENT

Name: _____
Title: _____
Email: _____
Phone: _____

- L. Unless sooner terminated, this Agreement shall terminate at such time as the PROJECT is completed and the requirements of this Agreement are satisfied, except that duties of payment, of information disclosure, any representations and warranties, and placement guarantee survive this Agreement.
- M. The Parties and each individual who executes this Agreement on behalf of a Party represent and warrant to the other Party that as to each Party’s respective signatory, that signatory is authorized by their Party to execute this Agreement and to bind their Party hereto.
- N. Time is of the essence to this Agreement.
- O. This Agreement may be executed in counterparts which together will comprise the Agreement.
- P. This Agreement is subject to appropriation of funds by CLIENT.

Strategic Government Resources, Inc.

CLIENT

Signature

Signature

Printed Name: Jeri J. Peters

Printed Name: _____

Title: President of Executive Recruitment

Title: _____

Date

Date

Proposal for Fire Chief Recruitment Services



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!



Executive Recruitment

Interim Staffing. Application Software. Job Board.

STATEMENT OF QUALIFICATIONS

ABOUT PROTHMAN

Founded in 2002, Prothman specializes in providing executive recruitment services to cities, counties, districts, and other governmental agencies throughout the western half of the United States. Driven by our passion for local government, we do what we do because we love helping organizations thrive! Having served organizations both large and small, near and far, our entire team believes that no job is too big or too small, we are happy and excited to help.

OUR EXPERTISE

Firsthand Knowledge of Local Government: Our lead consultants have dedicated their lives to local government and joined Prothman upon retiring from their distinguished careers. Our 22 years of recruiting experience, combined with each of our consultants' 30+ years of local government experience, provides our clients with a solid and effective team that can handle any senior level or highly specialized position recruitment.

Recruitment Knowledge and Experience: The Prothman team has conducted over 750 recruitments and interim placements. We have read and screened over 16,000 resumes, and we have personally interviewed over 8,000 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.

OUTREACH EXPERTS

Our Ability to Connect to Potential Candidates is Unmatched! Our thorough approach to each recruitment ensures that we are casting the widest net possible to find the right candidate that will fit your needs. Our outreach program includes personal contacts and networking, individual direct mail job announcement campaigns, individual email job announcement campaigns, extensive utilization of social media, thorough advertising placements, and other creative strategies specific to the position.

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.

CONTACT INFORMATION

Owner / CEO: Sonja Prothman - sonja@prothman.com, 206.605.0415
371 NE Gilman Blvd., Suite 310, Issaquah, WA 98027
www.prothman.com
www.prothman-jobboard.com
Submittal Date: January 19, 2024

COMMITMENT TO PROVIDE SERVICE

Prothman commits to performing all services represented in this proposal.

STATEMENT OF QUALIFICATIONS - PROJECT TEAM

Warren Merritt - Project Lead

Warren recently served as the Fire Chief for Kootenai County Fire & Rescue in Post Falls, Idaho, for eight years. Warren 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, and he served for seven years as a Deputy Chief of Operations. 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 owner and CEO, Sonja directs the day-to-day operations of the Prothman Company and has over 17 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 has been a key member of the Prothman team for 18 years and is responsible for office and 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 ten 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.

PROPOSED TIMELINE

Blue highlighted / bolded events represent meetings with the client.

Date	Topic
Weeks of January 22 & 29, 2024	Travel to Wellington Fire Protection District for stakeholder interviews. Gather information for position profile. Send profile for review and edits.
February 5, 2024	Post profile and start advertising and actively recruiting
February 12, 2024	Send Direct Mail
March 10, 2024	Application Closing Date
Weeks of March 11 & 18, 2024	Prothman screens applications & interviews top 6 - 12 candidates
Week of March 25 - 29, 2024	Travel to Wellington Fire Protection District or meet via Zoom for Work Session to review semifinalists and pick finalists, and design final interviews
Week of April 8 or 15, 2024	Travel to Wellington Fire Protection District for Final Interview Process

EXECUTIVE SUMMARY

We have placed fire chiefs and deputy chiefs in organizations ranging from small city departments to large districts throughout the western half of the US. We understand politics, 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.

We are currently recruiting for: Granite Falls Fire, WA - Deputy Fire Chief; Estes Valley Fire Protection District, CO - Fire Chief (in contract negotiations with finalist); Red, White & Blue Fire Protection District, CO - Fire Chief.

We have recently completed recruiting for: Windsor Severance Fire Rescue, CO - Fire Chief; Clifton Fire Protection District, CO - Fire Chief; East Grays Harbor Fire & Rescue, WA - Fire Chief; Lewis County Fire District 6, WA - Fire Chief; King County Fire District 2, WA - Fire Chief; Cowlitz 2 Fire & Rescue, WA - Fire Chief; Bainbridge Island Fire Department, WA - Deputy Fire Chief; Graham Fire & Rescue, WA - HR Director; East Grays Harbor Fire & Rescue, WA - Executive Administrative Assistant; Kootenai County EMS System, ID - Chief Officer.

References

Windsor Severance Fire Rescue, CO - Fire Chief Recruitment

Contact: Jeff Dykstra, Director of Administration

jdykstra@wsfr.us

970.686.2626

Clifton Fire Protection District, CO - Fire Chief Recruitment

Contact: Chris Angermuller, Interim Fire Chief

cangerm@yahoo.com

913.485.4095

Estes Valley Fire Protection District, CO - Fire Chief Recruitment (*in progress*)

Contact: Ryan Bross, Board President

rbross@estesvalleyfire.org

970.453.2474

Red, White & Blue Fire Protection District, CO - Fire Chief Recruitment (*in progress*)

Contact: Drew Hoehn, Deputy Chief of Operations

ahoehn@rwbfire.org

970.453.2474

Bainbridge Island Fire Department, WA - Deputy Fire Chief Recruitment

Contact: Jared Moravec, Fire Chief

jmoravec@bifd.org

206.842.7686

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 Protection District and spend as much time as it takes to learn everything we can about your organization and the Fire Chief position.

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 the Leadership Team
- ◆ Meet with Fire District Staff, as directed
- ◆ Meet with Union Representatives, as directed
- ◆ Meet with community and other stakeholders, 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 and regionally in professional publications, journals, and related websites.
- ◆ **Targeted Direct Mail Recruitment Brochures** sent directly to hundreds of fire chiefs who are not actively searching for a new position.
- ◆ **Focused Candidate Outreach** via personal emails and networking from our database of fire management professionals.
- ◆ **Posting the Position Profile on Prothman's Facebook and LinkedIn pages, and on the Prothman website**, which receives over five thousand visits per week 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 6 to 12 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 candidate packets which include each candidate's application materials and the results of the personal interviews and publication search.

We will travel to Wellington Fire Protection District 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 has 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 travel expenses you wish to cover, we will work with the candidates to organize the most cost-effective travel arrangements.

◆ **Final Interview Candidate Packets**

The candidate packets include the candidates' application materials, sample interview questions and are the tool that keeps the final interview process organized. Each panel member will be provided with a packet.

◆ **Final Interviews with Candidates**

We will travel to Wellington Fire Protection District and facilitate the interviews. The interview process usually begins with a morning briefing where the 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 & Board 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.

◆ **Board of Directors 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 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.

5. Our 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.

6. Our Guarantee

Replacement Recruitment

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.

FEE & EXPENSES

Professional Fee

The fee for conducting a Fire Chief recruitment with a one-year guarantee is \$19,500. The professional fee covers all Prothman consultant and staff time required to conduct the recruitment. This includes all correspondence and on-site meetings with the client, writing and placing the recruitment ads, development of the candidate profile, creating and sending direct mail letters, creating and sending email job announcements, reviewing application materials, coordinating and conducting semifinalist interviews, coordinating and attending finalist interviews, coordinating candidate travel, conducting 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, one at the beginning, halfway, and upon completion of the final interviews.

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:

- Trade journal, websites, LinkedIn, and other related advertising (approx. \$1,400 - \$1,600)
- Direct mail announcements (\$1,800)
- Consultant travel: airfare, rental car, travel time at \$45 per hour, lodging when needed (approx. \$950 - \$1,400 per trip)
- Candidate Interview Packets and shipping: (approx. \$400 - \$600)
- Background checks performed by Sterling (approx. \$180 per candidate)

Expenses are billed monthly and upon completion of the final interviews.

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.

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.

Equal Opportunity

We can assure you that we recognize the importance and wisdom of a diversity rich candidate pool and for every recruitment we conduct, we have made it our mission to reach out to and attract the most qualified and diverse candidate pool as possible for our clients. If we are chosen to be your executive recruiting partner, we will do so with the common goal of finding the agency a diverse and qualified pool of candidates.

EXAMPLE OF POSITION PROFILE



Colorado

FIRE CHIEF

\$185,000 - \$205,000

Plus Excellent Benefits

Apply by

October 22, 2023

(First Review, Open Until Filled)

PROTHMAN



THE COMMUNITY



Windsor Severance Fire Rescue (WSFR) provides fire and rescue services to approximately 96 square miles in Weld and Larimer Counties including the Northern Colorado towns of Wind-

sor and Severance. The towns are located approximately 50 miles north of Denver on the rapidly growing Front Range of Colorado. Windsor and Severance boast some of the lowest crime rates in Colorado and the nation, and while the region is one of the fastest growing around, neither town has lost its small-town feel. Other nearby Front Range cities include Fort Collins, Loveland, and Greeley. At 4,800 feet above sea level, the area features rolling hills, grassy plains, rivers, lakes, an abundance of parks, open space, and trails, for endless recreational opportunities, and amazing views of the Rocky Mountains to the west.

The approximately 66,000 people living in the fire district’s boundaries enjoy excellent shopping and dining opportunities, the historic Windsor Downtown, summer concerts in both Windsor and Severance, and a local farmer’s market on Saturdays. The region features several world-class golf courses, and the local recreation department is second to none.



Residents and visitors can walk, run, or bike one of the numerous local trails located throughout the area. One can also enjoy a day of boating and relaxing at Windsor Lake, rent an innertube, and float the Poudre River at the Poudre River Experience, canoe, kayak, or paddleboard locally, and flyfish in some of the most scenic settings along the Front Range. Sports also make up a huge part of the region’s amenities. The Blue Credit Union Event Center hosts Colorado Eagle’s Hockey games, and Future Legends, a large sports complex set to open in 2023, will be home to the Northern Colorado Hailstorm professional soccer team and will feature a minor league baseball team, the Northern Colorado Owls.

The majestic Rocky Mountains are a half-hour drive west where you will find the historic town of Estes Park and Rocky Mountain National Park. In addition, world-class skiing and snowboarding are only a couple of hours away.

World class education is provided by Weld Re-4, Thompson Valley, and Poudre School Districts which serve both Windsor and Severance. Numerous charter and private schools are also available in the district.

To learn more about the communities of Windsor and Severance, please visit:

www.windsorgov.com

www.townofseverance.org/about-us



THE DISTRICT

Founded as the Windsor Fire Department in 1902, WSFR is a Special District organized under Title 32 of Colorado Revised Statutes providing fire protection and rescue services within its 96 square mile boundaries. The District's values of Readiness, Excellence, Courage, and Respect provide a foundation for the mission to "provide professional service and compassionate care from our family to yours." WSFR is an internationally accredited agency with the Centers for Public Safety Excellence with an ISO rating of 2. A governing body of five publicly elected board members is responsible for the policy and procedures necessary to conduct business for the district, including overseeing the district's current \$14,561,191 annual budget.

WSFR operates out of four fire stations strategically located throughout the district and responds to over 4,400 emergency calls per year. The operational staff includes the Fire Chief, Deputy Chief, Training Chief, three Battalion Chiefs, and 44 full-time line personnel. In addition to the full-time staff, there are four part-time and two reserve operational positions. All WSFR line staff are certified to a minimum of Firefighter 1, Hazmat Operations, Swift Water, and EMT-B. Special teams such as Dive and Hazmat work closely with neighboring agencies to provide a regional approach to high-acuity events. A Wildland team is in place deploying to both regional and national level responses.



The Life Safety Division of WSFR is staffed with a Fire Marshal, a Fire Inspector, and a Community Risk Reduction Manager. The Life Safety Division provides plan reviews, permits, inspections, and fire investigations. It is also responsible for fire prevention and public safety outreach programs in the community.

The Administrative Division provides daily business support for WSFR. There are 6 full-time staff that provide building and fleet maintenance, human resources, accounting, finance, planning, business development, and general administrative services.

WSFR also operates and maintains a fire museum that is staffed with a volunteer curator and multiple docents. The museum volunteers maintain and restore WSFR historical apparatus and equipment, and participate in community events and outreach programs. In 2022, the museum welcomed more than 6,500 visitors.

THE POSITION

Windsor Severance Fire Rescue is looking for a Fire Chief who will be an engaged and visible leader in the organization. Under the direction of the Board of Directors, the Fire Chief is an "at-will" position and serves as the Chief Executive Officer of the organization. The Fire Chief is responsible for providing executive-level leadership, planning, evaluation, and implementation of the daily administration, operations, and finances of the department, as well as those items specifically imposed by federal, state, or local entities, including but not limited to the duties imposed by the Colorado Special District Act, C.R.S. §32-1-1002.

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

OPPORTUNITIES & CHALLENGES

1. The agency has a need for the new Fire Chief to focus internally in the short term upon appointment. This will include getting to know the staff, collaborating and developing a clear vision for the future of the organization, and beginning the process to address some succession planning needs to address turnover in some key leadership positions.

2. There is a desire amongst the staff to invest in a training facility within the fire district to enhance training opportunities and response readiness. The Fire Chief will work with staff to discuss feasible options.

3. Planning for future growth, WSFR is reviewing several options including the option of building a new Fire Station down the line. The incoming Chief will bring ideas to the table and continue discussions regarding options for potential sites or other options to manage growth. This may include discussions of beginning a planning process for a facility to address the growth the agency is experiencing and what is anticipated in the future.



THE IDEAL CANDIDATE

The ideal candidate will be a proven fire service leader ideally at the level of Battalion Chief or above from a similar size or larger agency. This person will be comfortable working with elected officials and ideally have experience working with a Board of Directors. The selected candidate will have worked their way up through the ranks, have an operational background, and have a history of positive labor relations. The ideal candidate will be an honest broker of information and have the confidence and ability to build strong relationships inside and outside the agency. This person must place a high value on a respectful, inclusive work environment, that supports all personnel, while “doing the right thing” when not specifically addressed in a policy or procedure. This will require the incoming Chief to believe in empowerment and collaboration at all levels, support continuing education, and see mentoring and professional development as keys to success.

The ideal candidate will be a strong advocate for the district who is invested in WSFR by learning the history and culture of the organization. This person will have the political acumen required to constantly balance the physical and financial needs of the district, and engage in the community and with staff while demonstrating good character and a high level of emotional intelligence.

The new fire chief will see IAFF Local 4845 as a partner in delivering services to the community, will take the time to listen to their needs, and meet with the Local Executive Board on a regular basis. The ideal candidate will also have experience with the Accreditation process and be supportive of the work and the investment the agency has made.



Ideal Knowledge, Skills & Abilities:

- Experience setting the pace for accountability by role modeling good behavior and holding oneself to department standards and expectations of performance.
- The ability to embrace a welcoming and supportive work environment, where airing differences in a respectful manner is seen as a regular part of business.
- A willingness to take the time to get to know the staff, get a firm grasp on their talents and provide direction as needed.
- Skill to assess the agency's pace for change while keeping an open mind to evaluate innovative approaches to service, internal work procedures, and other ideas that are developed by the staff.
- Exceptional oral and written communication skills, including the ability to actively listen, take careful consideration of information, and demonstrate transparency by sharing the right amount of information to keep agency members informed and including those closest to the work in the decision-making process.
- Excellent interpersonal skills demonstrated by listening for understanding rather than listening to respond, having a good sense of humor, and creating a safe place/work environment for dialogue and innovation.
- The ability to be fiscally responsible, advocate for accountability of community assets, and work closely with the Board to advocate for a level of service that meets the needs of the community.
- A proven history of positive labor relationship development.
- The ability to embrace a 'familial atmosphere' by making decisions in the best interests of WSFR members and having empathy for the work and situations members may face.
- The ability to be firm, fair, and consistent in the application of programs and standard operating procedures and invoking discipline in a proper and appropriate manner when required. The ideal candidate will capitalize on 'teachable moments' in lieu of discipline whenever possible.
- The ability to be available after hours to support the on-duty staff, and respond when necessary, acting as a liaison with the Board or community members depending on the nature of the emergency.

EDUCATION AND EXPERIENCE

Required Education and Experience:

- A bachelor's degree from an accredited college or university in fire science, public administration, management, or a related field approved by the Board, and seven (7) or more years of experience in a Chief Officer role is highly preferred.
- Possess, maintain, or acquire Chief Fire Officer (CFO) credential from the Center for Public Safety Excellence (CPSE), Commission on Professional Credentialing within 3 years of hire.
- Must possess, or obtain within 1 year of employment, and maintain valid CPR certification.
- Must possess, or obtain within 90 days of hire, and maintain a valid State of Colorado driver's license, and possess and maintain an acceptable driving record.
- Must establish permanent residency within the district boundaries within one year of employment, or as approved by the Board of Directors.
- Any combination of education, training, and experience may be substituted as long as it provides the desired skills, knowledge, and abilities to perform the essential functions of the job.

Preferred Education and Experience:

- A master's degree from an accredited college or university in fire science, public administration, MBA, or a related field approved by the Board.
- Progressive experience as an Assistant, Division, or Deputy Chief with management, financial, operational, and administrative responsibilities.
- NIMS 100, 200, 700, and 800 certificates.
- Executive Fire Officer (EFO).
- Fire Officer II Certification.



COMPENSATION & BENEFITS

- **\$185,000 - \$205,000 DOQ**
- Medical Insurance (District funds 90%)
- Dental Insurance (District funds 90%)
- Vision Insurance (District funds 50%)
- Life Insurance (District funds 1x annual salary)
- Flexible Spending Account
- Health Savings Account
- Retirement Healthcare Savings Account
- FPPA Pension
- 457 Deferred Compensation Plan (With 3% district match)
- Paid Vacation Leave (120 hours preloaded, 20-year accrual rate)
- Paid Sick Leave
- 11 Paid Holidays
- Short/Long Term Disability
- Peer Support
- Employee Assistance Program
- Possible Relocation Expenses



For more information on Windsor Severance Fire Rescue, please visit:

www.wsfr.us

Windsor Severance Fire Rescue is an Equal Opportunity Employer. All qualified candidates are strongly encouraged to apply by **October 22, 2023** (first review, open until filled). Applications, supplemental questions, resumes and cover letters will only be accepted electronically. To **apply online**, go to **www.prothman.com** and click on "**Open Recruitments**", select "**Windsor Severance Fire Rescue, CO – Fire Chief**", and click "**Apply Online**", or click [here](#).



www.prothman.com

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

EXAMPLE OF INVITE LETTER



FIRE CHIEF

\$150,000 - \$180,000

Plus Excellent Benefits.

First Review:

November 12, 2023

(First Review, Open Until Filled)

Apply at www.prothman.com

Dear Colleague,

Prothman is currently recruiting for the **Fire Chief** position for **Clifton Fire Protection District**, headquartered in **Clifton, 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 you please pass this on to other professionals you know who may be ready for this next step in their career.

Thank you for your consideration and help!

PROTHMAN



THE AREA



Clifton, Colorado is a rich, diverse, and vibrant community located on the western slope of the Rocky Mountains. Clifton is a wonderful mix of small-town atmosphere and big-city amenities located a short distance from Grand Junction, Colorado. The area is also just 238 miles west of Denver, Colorado, and 215 miles southeast of Salt Lake City, Utah, in the heart of Colorado's Grand Valley. Nestled near the picturesque Colorado River, Clifton offers its residents and visitors a relaxed and welcoming atmosphere. With a population of around 20,000, this tight-knit community is known for its friendly residents and strong sense of local pride that is fostered by local events and festivals.

The Clifton area is home to beautiful plateaus, mesas, mountains, and rivers. The region's stunning natural surroundings, including the Colorado National Monument, provide ample opportunities for outdoor enthusiasts. Hiking, mountain biking, rafting, skiing, mountain climbing, and exploring the mesmerizing canyons and mesas are just some of the activities to be enjoyed. In addition, the community's numerous parks and recreational facilities, including James M. Robb Colorado River State Park, offer spaces for families and individuals to unwind and enjoy the outdoors.

The area also has regional transportation, including an airport that is located in the City of Grand Junction, Amtrak rail service, and a major interstate that runs through the region, for those looking to explore beyond the immediate region.

THE DISTRICT & THE POSITION

Clifton Fire Protection District (CFPD) is a Title 32 Special District under Colorado State Law. CFPD operates as an all-hazards department under the governance of an elected five-member Board of Directors who serve four-year staggered terms.



CFPD staff includes the Fire Chief, an Administrative Assistant, three Captains, 15 full-time Firefighters, and part-time Firefighters, and operates on 2023 budget of \$6,470,268. CFPD responds to approximately 4,000 calls annually, with an anticipated 3% annual increase. CFPD provides fire, emergency medical, and fire prevention services to a total population of around 40,000 located within 15 square miles. CFPD is an Advanced Life Support response and transport agency and is staffed with paramedics on each shift. The District's primary fire station, equipped with an impressive array of apparatus, responds to a multitude of service calls. CFPD's fleet includes two Type 1 Engines, two Ambulances, a 75-ft Ladder Truck, and a Type 6 Brush Truck.

The District's response Ambulance Service Area spans from 30 road to 35 road and Interstate 70 to the Colorado River. The District provides Mutual and Automatic Aid to neighboring agencies within the county which includes Grand Junction Fire Department, Palisade Fire Department, Central Orchard Mesa Fire Department, and when requested, Lower Valley Fire Department, East Orchard Mesa Fire Department, and Lands End Fire Department.



Reporting to the Board of Directors, the Fire Chief serves as the District's Chief Executive Officer and is responsible for all administrative, operational, and support functions of the fire district either directly or through delegation. The Fire Chief ultimately oversees all aspects of service, both emergency and non-emergency, delivered to the citizens and visitors of the fire district. This position is expected to provide administrative direction and leadership for all fire district functions, operations, and personnel through effective supervision of staff and a review of their activities. The Fire Chief is also CFPD's Fire Code Official, unless otherwise delegated, and is an active member of the Clifton Fire Protection District's development review team.

Please visit www.prothman.com to review the full position profile and compensation package, and to learn more about Prothman.



January 25, 2024

Mr. Richard Bollinger, President, and
Board of Directors
Wellington Fire Protection District
8130 Third Street
Wellington, CO 80549
(via electronic mail to cgaiter@wfpd.org, dcropp@wfpd.org)

Dear President Bollinger and Members of the Board:

Thank you for inviting Columbia Ltd to compete for the opportunity to assist the Wellington Fire Protection District in the recruitment of a new Fire Chief.

For over seven years, I have served as the lead recruiter in over 100 successful executive recruitments on behalf of local governments in seven western states. I have extensive experience in northern Colorado, including multiple recruitments in Loveland, Timnath, Windsor, and Wellington, as well as the police chief recruitment in Severance.

I am currently completing the fire chief recruitment for the City of Salida and the South Arkansas City Protection District. I have had multiple successful recruitments for the fire service in Arizona, California, Colorado, and Washington, including: Bothell, WA (Fire Chief), the Cosumnes Community Services District, WA (Fire Chief), Arizona Fire and Medical Authority, Sun City, AZ, (Finance Director), and the Central Arizona Fire and Medical Authority, Prescott Valley, AZ (Human Resources Manager).

I would serve as the Wellington FPD's recruiter. I have served 25 of the last 27 years in Colorado local government, including experience as a deputy district attorney, county manager, city manager (acting), and county attorney, including 19 years at the executive level, both full- and part-time.

The attached proposal includes more detailed information regarding Columbia Ltd, the search process and timeline, professional fee and expenses, a placement guarantee, and references. The enclosed sample candidate profile document gives you a good sense of how Columbia Ltd would present your opportunity nationally.

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. Founded and incorporated in 2016 by Chief Executive Officer and lead recruiter Andrew Gorgey, the firm maintains its principal place of business and headquarters in Colorado Springs, Colorado. Please visit: <https://columbialtd.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, managers and human resources professionals trust Columbia ltd to find high-performing professionals to complete their leadership teams.

“Excellence in executive recruiting since 2016.”

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 five values: **Excellence, Professionalism, Ethics, Courage, and Adaptability**. 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, who meet the needs of the organization and community, in every professional discipline for which we recruit.

We are committed to maintaining a positive, professional working environment, and to the professional development of every Columbia ltd team member.

Experience

Columbia ltd celebrated its seven-year anniversary in December, 2023. 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 recruitments. With that in mind, Columbia ltd has successfully completed several dozen city/county manager and other recruitments in five states, and over 50 other executive recruitments in seven western states in every major 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 annually to local government managers in career transition. Columbia ltd is also a proud sponsor of the City/County Management Associations in Arizona, Colorado, Montana, North Dakota, South Dakota, Washington, and Wyoming. Andrew Gorgey has lectured on various topics at the state management conferences in multiple states, and at the Schools of Public Affairs at the University of Colorado and Arizona State University, and at Arizona’s Next Generation Leadership Conferences at the University of Arizona in Tucson, and in Scottsdale.

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 25 of the last 27 years, including 19 years full- and part-time 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 District Counsel to and Administrative Manager of the Garfield County FML District, part-time executive positions he has held since June 2011. He continues to serve local governments throughout the United States 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 (COBALI), 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 Greenwich, CT, 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.

Elizabeth (Liz) Eubank, Administrative Assistant

Elizabeth (Liz) Eubank came to Columbia ltd as an award-winning customer service specialist from Vail Resorts (Colorado), where she earned the Spirit of Beaver Creek (Ski Resort) Award in recognition of her professionalism and her exemplification of corporate values. During her tenure, Ms. Eubank led The Ambassadors, an essential guest service group, and Street Team “On the Spot,” an employee engagement program. She also completed extensive leadership training in emotional intelligence, the DISC assessment, managing expectations, team dynamics, leadership communications, delivering performance feedback, developing talent on the team, championing change, coaching to develop, and navigating conflict. In addition to over 17 years of experience in hospitality and customer service, Ms. Eubank previously worked for the Town of Vail, Colorado, as a local government concierge. Ms. Eubank also has

considerable direct experience with information technology, and diverse experience in emergency medicine, health care, and live theater.

Ms. Eubank brings a formidable work ethic and strong sense of professionalism to Columbia ltd, where she creates a highly-organized, welcoming environment, which is a solid base for true teamwork and excellent client relations.

Ms. Eubank holds a bachelor's degree (Sociology), *magna cum laude* and with distinction, from the University of Colorado. She also has certifications in Yoga Teacher Training, Health Coaching, and running a chainsaw.

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 manager on behalf of the Wellington Fire Protection District (Wellington 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 Kickoff 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 the Wellington FPD, 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 the Fire Chief opportunity 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 Wellington FPD both work quickly regarding drafting 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. 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. 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.

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

NOTE: It is customary for client agencies to reimburse finalists for travel expenses related to the Finalist Interview Process. These expenses are not included in the Professional Fee above. These costs typically include round-trip airfare (coach); travel to the Wellington FPD from a Colorado airport (car rental and fuel) OR travel to Wellington FPD 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
Later hiring additional candidate ¹	\$5,000/candidate

Payment Terms

Columbia ltd bills the all-inclusive professional fee in three, equal monthly installments. The first invoice is 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 be billed in due course.

Insurance

Columbia ltd carries Commercial General Liability Insurance (Businessowners: \$1,000,000/each, \$2,000,000 aggregate; E&O/Professional Liability: \$1,000,000/each, \$2,000,000 aggregate) through Hiscox Insurance Company, Inc. Automobile liability insurance is provided by Farmers Insurance (\$250,000 / \$500,000 Bodily Injury, \$100,000 Property Damage). Workers compensation insurance is provided by Pinnacol Assurance of Denver, CO, for Columbia employees. Proof of insurance will be provided upon request. Documentation and Certificates of Insurance listing Wellington FPD as an additional insured provided on request.

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.

¹ Due only if Wellington FPD hires any candidate recommended by Columbia ltd for another position with Wellington FPD no later than one year after the first date of employment of the Fire Chief.

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 five Values on which Columbia ltd is built. We are 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 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 as lead recruiter.

City of Salida, CO – Fire Chief (current)

City Administrator Christy Doon
(719) 851-0516, christy.doon@cityofsalida.com

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

Assistant Chief Chris DeChant
(623) 764-1013 (cell), cdechant@afma.az.gov
Human Resources Director Shauna Fisher
(623) 910-6370, sfisher@afma.az.gov

Central Arizona Fire and Medical Authority (Prescott Valley), AZ – Human Resources Manager (2022)

Fire Chief Scott A. Freitag
(928) 308-5130, SFreitag@cazfire.gov
Human Resources Manager, Patty Chute
(928) 759-6983 (direct), (928) 910-9856 (cell), PChute@cazfire.gov

Cosumnes Community Services District, Elk Grove, CA – Chief Administrative Officer (2019), Human Resources Director (2019 and 2021), Fire Chief (2020), Administrator of General Services (2022), and Administrator of Parks & Recreation (2020 and 2022)

General Manager Phil Lewis
(503) 888-9296, PhilLewis@cosumnescsd.com
Fire Chief Felipe Rodriguez
(916) 206-5961, FelipeRodriguez@csdfire.com

Town of Severance, CO – Chief of Police (2018)

Nicholas J. Wharton, Town Administrator
(970) 685-9144, nwharton@townofseverance.org

Town of Windsor, CO – Town Manager (2018), Town Attorney (2023)

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

Town of Vail, CO – Town Manager (2022)

Krista Miller, Director of Human Resources, Safety & Risk Management
(970) 477-3512, kmiller@vailgov.com

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 01/10/2024 that have been posted, and by documents delivered to this office electronically through 01/15/2024 @ 13:29:17 .

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 01/15/2024 @ 13:29:17 in accordance with applicable law. This certificate is assigned Confirmation Number 15654211 .



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 website 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 website, <https://www.coloradosos.gov/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 website, <https://www.coloradosos.gov> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."

OFFICE OF THE SECRETARY OF STATE
OF THE STATE OF COLORADO

CERTIFICATE OF FACT OF TRADE NAME

I, Jena Griswold, as the Secretary of State of the State of Colorado, hereby certify that, according to the records of this office, a Statement of Trade Name for:

Columbia ltd

(Entity ID # 20208128981)

was filed in this office on 12/30/2020 with an effective date of 12/30/2020 .

This certificate reflects facts established or disclosed by documents delivered to this office on paper through 01/10/2024 that have been posted, and by documents delivered to this office electronically through 01/15/2024 @ 13:29:37 .

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 01/15/2024 @ 13:29:37 in accordance with applicable law. This certificate is assigned Confirmation Number 15654214 .



A handwritten signature in blue ink that reads "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 website 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 website, <https://www.coloradosos.gov/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 website, <https://www.coloradosos.gov> click "Businesses, trademarks, trade names" and select "Frequently Asked Questions."

City of Salida, Colorado
FIRE CHIEF



 **columbia** ltd

Excellence in executive recruiting since 2016



SALIDA

In the Arkansas River Valley, near the Collegiate Peaks in the Rocky Mountains, and 20 minutes from Monarch Mountain ski resort, the City of Salida (pop. 6,013, elev. 7,083 ft., 2.77 sq mi) is a picturesque, peaceful, and sophisticated Colorado community. Spanish for “exit” (but pronounced differently), Salida is located where northbound travelers exit the long stretch of canyon formed by the Arkansas River north of Cañon City.

Salida is the county seat and most populous city in Chafee County. Historically, the city is a river town, and a railroad town, formerly dependent on mining operations nearby. The Toubert Building, in which city hall is located today, was once the Denver & Rio Grande Railroad

Hospital, which served railroad employees and their families.

Today, tourism drives the economy year-round, with many using Salida as home base for Monarch in the winter, and tourists from Colorado, around the country, and around the world flooding the city in the summer. Salida formed Colorado’s first Certified Creative District in 2012, and the Salida Downtown Historic District is the largest in the state (300 buildings). On peak weekends, daytime population estimates approach 15,000.

Because Salida is located in Colorado’s “Banana Belt,” a unique temperate zone, residents enjoy a reasonable climate year-round, spared the frigid temperatures found further west. Salida is home to FIBArk (First in Boating the Arkansas), a major whitewater boating competition and music festival held every Fathers’ Day Weekend, generally following spring runoff. The kick off to the holiday season and the lighting of “S” Mountain is a winter favorite for locals and visitors. Outdoor amenities include skiing, parks, trails, a surfing wave in Riverside Park, rafting, fly fishing, cycling, mountain biking, hiking, camping, and a nine-hole golf course, which dates to 1926.

Salida boasts a major, full-service regional hospital, the Heart of the

Rockies Regional Medical Center, the successor to the original railroad hospital, today managed by the Salida Hospital District. Salida Public Schools (Salida School District R-32-J) serves the city with high, middle, and elementary schools. Other opportunities include Montessori and charter schools. Following voter approval in 2019, a Colorado Mountain College campus is located in the Kesner Memorial Building. The Salida Regional Library remains popular with residents.

Located along U.S. Route 50, Salida is just east of the Continental Divide. The closest major airports are the Colorado Springs Airport just over two hours away, and Denver International Airport, three hours away.

To learn more about the City of Salida, please visit <https://www.cityofsalida.com>.

THE ORGANIZATION

Founded in 1880 and incorporated in 1891, Salida is a statutory, full-service city operating under the council-manager form of government. City council is comprised of the mayor, elected directly to a two-year term, and six council members (two in each of three wards), elected to four-year terms. Elections are nonpartisan and held in November of odd-numbered years, with the mayor and one council member from each ward up for election.

Issues facing Salida include affordable and attainable housing, short-term rentals, and issues related to growth and development, including increased and changing service expectations following significant population growth during and after Covid. The approved 2024 Budget of \$49.5 million (GF \$14.7M) is larger than normal, because it includes over \$17 million for construction

QUICK FACTS

Population	6,013
Size	2.77 sq mi
Elevation.....	7,083 ft
2024 Budget	\$49.5M (GF \$14.7M)
FTE	110.7 (average YTD)
Fire Stations	1
Calls for Service (2022)	1,100/year (approx.)
2024 Dept. Budget	\$2.1M
Dept. FTE	15, plus 3 reserve)



of the new fire station (See artist’s rendering, prior page.) The budget supports an average of 110.7 FTE.

THE FIRE DEPARTMENT AND THE CHIEF

The chance to be Salida’s fire chief doesn’t come around very often. This career opportunity is available with the recent retirement of the fire chief, who served the city for over 29 years, and as chief since 2012.

Reporting directly to the city administrator, the fire chief leads the Salida Fire Department (SFD) and along with the city’s other department heads serves as a member of the city’s leadership team. Through an intergovernmental agreement, the fire chief also serves as chief of the South Arkansas Fire Protection District (SAFPD), whose service area covers Chaffee (75%) and Fremont (25%) Counties. The SFD and District are co-located at one fire station downtown. The 2024 departmental budget is \$2.1 million, supporting 15 FTE,

including the chief, assistant chief, three captains, firefighters, and one administrative assistant. The SFD also has three reserve firefighters.

The SFD manages fire response, suppression, prevention, and mitigation for all structures and for wildland fire, swift-water and ice rescues, emergency management, and emergency medical incident response (basic and advanced life support), as well as other services. There were approximately 1,000 calls for service in 2022, about 52% of which were for EMS. The department currently operates 48/96 shifts. The fire chief and assistant chief also review development applications for compliance with the fire code.

The biggest opportunity facing the fire department is the construction of the new \$17 million, state-of-the-art, 20,000-square-foot fire station (groundbreaking November 3, 2023). Other opportunities include exercising progressive leadership to take the fire department to the next

level, funding for major equipment (engine, ladder truck), and meeting increased service demands as Salida continues to grow and mature as a community.

QUALIFICATIONS

A bachelor’s degree (fire administration or related) and seven to ten years of management-level fire department experience, or the equivalent combination of education, training, and experience, is required.

THE IDEAL CANDIDATE

Salida is looking for a progressive, visionary, and experienced leader as its next fire chief, a self-directed, solution-oriented person, with impeccable integrity and the highest ethical standards. The ideal candidate is adaptable and collaborative, with expert-level inward- and outward-facing communications skills. Emotionally intelligent and empathetic, they lead by example, balancing a command presence with humility. The preferred candidate is open-minded, decisive, and

WHAT HAPPENS WHEN

Absent unforeseen circumstances, the recruitment will follow the schedule below. Be mindful of the filing deadline and final interview dates, which are unlikely to change.

SCHEDULE

Filing Deadline:	December 6, 2023	Recommendation of Candidates: ...	December 28, 2023
Preliminary Interviews:	December 15-19, 2023	Finalist Interview Process:	January 11-12, 2024



transparent, communicating the department's mission, vision, and values clearly and consistently.

As fire chief for two interconnected entities, the preferred candidate serves both Salida and the SAFPD district board. The next fire chief will maintain and advance relationships with all stakeholders, including the school district and all partners. The ideal candidate is progressive, but fiscally conservative and disciplined, with experience obtaining and managing federal funds and all manner of grants.

In addition to leading the fire department, the fire chief is an engaged, effective member of Salida's leadership team, comprised of the city's department heads and led by the city administrator. The city administrator will ask the next fire chief to look at the department with fresh eyes, with an eye toward modernization and sophistication.

The ideal candidate is passionate about public safety and technically competent in all aspects of the fire service. The preferred candidate is politically astute but apolitical, and able to relate to people from all walks of life.

The next fire chief is a team-builder with a commitment to professional development and the demonstrated ability to maximize the potential of all persons under their authority. This includes the ability to relate to, effectively manage, and lead intergenerational teams and persons of different experience levels.

The next fire chief will embrace and develop interagency collaborations and regional partnerships. The ideal candidate will embrace Salida and the community as home and intends to come here to have an impact and leave a legacy.

TOTAL COMPENSATION

The annual salary range for this position is \$125,000 to \$155,000, and appointment will be made depending upon the qualifications and experience of the selected candidate. In addition, Salida provides the following benefits: medical, dental, vision, and life (\$50,000) insurances. Retirement benefits for the fire chief are through the Fire and Police Pension Association of Colorado (FPPA) (mandatory, employee 12%, employer 9.5%). This position does not participate in social security. The FPPA also offers a voluntary 457(b) defined contribution plan and provides AD&D, long-, and short-term disability insurances. The city also provides separate long-, and short-term disability coverage and several EAP plans. This position enjoys paid time off, 14 paid holidays, and one personal day. Other benefits include a family swim pass at the Salida Hot Springs Aquatic Center, 15% off all recreation programs, free gym access, and either a free round or a reduced annual membership at the Salida Golf Club (nine-holes). Relocation assistance and possible additional incentives are subject to negotiation.

APPLY

To be considered for this excellent professional opportunity, please email only your cover letter and resume to apply@columbialtd.com, naming your files **Last.First.CL** and **Last.First.Resume**. Receipt of your submittal will be acknowledged within two business days. All applicants will be updated on their status following the Recommendation of Candidates.

If you have any questions regarding the recruitment process, or this opportunity, please feel free to call Andrew Gorgey directly at (970) 987-1238. For more information, visit the Columbia Ltd website: <https://columbialtd.com>.

Fire Chief
WELLINGTON FIRE
PROTECTION DISTRICT, CO

Recruitment
Proposal

JANUARY 25, 2024



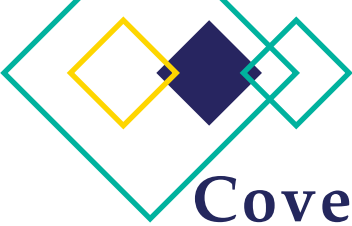
Submitted by:

LAURIE PEDERSON
SENIOR VICE PRESIDENT
630 DUNDEE ROAD, SUITE 225
NORTHBROOK, IL 60062
847.380.3198
lpederson@govhrusa.com



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Cover Letter



January 25, 2024

Mr. Saulsbery & District Board Members
Wellington Fire Protection District
Address
City, State Zip

RE: PROPOSAL FOR FIRE CHIEF RECRUITMENT

Dear Mr. Saulsbery and Members of the District Board:

Thank you for the opportunity to provide you with a proposal for the Fire Chief recruitment and selection process for the WELLINGTON FIRE PROTECTION DISTRICT (WFPD). Our proposal provides the WFPD with firm qualifications, key experience, a detailed work plan and timeline, and associated fees to provide services that exceed expectations. We provide a tailored, personal approach to executive recruitment and selection, and can adapt to your specific requirements for the position.

We have some very exciting news to share. GovHR USA (GovHR) has recently been acquired by MGT of America Consulting, LLC (MGT). MGT is a nationally respected leader in public sector management consulting and technology services with a long track record in support of state, local, and education clients. GovHR and MGT are joining forces to take the next step in offering integrated solutions that can accelerate our most important shared goal: dramatically improving lives by **advancing and lifting up the communities we serve**.

Our consultants have worked in all areas of local government leadership including city/county management, human resources, public safety, finance, public works, parks and recreation, and utilities. This combined hands-on knowledge and experience has made MGT and GovHR proven leaders in public sector consulting.

MGT CONTACT INFORMATION

MGT HEADQUARTERS	MGT of America Consulting, LLC 4320 West Kennedy Boulevard Tampa, Florida 33609 P: 813.327.4717 www.mgtconsulting.com FEIN: 81-0890071
PROPOSAL CONTACT	Laurie Pederson, Senior Vice President 630 Dundee Road, Suite 225 Northbrook, Illinois 60062 847.380.3198 lpederson@govhrusa.com

Thank you for the opportunity to submit a proposal to WELLINGTON FIRE PROTECTION DISTRICT. Should you have questions on any aspect of this proposal, please contact **Laurie Pederson** at **847.380.3198** or **lpederson@govhrusa.com**.

Regards,

Patrick J. Dyer, Vice President
Authorized to bind the firm





Firm Profile

We impact the communities we serve – for good.

MGT began operations in 1974 as a public sector research firm. Since then, we have significantly expanded our consulting capabilities and client offerings. Today, we are a national consulting firm specializing in **assisting clients to operate more efficiently and effectively.**

MGT has acquired a keen understanding of the structures, operations, and issues facing public entities. This understanding comes from **nearly 50 years** of experience providing innovative yet practical solutions to public sector clients. We provide objective, creative, expert services in the areas of human capital, finance, technology, programming, and planning. We draw on the expertise of our highly qualified staff, most of whom have prior careers at city-, county-, and state-level government offices. This insider's knowledge of government operations and structure gives MGT a competitive advantage and an ability to hit the ground running from the very start of a project.



MGT FIRM AT A GLANCE

Name: MGT of America Consulting, LLC (MGT)

Founded: 1974

Locations: Headquarters in Tampa, Florida; branch offices nationwide

Staff: 500+ consultants across the country

Structure: Privately held and client-driven

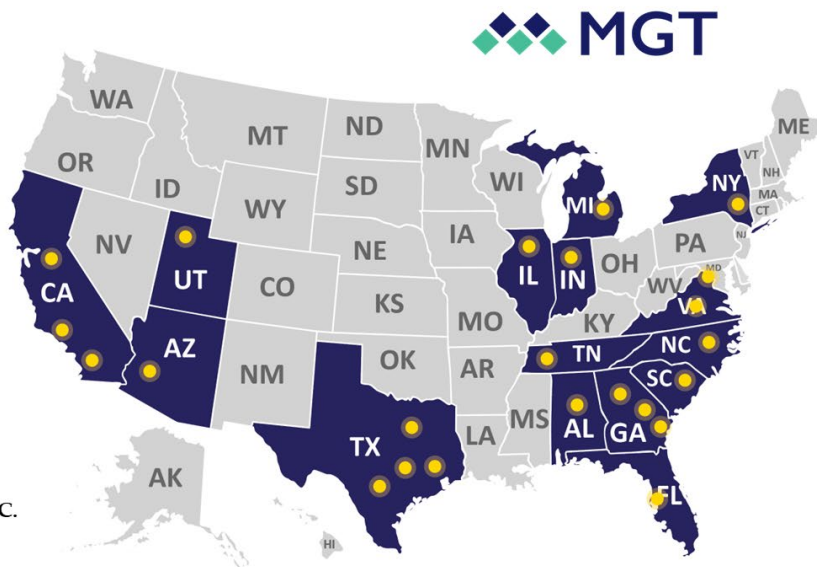
Lines of Business: Government Consulting; Education and Financial Solutions; Diversity and Inclusion; Human Capital; Cybersecurity and Technology

Find out more at www.mgtconsulting.com.

MGT has successfully worked with clients on **more than 30,000 projects** to help them adapt to change while maintaining the vision and direction towards their short- and long-term goals. With the recent combination of GovHR, our firm includes **more than 500 professionals and administrative staff** to support our clients' success. MGT's corporate office is in Tampa, Florida, with additional offices around the country as shown below.

NATIONAL FIRM LOCAL FOCUS

- Alabama**
Birmingham
- Arizona**
Phoenix
- California**
Sacramento
Riverside
Carlsbad
- Florida**
Tampa HQ
- Georgia**
Savannah
Atlanta
Alpharetta
- Illinois**
Chicago Metro
- Indiana**
Gary
- Michigan**
Bay City
- New York**
NYC
- North Carolina**
Raleigh
- South Carolina**
Columbia
- Tennessee**
Nashville
- Texas**
Dallas
Austin
San Antonio
Houston
- Utah**
Salt Lake City
- Virginia**
Richmond
- Washington, D.C.**



Social Impact Solutions

The MGT Social Impact Solutions team has an impressive track record of providing **customized solutions, objective research, creative recommendations, and quality products** that respond to each client's unique needs and time requirements. GovHR is now a part of MGT's Social Impact Solutions Team.

GovHR USA

GovHR was originally formed as Voorhees Associates in 2009, changed its name to GovHR USA in 2013, and joined MGT (**the nation's leading social impact firm**) in 2023. GovHR provides public management consulting services to local government clients and other public-sector entities across the country. GovHR offers customized executive recruitment services, management studies, and consulting projects for local government and organizations who work with local government. Additionally, GovHR's GovTempsUSA division provides interim staffing solutions to keep operations moving during the recruitment process.

GovHR's consultants are experienced executive recruiters who have conducted **over 1,250 recruitments**, working with cities, counties, special districts, and other governmental entities of all sizes throughout the country. They have held leadership positions within local government, giving them an understanding of the complexities and challenges facing today's public sector leaders.

GOVHR'S LEADERSHIP



Heidi Voorhees
(847) 380-3240

HVoorhees@GovHRusa.com

Ms. Voorhees has conducted more than 400 recruitments in her management consulting career, with many of her clients being repeat clients, attesting to the high quality of work performed for them. In addition to her 22 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, including ten years as Village Manager for the Village of Wilmette, Illinois.



Joellen Cademartori
(847) 380-3238

JCademartori@GovHRusa.com

Ms. Cademartori is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Cademartori has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

Our Commitment

MGT embraces the most complex challenges with deep commitment, agility, and local expertise to make a measurable and profound social impact. Simply stated, our promise is:

We improve lives by advancing and lifting up your community.

This purpose reflects the company’s strong social conscience and service ethic that forms the core of the MGT “Why.” MGT models this philosophy by systematically seeking out the highest-impact projects and relationships, encouraging community involvement, and investing in a collaborative and rewarding world-class work environment for employees.

*Impacting
Communities.
For Good.*



Defined by Our Impact

We understand the goals of the WFPD and how this search process will ensure a diverse pool of highly qualified candidates for the WFPD.

The MGT team empowers organizations to enhance their teams through innovations in people, processes, and technology to **lift and strengthen their human resources solutions.**

Part of our success is based upon our **promise to be flexible and responsive.** We are acutely aware of the political, economic, social, and technological factors that impact today’s public sector clients. MGT is structured into several primary consulting divisions to support these needs. **We are pleased to have the Government Consulting Experts within the MGT Social Impact Solutions Group responsible for leading the completion of this project.**



Social Impact Solutions

Our Social Impact Solutions team combines Financial Solutions, Education Solutions, Human Capital, Government Consulting, and Diversity, Equity, and Inclusion (DEI) to provide an integrated team with subject matter expertise and the financial acumen to help municipalities, government agencies, schools, districts, state agencies, and colleges and universities perform at their best and thrive.



Technology Solutions

Our Technology Solutions business supports state, local, education, and private companies as they seek to improve and protect their network infrastructure and data for greater resiliency. We offer world-class IT infrastructure management, cyber security, and strategic IT professional staffing.

Why Choose MGT/GovHR?

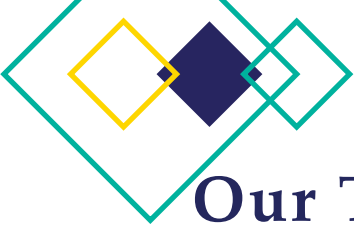
- ✓ **Unparalleled Expertise and Level of Service.** With executive recruitment experience in 44 states, in communities ranging in population from 1,000 to 3,000,000, we are a leader in the field of local government recruitment and selection. More than 40% of our clients are repeat clients, and 94% of surveys show our overall performance rating as **Outstanding** – indicating a plan to use our services and/or highly recommend us in the future.
- ✓ **Delivering the Best.** We conduct comprehensive **due diligence** on candidates. Our state-of-the-art process includes extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensuring successful recruitment for the WFPD. We will provide important information to potential candidates by developing a high quality, thorough Recruitment Brochure reflecting the knowledge we will have about your community and your organization. Before we recommend a candidate to you, **we ask probing questions** that will verify their expertise during video interviews, reference calls, and news and social media searches.
- ✓ **A Partner from Start to Finish.** We are your partners in this important process. We welcome you to review all the resumes we receive, and we will share our honest assessment of the candidates. Our goal is your **complete satisfaction**. We can strategize with you on a variety of approaches for meeting your recruiting needs, including evaluation of internal candidates, identification of non-traditional candidates who meet your recruitment requirements, succession planning, and mentoring options. We are committed to working with you until you find the candidate that is the best fit for your position.
- ✓ **Services for Any Budget and Any Search.** We strive to meet the specific needs of our clients by offering several options for recruitment services to meet your budget. Our services range from Full Executive Recruitments to Virtual Recruitments and even simply Professional Outreach for those who want to reach a broader network. In the following proposal, we have provided the scope we believe **best fits your needs**.



“We were very impressed by how efficient they worked, their methodology, their insight, and their professionalism.

I would highly recommend MGT and hope to do business with them again. . .”

*- Joseph Onzick
Executive Director of Finance
Kane County, IL*



Our Team

The success of a consulting engagement is founded on the qualifications of the project team and the way in which it is structured and managed.

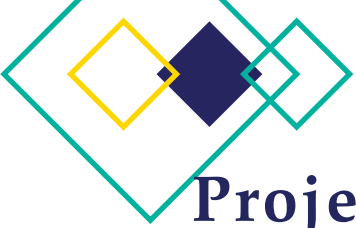
MGT employs a team of professionals with backgrounds in local government and the not-for-profit sector. With the WFPD's staffing needs in mind and due to the significance of this recruitment, we will assign our highly knowledgeable and experienced Recruiters depending upon availability. We have included the biographies for two potential Recruiters in Appendix A.

Proposal Inquiries



LAURIE PEDERSON

Senior Vice President
Operations & Client Services
847.380.3198
LPederson@GovHRusa.com



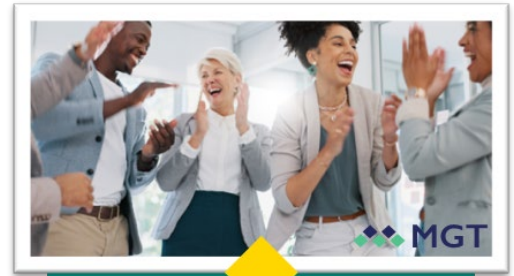
Project Approach & Methodology

A detailed plan specifically designed for you.

Project Understanding

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position search.

Our clients are informed of the progress of their recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.



MGT: EXPERTS IN RECRUITING

“The coordination by the consultant helped to alleviate the workload of internal staff. Consultant was willing to customize the process based on the City’s needs.”

MGT Client Satisfaction Components



Proposed Work Plan

PHASE 1 POSITION ASSESSMENT, POSITION ANNOUNCEMENT, & BROCHURE

Activities

MGT treats each executive recruitment as a transparent partnership with our client. We believe in engaging with stakeholders early in each recruitment process to fully understand the challenges and opportunities inherent in the position. Understanding the organizational culture is critical to successful recruitment. We gain this insight and information through meetings (one on one and in small groups),

surveys, and a review of relevant information. This information is reflected in a polished marketing piece that showcases the organization and the area it serves.

INFORMATION GATHERING

- ◆ One-on-one or group interviews with stakeholders identified by the WFPD.
- ◆ MGT can establish a dedicated email address for feedback from stakeholders or the community.
- ◆ Community forums (in-person or via video) can be used to gather input and feedback.
- ◆ Surveys can be used for department personnel and/or the community to gather feedback.
- ◆ Conversations/interviews with department heads.

A combination of the items listed above can be used to fully understand community and organizational needs and expectations for the position (this proposal includes 12 hours of meetings – additional meetings can be added for a fee of \$150/hour plus actual expenses if incurred). Dedicated email address and one organizational survey are included. A Community Survey can be conducted for \$2,500. Community Forums are conducted as an optional service.

Development of a **POSITION ANNOUNCEMENT** to be placed on websites and social media.

Development of a thorough **RECRUITMENT BROCHURE** for WFPD review and approval.

Agreement on a detailed **RECRUITMENT TIMETABLE** – a typical recruitment takes between 90 to 120 days from the time you sign the contract to the appointment of the finalist candidate.

PHASE 2 ADVERTISING, CANDIDATE RECRUITMENT, & OUTREACH

Activities

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. Our website is well known in the local government industry – we typically have 17,000+ visits monthly to our website and career center. Additionally, our weekly jobs listings are sent to over 8,000 subscribers.

Phase 2 will include the following:

- ◆ MGT consultants will personally identify and contact potential candidates.
- ◆ Develop a database of potential candidates from across the country unique to the position and to the WFPD, focusing on:
 - Leadership and management skills.
 - Size of organization.
 - Experience in addressing challenges and opportunities also outlined in Phase 1.
 - The database will range from several hundred to thousands of names. An email campaign will be sent to each potential candidate.
- ◆ Placement of the Position Announcement:
 - Public sector online Career Centers.
 - **Social media:** LinkedIn (posted on MGT Executives LinkedIn news feeds to reach over 50,000 connections), Facebook, and Instagram.
 - MGT will provide the WFPD with a list of advertising options for approval.

PHASE 3 CANDIDATE EVALUATION & SCREENING

Activities

Phase 3 will include the following steps:

- ◆ Review and evaluation of candidates' credentials with consideration to the criteria outlined in the Recruitment Brochure.
- ◆ Candidates will be narrowed down to those that meet the qualification criteria.
- ◆ Candidate evaluation process:
 - Completion of a questionnaire explaining prior work experience.
 - Live Video Interview (45 minutes to 1 hour) conducted by consultant with each candidate selected for further consideration.
 - References provided by the candidate are contacted.
 - Internet/Social Media search conducted on each candidate selected for further consideration.

All résumés will be acknowledged and inquiries from candidates will be personally handled by MGT, ensuring the WFPD's process is professional and well regarded by all who participate.

PHASE 4 PRESENTATION OF RECOMMENDED CANDIDATES

Activities

Phase 4 will include the following steps:

- ◆ MGT will prepare a Recruitment Report presenting the credentials of those candidates most qualified for the position.
- ◆ MGT will provide an electronic recruitment portfolio which contains the candidates' materials along with a "mini" résumé for each candidate so that credentials are presented in a uniform way.
- ◆ The WFPD will receive a log of all applicants and may review résumés if requested.
- ◆ Report will arrive in advance of the Recruitment Report Presentation.

MGT will meet with the WFPD to review the recruitment report and provide additional information on the candidates.

PHASE 5 INTERVIEWING PROCESS & BACKGROUND SCREENING

Activities

Phase 5 will include MGT completing the following steps:

- ◆ Develop the first and second round interview questions for WFPD review and comment.
- ◆ Coordinate candidate travel and accommodations.

PROJECT APPROACH & METHODOLOGY

- ◆ Provide WFPD with an electronic file that includes:
 - Candidates’ credentials.
 - Set of questions with room for interviewers to make notes.
 - Evaluation sheets to assist interviewers in assessing the candidate’s skills and abilities.

Background screening will be conducted along with additional references contacted:

MGT BACKGROUND SCREENING

- | | |
|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| ✓ Social Security Trace & Verification | ✓ County/Statewide Criminal |
| ✓ US Federal Criminal Search | ✓ Civil Search |
| ✓ Enhanced Verified National Criminal | ✓ Bankruptcy, Leans, and Judgements |
| – National Sex Offender Registry | ✓ Motor Vehicle Record |
| – Most Wanted Lists FBI, DEA, ATF, Interpol | ✓ Education Verification – All Degrees Earned |
| – OFAC Terrorist Database Search | Optional: Credit Report – Transunion with score
(based on position and state laws) |
| – OIG, GSA, SAM, FDA | Optional: |
| – All felonies and misdemeanors reported to the National Database | – Professional License Verification |
| | – Drug Screen |
| | – Employment Verification |

MGT will work with you to develop an interview schedule for the candidates and coordinate travel and accommodations. MGT consultants will be present for all the interviews, serving as a resource and facilitator.

MGT will coordinate a 2-Step Interview process. The first-round interviews will include four to five candidates. The second-round interviews will include two or three candidates. MGT will supply interview questions and an evaluation form.

In addition to a structured interview, the schedule can incorporate:

- ◆ Tour of WFPD facilities.
- ◆ Interviews with senior staff.

PHASE 6 APPOINTMENT OF CANDIDATE

Activities

- ◆ MGT will assist you as much as requested with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- ◆ MGT will notify all applicants of the final appointment, providing professional background information on the successful candidate.

Project Timeline

Based on our experience in conducting similar projects, we anticipate the proposed project can be completed within 14 weeks of project initiation as illustrated in **Exhibit 2**.

Exhibit 1. Proposed Schedule

WORK PLAN TASKS	WEEK													
	1	2	3	4	5	6	7	8	9	10	11	12	13	14
Phase 1: Interviews & Brochure Development	█	█												
Phase 2: Advertising, Candidate Recruitment, & Outreach			█	█	█	█								
Phase 3: Candidate Evaluation & Background Screening							█	█	█					
Phase 4: Presentation of Recommended Candidates										█				
Phase 5: Interview Process & Additional Background Screening											█	█		
Phase 6: Appointment of Candidate													█	█

Commitment to Diversity, Equity, & Inclusion in Recruitments

MGT is a leader in diversity, equity, and inclusion (DEI) consulting services, strategic planning, and organization transformation. MGT’s experience working in diverse communities across the United States and working with organizations seeking to change organization culture is critical to the success of all our projects. We have a track record of building awareness, solutions, and direction for systemic change by generating transformative ideas and solutions, information, and practices into operational strategies, which help us stand out in all our projects.

MGT is also one of the original and premier disparity research firms in the country. Disparity studies were the first instance of bringing principles of diversity, equity, and inclusion into the public sector, through the procurement process, and since 1990, **MGT has conducted more than 230 public sector disparity studies**. These studies are designed to improve procurement departments, promote and advance equity, and improve economic outcomes for diverse communities that have been historically marginalized by analyzing policies, practices, and programs to increase the utilization of minority- and women-owned businesses. Clients that have conducted a disparity study are in the unique position to increase and improve systematic equity through procurement and contracting, which can ultimately promote economic empowerment by creating strong business and employment pipelines in communities of color.

MGT’s GovHR also has a long-standing commitment to DEI. Since the firm’s inception they have supported, with their time and financial resources, organizations that advance underrepresented populations in local government. These include the National Forum for Black Public Administrators, the Local Government Hispanic Network, The League of Women in Government and CivicPride. Our Team Members have moderated and spoken on DEI topics at the International City and County Management Association conference and state conferences. Our employees and consultants have undergone Implicit Bias Training, and we are frequent speakers on incorporating equity and inclusion into all levels of local

government. Additionally, we provide a list of DEI resources on the homepage of the website at GovHRUSA.com.

MGT's GovHR has formally partnered with the National Forum for Black Public Administrators' consulting arm, i4x, in several recruitment and selection processes throughout the country including Toledo, OH; Fort Collins, CO; Ann Arbor, MI; Oakland, MI; and Arlington, TX. Our partnership reflects our mutual commitment to advancing DEI values and increasing the diversity of local government leaders at the highest levels of local government organizations.

MGT/GovHR's Recommendations to **RECRUIT** and Retain Top Talent

RESPONSIVE: ROLL OUT THE WELCOME MAT! Candidates may struggle with relocating for a new position as well as being concerned about the "fit" with a new team. It is important to include costs for your top candidate(s) to travel to your location for the final interview process. Our team will work with you to create a welcoming, informative experience for both you and the candidate(s).

ENCOURAGING: Employee development is a must-have in today's market. Candidates appreciate their employer investing in them as much as they are investing themselves in the job. Consider "up and coming" candidates who may lack one or two preferred skills and assign a mentor or invest in a course to encourage their professional development. A mentor/training program will also help establish a peer-to-peer connection and make them feel more comfortable about the transition to a new job.

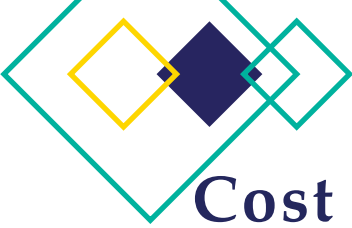
COMPETITIVE: Our team will guide you in offering a competitive market rate compensation and competitive benefits package attractive to today's candidates. Competitive employers must include relocation expenses and should consider signing bonuses and temporary housing.

RESOURCEFUL: Review your job description – do you need public sector experience? Are the years' experience you list essential, or can that be preferred? Consider a more resourceful approach when reviewing candidates' experience. Carefully assess requirements such as CPA, Professional Engineer, and others that will limit your talent pool – consider using the word "ideally" or "preferably."

UNDERSTANDING: These past few years have, without a doubt, changed the work environment. Competitive employers have recognized this and are offering flexible/hybrid/remote work options. Those positions that offer this type of flexibility consistently receive a better candidate response rate.

INNOVATIVE: Think about what is unique and attractive about your community and organization and highlight that in your recruitment efforts. Talk about organizational culture and what your values are with respect to your employees. MGT will assist you in being as innovative as possible in your outreach.

TRANSPARENT: Some states now mandate listing salary ranges in any job advertisements or postings. More and more companies are showing at least a salary range in their postings to promote pay transparency and equity. Post the salary range you will use for hiring – it is public information. If we make it too difficult for candidates to find out the salary, they will move on to the next opportunity.



Cost Proposal

Defined by Impact. Driven by People.

Dedicated to the Community.

We take pride in customizing our client’s needs — and we will work with you to ensure our fees are aligned with your expectations and budget.

Full Scope Recruitment

Summary of Costs	Price
Recruitment Fee	\$21,500
Recruitment Expenses (not to exceed) Expenses include candidate due diligence efforts	\$1,500
Advertising <i>*Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is only billed for actual cost.</i>	\$2,500*
TOTAL:	\$25,500**

***Consultant travel expenses are not included in the price proposal. If the consultant is requested to travel to the client, travel costs will be estimated at time of request. Only actual expenses will be billed to the WFPD for reimbursement.*

Possible in-person meetings could include:

- ◆ Recruitment brochure interview process
- ◆ Presentation of recommended candidates
- ◆ Interview Process

Any additional consultant visits requested by the WFPD (beyond the three visits listed above) will be billed at \$150/hour. The additional visits may also result in an increase in the travel expenses billed.

*This fee does not include travel and accommodation for candidates interviewed.

Payment for Fees & Services

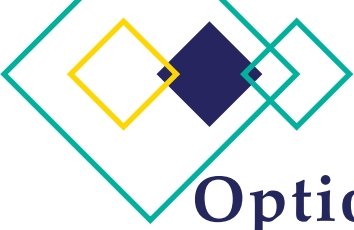
- ◆ **1st Invoice:** Contract Award (40% of the Recruitment Fee).
- ◆ **2nd Invoice:** Presentation of Candidates (40% of the Recruitment Fee & expenses incurred to date).
- ◆ **Final Invoice:** Completion of Recruitment (20% of the Recruitment Fee plus all remaining expenses).

Payment of invoices is due within thirty (30) days of receipt.

Our Guarantee – Full Scope Recruitment

MGT is committed to assisting our clients until a candidate is appointed to the position. Therefore, no additional professional fee will be incurred if the client does not select from the initial group of recommended candidates and requests additional candidates be developed for interview consideration. If additional advertising beyond Phase I advertising is requested, the WFPD will be billed for actual advertising charges. Reimbursable expenses may be incurred should the recruitment process require consultant travel to the WFPD.

Upon appointment of a candidate, MGT provides the following guarantee: should the selected and appointed candidate, at the request of the WFPD or the employee's own determination, leave the employ of the WFPD within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only. This request must be made within 6 months of the employee's departure.



Optional Assessment Center

Qualified Assessors to Identify Your Needs.

If requested, as part of the selection process MGT will perform an Assessment Center for candidates selected for interview. An Assessment Center is a useful tool for identifying and evaluating the strengths, areas for improvement, skills, and abilities of the candidates. MGT consultants will prepare all the related documents and scoring sheets for any three of the following exercises to be completed on the day of the Assessment Center:

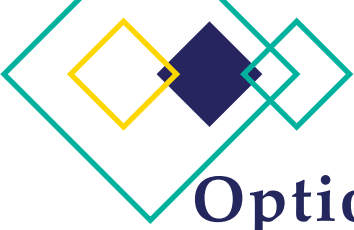
- ◆ In-Basket Exercise
- ◆ Written/Oral Presentation Exercise
- ◆ Leaderless Group Exercise
- ◆ Structured Interview
- ◆ Budget Analysis Exercise
- ◆ Personnel Issues Exercise
- ◆ Other exercise of the WFPD's choosing

Optional Assessment Center Fee: **\$8,500***

**The fee assumes the Assessment Center will be held on one day and be limited to no more than five candidates. For each additional candidate, the fee will increase by \$750.*

The fee includes the preparation of the Assessment Center material and a written report outlining the findings of the Assessment Center as reported by the Assessors. We will assist the WFPD in selecting three professionals from outside the organization to serve as Assessors in evaluating each candidate's strengths and weaknesses. The WFPD will be responsible for paying a \$750 stipend to each Assessor (and possible mileage or other transportation costs for the assessors).

The fee does not include lodging, travel, and meal expenses for the MGT facilitator(s) to be on-site for the Assessment Center. Actual expenses will be billed in addition to the fee. If the WFPD chooses to add the Assessment Center option, the fees and expenses for this will be billed separately.



Optional Services

The Nation's Recruitment Leader.

Having a solid plan in place is the only way to reach your long-term vision and goals, and we want to see you thrive. Our variety of services can be personalized to make the most of your strengths and give you an extra layer of support where you need it. We offer the following additional service offerings:

RECORDED ONE-WAY VIDEO INTERVIEW OF CANDIDATES

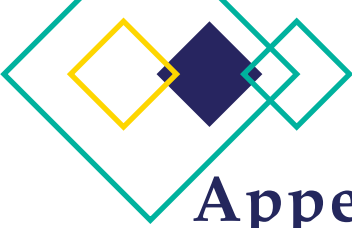
Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded and which you can review electronically at your convenience. This can occur prior to making your decision on which candidates to invite for an interview at a cost of \$100 per candidate.

LEADERSHIP/PERSONALITY TESTING

MGT has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the WFPD is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC, and others. Depending on the evaluation type, selected fees can range between \$100 to \$500 per candidate.

360° EVALUATION

As a service to the WFPD, we offer the option of providing you with a proposal for a 360° performance evaluation for the appointed position at six months into their employment. This evaluation will include seeking feedback from both elected officials and department directors, along with any other stakeholder the WFPD feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, MGT will prepare a proposal for this service.



Appendix A. Consultant Biography

The biography of our proposed consultant is provided on the following page.



TIM SASHKO



Chief T.E. Sashko (retired) is a Vice President with GovHRUSA and is a 38-year veteran of the fire service and is a state certified Fire Officer III in Illinois.

He began serving in the fire service as a paid-on-call firefighter/paramedic with the Village of Buffalo Grove, IL in 1979 retiring as the fire chief/EMA Director and following his career in Buffalo Grove he served the Village of Mundelein as the fire chief/EMA Director. He served as the Executive Director for the Illinois Fire Chiefs Association as is a Past-President. He is a member of the Lake County Board of Health since 2003 and was honored to be elected as the President/Chairman in November of 2013 and continues to function in that role. The Lake County Health Department is a \$85(+) million/year Federally Qualified Health Care and Local Public Health Department provider employing over 900+ personnel in Lake County, IL. He represents the Health Department on various committees for Lake County and advisory boards for the United Way of Lake County and the Lake County Veterans and Family Services Foundation. He was one of the founding members of the successful Lake/Cook Critical Incident Protocol promoting public and private partnerships in planning and preparedness for emergency management coordinated by Michigan State University.

He has an extensive background in labor relations and has negotiated numerous contracts successfully. He was instrumental in creating succession plans for both municipalities he served to provide the necessary guidance and direction for the development of personnel as well as employee performance rating systems for current performance and predictive performance for personnel advancement. During his career, he has coordinated various strategic plans and Emergency Operational Plans. He broadened initiatives that provided fiscal balance, while maintaining high-level service profile and Community Risk Reduction strategies within the communities he served. He has been active in legislation development, management, negotiations, and representation at the local, county, state, and federal levels both in public safety and public health. Throughout the past 10+ years he has been focused on providing a balanced, professional approach to critical issues governed within Illinois in emergency medical services, public health, fire service and community driven emergency service delivery.

PROFESSIONAL EDUCATION

- Bachelor’s degree in Management, Southern Illinois University

MEMBERSHIPS AND AFFILIATIONS

- Chairman, Combined Area Fire Training Partnership
- Lake County Board of Health, President
- Operation North Pole, Board Member
- Greater Chicago Red Cross Heroes Program, Former Member
- W.S. Darley Corporation, Fire Advisory Board Member
- United Way of Lake County - 2-1-1, Advisory Board Member
- United Way of Lake County - 2-1-1, Disaster Planning Committee , Chair
- Illinois Fire Chiefs Association, Former President
- Metropolitan Fire Chiefs Association, Former President
- Lake County Fire Chief’s Association, Former President
- Lake and McHenry Counties Specialized Response Teams, Former Chairman
- Illinois Fire Chiefs Foundation Fund Raising Committee, Former Chair
- Metropolitan Fire Chiefs Association, Former Director
- Illinois Fire Chiefs Association, Former Area Representative
- Trauma Region X, Former Committee Member

- Buffalo Grove Exchange Club, Former Founder and President
- Libertyville, Vernon Hills, Mundelein Exchange Club, Former Member

AWARDS

- Illinois Association of Blood Banks
- Chief of the Year, Illinois Fire Chief’s Association - 2006
- Alumni of the Year from Buffalo Grove High School
- ADRP International Division of ABC – 2019 International Humanitarian Award

PROFESSIONAL BACKGROUND

• IChiefs Solutions, Mundelein, IL	2017 - Present
• Lake County Board of Health	2003 - Present
• Executive Director, Illinois Fire Chiefs Association	2015 - 2017
• Fire Chief/EMA Coordinator, Mundelein, IL	2007 - 2015
• Fire Chief/EMA Coordinator, Buffalo Grove, IL	1979 - 2007



P: 847.380.3240

www.govhrusa.com



JOHN STORM



John Storm is a Vice President (Western Region) for GovHR USA, to which he brings considerable experience in Public Safety/Fire Department management.

John Storm has 30 years experience leading and managing fire departments with the Village of Wilmette, Illinois, and the City of Maricopa Fire and Medical Department in Maricopa, Arizona, one of the fastest growing cities in Arizona. John has vast experience at the executive staff level in operations, fire prevention and resource management. His duties included overseeing vehicle purchases, construction of a new administrative building, remodeling fire stations and equipment procurements. He was tasked with revamping the Fire Prevention/Community Services division at the Maricopa Fire & Medical Department. He brought in new technology and software to better address the needs of the city and community. Additionally, he helped create a success plan previously non-existent in the division. Operationally he worked on numerous projects to provide the most effective and efficient public safety service possible. John has a vast background in labor management and negotiations, successfully completing multiple contracts and MOU's. He also has experience in executive recruitment, mentoring and management consulting with other agencies and municipal governments throughout the country.

John was selected by the International Association of Fire Chiefs as one of their representatives to join the FEMA Peer Review Panels for the AFG, SAFER, and Fire Prevention and Safety grants. He has authored millions of dollars in federal grant funding, as well as consulted on many more successful grants. His background includes extensive experience developing and administering policies for municipal fire departments as well as the administration of grants, the CFAI Accreditation process, N.F.P.A. Standards, ISO Ratings and employee contract negotiations. In addition, he has experience in analyzing the economic impact of new development on municipal services and in the development of Mission and Vision statements.

John combines his career in executive leadership in the fire service with exceptional federal grant writing skills. John has written numerous successful federal grants for communities in Arizona, Colorado, Illinois, Maine and Virginia. He has also served on FEMA Peer Review Panels, giving him unique insight into successful proposals.

Mr. Storm is a graduate of Benedictine University majoring in Management and has a Masters degree in Public Policy and Administration from Northwestern University. He also has numerous chief certifications and designations from Illinois and has attended the National Fire Academy's Executive Fire Officer Program.

PROFESSIONAL EDUCATION

- Master in Public Policy and Administration, Northwestern University, IL
- Bachelor's degree in Management, Benedictine University, IL
- National Fire Academy, MD
- Chief Fire Officer, IL

MEMBERSHIPS AND AFFILIATIONS

- International Association of Fire Chiefs
- Western Fire Chiefs Association

PROFESSIONAL BACKGROUND

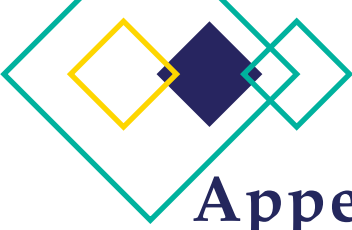
Over 30 Year of Experience in Public Safety Management

- Assistant Fire Chief, City of Maricopa Fire & Medical Department, AZ 2014 – 2020
- Acting Shift Commander/Lieutenant, Village of Wilmette, IL 2004 – 2014



P: 847.380.3240

www.govhrusa.com



Appendix B. Client List

A list of the clients we have had the pleasure of partnering with that complements the WFPD’s recruitment request is provided below.

Fire/EMS Client List

State	Client	Position Title	Year	Population
Alaska	Unalaska	Fire Chief	2017	4,768
Colorado	Larkspur Fire Protection District	Fire Chief	2023	6,500
	Poudre Fire District	Fire Chief	2020	206,206
Florida	Gainesville	Fire Chief	2020	133,997
	Orlando	Fire Chief	2021	307,573
Georgia	Augusta	Fire Chief	2021	200,000
Illinois	Arlington Heights	Fire Chief (Virtual)	2018	75,500
	Arlington Heights	Fire Chief (Virtual)	2022	75,500
	Barrington	Fire Chief	2019	10,455
	Buffalo Grove	Deputy Fire Chief (Virtual)	2022	42,909
	Carpentersville	Fire Chief	2016	38,241
	Champaign	Fire Chief	2014	81,500
	Collinsville	Deputy Fire Chief	2021	25,838
	Des Plaines	Fire Chief	2019	58,364
	Elburn & Countryside Fire Protection District	Fire Chief	2016	Multi
	Elmhurst	Fire Chief	2016	46,387
	Firemen's Annuity & Benefit Fund of Chicago	Executive Director	2016	Multi
	Fox River and Countryside Fire Protection District	Fire Chief	2023	25,000
	Freeport	Fire Chief (Limited)	2019	25,000
	Highland Park	Fire Chief	2009	31,365
	Illinois Fire Safety Alliance	Illinois Fire Safety Alliance	Executive Director	2013
Itasca Fire Protection District		Assistant Director of Administration and Planning (Virtual)	2023	9,000
Itasca Fire Protection District		Fire Chief	2021	9,000
La Grange		Fire Chief (Virtual)	2019	15,610
Lake County		Emergency Management Coordinator	2016	703,462
Lincolnwood		Fire Chief	2022	12,590
Lisle-Woodridge Fire District		Fire Chief	2017	70,000
Lombard		Fire Chief	2016	43,815
Moline		Fire Chief	2017	43,100
Morton Grove		Fire Chief	2021	23,500
Northbrook		Fire Chief	2014	35,000
Peoria		Fire Chief	2022	115,234
River Forest		Fire Chief	2021	11,635
Rochelle		Fire Chief	2021	108,662
Schaumburg		Schaumburg	Fire Chief	2017
	South Holland	Deputy Fire Chief	2020	22,030
	Sycamore	Fire Chief	2022	18,577
	West Chicago Fire Protection District	Fire Chief	2014	Multi
	West Dundee	Fire Chief	2011	8,000
	West Dundee	Fire Chief	2019	8,000
	Wheaton	Fire Chief	2022	53,389

APPENDIX B. CLIENT LIST

	Wheeling	Fire Chief	2023	38,878
	Wilmette	Fire Chief	2021	27,087
Iowa	Clive	Fire/EMS Chief	2023	18,601
	Dubuque	Fire Chief	2021	59,700
	Marion	Fire Chief	2022	30,000
	Scott County	MEDIC EMS Director	2023	172,943
	Urbandale	Fire Chief/Emergency Preparedness Director	2023	45,580
Kansas	Lawrence	Fire Chief	2022	101,211
Michigan	Battle Creek	Fire Chief	2022	52,721
	Ferndale	Fire Chief	2020	20,428
	Grand Rapids	Fire Chief	2023	200,217
	Midland	Fire Chief	2011	42,000
	Orion Township	Fire Chief	2023	40,209
	Sterling Heights	Fire Chief	2020	129,699
Minnesota	SBM Fire Department	Chief Executive Officer/Fire Chief	2022	Multi
	Woodbury	EMS/Fire Chief-Assistant Public Safety Director	2021	70,559
Missouri	Cape Girardeau	Fire Chief and Emergency Management Director	2019	38,000
	Clayton	Fire Chief	2018	15,939
	Kirkwood	Fire Chief	2015	27,596
	Webster Groves	Fire Chief	2021	22,800
Montana	Bozeman	Fire Chief	2015	39,860
New Jersey	Cherry Hill Fire Protection District	Fire Chief	2012	69,900
North Carolina	Fayetteville	Fire Chief	2019	210,000
Pennsylvania	Middletown Township	Chief of Fire and Emergency Services (Virtual)	2022	45,057
Texas	Denton	Fire Chief	2018	135,000
	Garland	Fire Chief	2011	233,206
Virginia	Virginia Beach	Fire Chief	2022	442,707
	Winchester	Fire Chief	2018	27,932
Wisconsin	Beloit (City)	Assistant Fire Chief & Deputy Chief	2017	36,966
	Beloit (City)	Battalion Fire Chief	2022	36,966
	Beloit (City)	Fire Chief	2019	36,966
	Burlington	Fire Chief	2013	10,511
	Fort Atkinson	Fire/EMS Chief and Emergency Management Coordinator	2023	12,300
	Janesville	Fire Chief	2024	63,588
	Menomonee Falls	Fire Chief	2023	36,433
	Menomonee Falls	Fire Chief	2019	37,433
	River Falls	Fire Chief (Virtual)	2022	15,200
	South Milwaukee	Fire Chief/Director of Emergency Management	2022	21,239
	Waukesha	Fire Chief	2012	71,158
	Wausau	Fire Chief	2013	39,160
	Wauwatosa	Fire Chief	2010	47,000
	Wauwatosa	Fire Chief	2017	47,000

**FOX RIVER AND
COUNTRYSIDE FIRE
RESCUE DISTRICT
FIRE CHIEF**



FOX RIVER AND COUNTRYSIDE FIRE RESCUE DISTRICT FIRE CHIEF

Spanning over 38 square miles in both Kane and DuPage Counties, the Fox River and Countryside Fire Rescue District provides modern day fire/EMS and Community Risk Reduction strategies to parts of the townships of St. Charles, Campton Hills, and Wayne as well as the Villages of Wayne, South Elgin, Campton Hills and portions of the City of St. Charles. Kane and DuPage counties are collar counties of the Chicagoland area. Kane County (5th largest in the State of Illinois) has a total population of over 500 thousand residents and DuPage County (2nd largest in the State of Illinois) has over 900 thousand residents. The District is primarily in Kane County with just a small service area on the west side of DuPage County.



A SNAPSHOT OF THE COMMUNITIES OF CAMPTON HILLS, WAYNE, SOUTH ELGIN AND ST. CHARLES

Campton Hills

[Campton Hills](#) is a village in Kane County and is a far western suburb of Chicago. The population of the village is 11,131 and covers just over 16 mi². The village was

established on May 14, 2007, by incorporating 20.3 square miles of Campton and Plato townships. Campton Hills is one of the top 10 rated communities in IL. Residents of the Village of Campton Hills focus on maintaining a semi-rural quality of their environment and its associated lifestyle. The majority of the Village is served by the [St. Charles Community Unit School District 303](#). [Kaneland Community Unit School District 302](#) serves the far southwest portion of the village. Private schools in the area include [Elgin Academy](#), and the [Einstein Academy](#).

BY THE NUMBERS

Campton Hills

3,492 residential households

Population

96.8% White

0.3% African American

0.4% Chippewa (group) American Indian

1.5% Asian (with no Japanese or Vietnamese)

1.0% both White and Asian

Median income **\$128,633**

Median home value **\$635,000**



Wayne

890 residential households

Population

83.11% White

0.66% African American

0.17% Native American

7.44% Asian

0.09% Pacific Islander

1.66% from other races

6.87% from two or more races
Hispanic or Latino of any race

8.01%

Median income **\$132,695**

Median home value **\$785,000**

South Elgin

5,565 households

(proportional coverage by both Fox River and Countryside Fire Rescue District and South Elgin Fire Protection District)

Population

86.02% White

2.58% African American

0.17% Native American

5.47% Asian

0.01% Pacific Islander

3.88% from other races

1.86% from two or more races
Hispanic or Latino of any race
were **10.34%** of the population.

Median income **\$84,354**

Median home value **\$344,000**

Medical Care

- [Advocate Sherman Hospital](#), Elgin
- [Northwestern Medicine Delnor Hospital](#), Geneva
- [Presence Mercy Hospital](#), Aurora
- [Presence St. Joseph's Hospital](#), Elgin
- [Rush-Copley Medical Center](#), Aurora



Wayne

The Incorporated [Village of Wayne](#) is a residential community with a population of 2,286 residents nestled within the landscape of the Fox River Valley in both Kane and DuPage Counties. [Dunham Castle](#), the Dunham Woods Riding Club, are prominent features which symbolize the tradition and heritage of Wayne. While some of the residents of Wayne are natives, the majority of the present families migrated to Wayne because it offered a rural, relaxed atmosphere. It is one of the few communities in northeastern Illinois that provides and encourages equestrian environments. Wayne features the [Dunham Woods Riding Club](#) that hosts a variety of social events and private parties and is open February through December. The Village is described as "a beautiful, friendly and safe residential and equestrian community founded and supported by volunteers." It was ranked recently as the 7th safest community in the entire state of Illinois.

The village is served by [St. Charles Community Unit School District 303](#) in its south and west portions and by [School District U-46](#) in its central, north, and east portions. U-46 serves an area of some 90 square miles (230 km²) in Cook, DuPage and Kane Counties. Almost 40,000 children of school age are in its area. U-46 is second largest school district in Illinois. Wayne has its own elementary school, Wayne Elementary, part of U-46, serving 600 children in grades K-6 from Wayne and surrounding communities.

South Elgin

[South Elgin](#) is protected by both the Fox River and Countryside Fire Rescue District as well as the South Elgin and Countryside Fire Protection District. The overall population of South Elgin is 23,865. The Village is located in the eastern Kane County area in the Fox River Valley. It is bordered to the north by Elgin and to the east by the Village of Bartlett. The total area of South Elgin is approximately 7.15 mi². The village is served by [School District U-46](#) and [St. Charles Community Unit School District 303](#). U-46 serves an area of some 90 square miles (230 km²) in Cook, DuPage and Kane counties. Almost 40,000 children of school age are in its area. U-46 is the second largest in Illinois. District 303 covers 57 square miles (150 km²) and serves 13,590 students in the Fox River Valley.





St. Charles

12,342 households (proportional coverage by the Fox River and Countryside Fire Rescue District as well as the St. Charles Fire Department).

Population

81.17% White

1.75% African American

0.39% Native American

4.43% Asian

0.02% Pacific Islander

4.56% from other races

7.68% from two or more races

Hispanic or Latino of any race were **10.34%** of the population

Median income **\$102,414**

Median home value **\$389,000**

St. Charles

[St. Charles](#) is located in both DuPage County and Kane County and is 40 miles west of Chicago on Rte.64. The population of St.Charles is 33,081 and the official city slogan is "Pride of the Fox" after the Fox River that runs through the center of the community. It is part of the "tri-city" area that consists of Geneva, Batavia, and St. Charles. St. Charles is 15 mi2 and the Fox River runs directly through downtown featuring Potawatomie Park, a destination for residents and visitors alike. The public education system in St. Charles is operated by the [St. Charles Community Unit School District 303](#), which currently has thirteen elementary schools: Anderson, Bell- Graham, Corron, Davis, Ferson Creek, Fox Ridge, Lincoln, Munhall, Norton Creek, Wasco, and Wild Rose. Also including Davis Primary (K-2), and Richmond Intermediate (3-5) split elementary schools. There are two middle schools: Thompson and Wredling; and two high schools: St. Charles East High School, and St. Charles North High School. Families can also select [St. Patrick Catholic School](#) that serves K-8. Further education also includes Marmion all boys Catholic military school and Rosary all girls college prep. St. Charles is part of . St. Charles is part of [Community College District 509](#) which is served by Elgin Community College.



RECREATION

From forest preserves to farmers markets, Class A affiliate MLB baseball, historic farms and museums, outdoor concerts, scenic drives, hiking, winter sports, you name it, the area is rich with [adventure and opportunities](#) to enjoy. The beautiful scenery and rich history are sure to provide a memorable experience for visitors of all ages.

THE FIRE RESCUE DISTRICT

The District's mission to its 25,000 residents is to "Provide world class fire, EMS, and community risk reduction programs in the community through leadership, innovation, collaboration, and partnerships. They also strive to "Promote fire and life safety and awareness within the community through administrative oversight for incident response, code enforcement and public education, accomplished through training, prevention, communication, emergency response, facilities, apparatus, equipment and other related emergency and non-emergency activities The Fire District accomplishes its mission through fire prevention and public fire safety education, fire suppression, rescue, hazard mitigation, and advanced life support services.

- The District provides services from two stations located on the east and west side of the District.
- The District is led by a staff comprised of three (3) Battalion Chief/six (6) Lieutenant/paramedics, fourteen (14) full-time firefighter/paramedics/EMT's, twenty (20) part-time personnel and an Administrative Coordinator.
- The District provides full Fire and EMS (Advanced Life Support) services with licensed Paramedics in the State of Illinois and is part of the Delnor Hospital EMS System. Patients are also transported to Central DuPage Hospital and St. Joseph's in Elgin.
- The District provides full fire prevention services under the direction of one Battalion Chief and a Company Inspection program.
- The District responded to 2055 calls for service in 2022 and current data indicates a potential increase in calls for service in 2023 by 10%.
- The District has an annual budget of \$6,606,444.
- The District has an ISO Rating of Class 3/6.
- The District is governed by a Board of Trustees consisting of five (5) members who are elected by the residents of the District.



Fox River & Countryside Fire



MINIMUM QUALIFICATIONS:

- The District is seeking an experienced, innovative, collaborative fire/EMS leader with demonstrated managerial, interpersonal and customer service skills. Successful candidates will be able to demonstrate a balance of commitment to the organization with a genuine confidence and approachable personality to residents, business, and governmental leaders.
- It is particularly important the next Fire/EMS Chief be an integral and engaged leader of the Fire District, with a strong background in modern fire, EMS, Community Risk Reduction, emergency management and all hazards' practices.
- The new Fire/EMS Chief must understand the need to use data for problem solving to assess community risk and vulnerabilities.
- The ideal candidate shall have experience collaborating with a diverse workforce of full-time and part-time personnel.
- The ability to mentor and foster leadership roles within the staff, succession planning, and a global vision of the District's needs and vision are critical. Creativity and the ability to guide and balance change is necessary.
- The capability to be an active participant in operations and training to safely function as a command officer on incident scenes including oversight of interior operations within IDLH conditions.
- The ability to develop strong relationships with surrounding Fire/EMS agencies for the most comprehensive and balanced approach to high-level services for the residents of the District.
- The next Fire/EMS Chief will also have a demonstrated record of fairness, transparency, and consistency in the administration of District policies and procedures and the willingness to address issues in a positive and timely manner.
- The Fire/EMS Chief must possess well-developed writing and public speaking skills and the utmost integrity.



Successful candidates:

- Shall possess a bachelor's degree in public safety administration or related field from an accredited college or university. A master's degree is a plus.
- At least 10 years of demonstrated leadership in supervisory positions with career development as a chief officer.
- Candidate's successful completion of the Executive Fire Officer Program offered by the National Fire Academy, and/or Chief Fire Officer Designation is desired.
- Residency is required within a reasonable distance of the District for emergency response if not already residing in the District.

SALARY/APPLICATION

The annual starting salary range for this position is \$130,000 +/- depending upon qualifications. The District also offers an attractive benefits package. Candidates interested in applying for the position should submit their **résumé** and **cover letter** electronically by **November 4, 2023** along with contact information for **five (5) work-related and/or professional references** to [GovHRjobs.com](https://www.govhrjobs.com). Questions may be addressed to consultant T.E. Sashko, Vice-President. Questions - (847)380-3240 x123.

The Fox River and Countryside Fire Rescue District is an equal opportunity employer.



PROPOSAL

Wellington Fire Protection District

Executive Recruitment Services for
Fire Chief

January 25, 2024

SUBMITTED BY:

MELISSA ASHER

Sr. Practice Leader, Products and Services

CPS HR Consulting
2450 Del Paso Road, Suite 220
Sacramento, CA 95834
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January 25, 2024

Jake Saulsbery
District Administrator
Wellington Fire Protection District
8130 Third Street
Wellington, CO 80549

Submitted via email to: jsaulsbery@wfpd.org

Subject: Executive Recruitment for Fire Chief

Dear Mr. Saulsbery:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the Wellington Fire Protection District (District) with the recruitment of a new Fire Chief. We are uniquely qualified to undertake this effort as we have vast experience in assisting public agencies with executive search, screening, and placement.

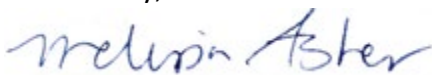
We understand that each agency is unique, and our extensive experience allows us to tailor our process to specifically meet your needs. Our work with local government agencies throughout the United States gives us an in-depth understanding of government operations, programs, and services.

CPS HR offers a broad spectrum of human resource services while delivering personalized, results-oriented services, utilizing best practice methods of recruitment and selection strategies from our team of recruitment experts. Each recruitment is an opportunity to shape and prepare your organization for the future. We understand how important this transition is for you and are perfectly placed to assist you in this endeavor. Once this project begins, we will work with the District to tailor our process to highlight this exciting opportunity and attract the best possible candidates.

It is our commitment to work in partnership with your organization to a successful result.

Thank you for the opportunity to be considered for this assignment. Should you have questions or comments about the information presented in this proposal, **please contact me at masher@cpshr.us or (916) 471-3358.**

Sincerely,



Melissa Asher
Senior Practice Leader, Products and Services

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About CPS HR Consulting

CPS HR Consulting has been assisting organizations with their talent management needs for over 35 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America. Our core competency is its knowledge of and expertise in the public sector.



CPS HR offers clients a comprehensive range of competitively priced services, all of which can be customized to meet your organization's specific needs. We are committed to supporting and developing strategic organizational leadership and human resource management in the public sector. We offer expertise in the areas of organizational strategy, recruitment and selection, training and development, and organization and workforce management.

CPS HR occupies a unique position among its competitors in the field of government consulting; as a Joint Powers Authority, whose charter mandates that we serve only public sector clients, we actively serve all government sectors including Federal, State, Local, Special Districts, Higher Education, and Non-Profit Organizations. This singular position provides CPS HR with a systemic and extensive understanding of how each government sector is inter-connected to each other and to their communities. That understanding, combined with our knowledge of public and private sector best practices, translates into meaningful and practical solutions for our clients' operational and business needs.

With more than 100 full-time employees, as well as 200+ project consultants and technical experts nationwide, CPS HR delivers solutions that help public sector organizations to positively impact their communities. CPS HR is headquartered in Sacramento, California with regional offices in Texas, **Colorado** and Southern California. We have a wide range of project consultants located throughout California.

Recruitment Experts

CPS HR specializes in the recruitment and selection of key professionals for cities, counties, special districts, and non-profits. Working in partnership with the governing body or selection team, we develop customized search strategies that focus on locating and recruiting qualified candidates who match the agency's unique needs. Our wealth of recruitment experience has been gained through **more than 20 years** of placing top and mid-level executives in public agencies throughout the United States.

- **Unmatched Recruitment Experience for Government Agencies.** CPS HR has extensive experience in recruiting executive-level professionals for public agencies across the United States. As a public agency ourselves, we understand how to work with and within government. Our understanding of public sector culture and policy uniquely sets us apart from our competitors.
- **Focus on Diversity Recruiting.** In the past three years, 57% of the candidates placed by CPS HR are female, members of ethnic minorities or both. To continue this trend, CPS HR is constantly assessing the best methods for reaching the broadest network of possible candidates. To that end, we have just signed a contract with Zoom Info, a new sourcing platform, which includes a diversity sourcing filter.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting executive-level professionals. Our staff of experts includes an exceptional group of full-time employees as well as a full complement of subject matter experts, intermittent employees, and part-time employees with a variety of public and private sector experience.
- **Detailed Needs Assessments.** We conduct a detailed needs assessment to identify 1) future organizational direction; 2) challenges facing the position; 3) the working style and organizational climate; and 4) required core and job specific competencies as well as personal and professional characteristics.
- **Success Recruiting Non-Job Seeking Talent.** We recognize that the very best candidates for some types of positions may not be looking for a career change, therefore, our recruitment team takes a very aggressive approach to identify and recruit such candidates.
- **Vast Pool of Public Agency Contacts.** CPS HR maintains a database of candidates and an extensive network of external resources to leverage for executive-level positions. We utilize our vast pool of public and non-profit contacts to deliver a strong list of competitive candidates who will be well prepared to assist you in the accomplishment of your specific mission and goals.

- **Satisfied Clients.** *Our executive search client satisfaction rating averages 4.6 on a scale of 5.* While many companies talk about client satisfaction, how many measure the impact of that through assessing client satisfaction by distributing written surveys and tying the results of these surveys to their performance management system? CPS HR Consulting does. A client satisfaction survey is sent at the end of every engagement requesting feedback on the quality of our staff, deliverables, and the overall consulting relationship.
- **Retention/Success Rate.** Our success rate is tied to the longevity of the candidates we place, currently more than 95% of our placements are still in their position after two years.
- **Partial list of recruitments.** Below is a brief listing of recent similar recruitments to show our experience with similar positions.

Agency	Title	Year Completed
City of Cincinnati, OH	Fire Chief	2023
City of Aurora, CO	Fire Chief	2023
City of Rocklin, CA	Chief of Police (Outreach only)	2022
City of Cincinnati, OH	Chief of Police	2022
City of Lathrop, CA	Police Chief	2021
City of Sheridan, CO	Chief of Police	2020
Contra Costa County, CA	Chief Probation Officer	2020
City of Aurora, CO	Public Safety Communications Center Director	2020
LA Metro	Chief of Systems Security and Law Enforcement	2020
City of Redlands, CA	Fire Chief	2019
City of Las Vegas, NV	Fire Communications Supervisor	2018
South Metro Fire Rescue, CO	Chief Human Resources Officer	2018
City of Missouri City (Fire Department), TX	Emergency Management Coordinator	2018
Town of Los Gatos, CA	Chief of Police	2017
City of Fairfield, CA	Police Social Services Program Coordinator	2017
City of Aurora, CO	Fire Chief	2017
City of San Jose (Fire Department), CA	Deputy Director of Administration	2017
California State Assembly	Chief Sergeant-at-Arms	2016
California Department of Toxic Substance Control	Director, Office of Emergency Management	2016

Agency	Title	Year Completed
California Office of Emergency Services	Assistant Director of Public Safety Communications	2016
Cosumnes Community Services District, CA	EMS Division Performance and Development Manager	2016
City of Missouri City, TX	Fire Chief	2016
County of Orange, CA	Chief Deputy Probation Officer	2016

We possess broad experience within the State of Colorado

We have developed a thorough familiarity with regional issues such as housing costs, transportation, demographics, employment rates, and economic conditions of Colorado through our many engagements conducted throughout the State. In particular, we recognize that the Town of Wellington and Larimer County value community input and partnership, innovation and collaboration. That too is our strong desire to become trusted partners with the cities we work for and alongside. In addition to the team of executive recruiters that we will introduce in the proposal, we bring deep bench strength, including three full-time CPS HR employees in Colorado with in-depth experience in Public Sector Human Resources and a strong understanding and familiarity with the State and its unique identity.

Our Approach

Key Stakeholder Involvement

The Board of Directors on behalf of the Wellington Fire Protection District must be intimately involved in the search for a new Fire Chief. Our approach assumes their direct participation in key phases of the search process. At the discretion of the Board of Directors, other key stakeholders may also be invited to provide input for the development of the candidate profile. This may include input from residents, stakeholder groups, employees, etc.

District's Needs

A critical first step in a successful executive search is for the Board of Directors to define the professional and personal qualities required of the Fire Chief. CPS HR has developed a very effective process that will permit the Board of Directors to clarify the preferred future direction for the District; the specific challenges the District is likely to face in achieving this future direction; the working style and organizational climate the Board of Directors wishes to establish with the Fire Chief; and ultimately, the professional and personal qualities required of the Fire Chief.

Commitment to Communication

Throughout the recruitment process, we are strongly committed to keeping you fully informed of our progress. We will collaborate with you to provide updates on the status of the recruitment via your preferred method of communication (phone conference, email, etc.).

We place the highest level of importance on customer service and responding in a timely manner to all client and candidate inquiries. Our previous clients and candidates have expressed a sincere appreciation for our level of service and responsiveness to the management of the recruitment process. As a result, we have many long-term relationships with clients that have led to opportunities to assist them with multiple recruitments.

CPS HR's communication continues once you have selected the new Fire Chief. We will contact the Board of Directors and the newly appointed Fire Chief within six months of appointment to ensure an effective transition has occurred.

Aggressive, Proactive, and Robust Recruitment

We take an aggressive approach in identifying and recruiting the best available candidates. There are those candidates who would gladly rise to the professional challenge and apply for this position; however, some of the best candidates are often not actively seeking a new position and may only consider a change once we present them with your opportunity. Evoking the sense of vision and opportunity in qualified persons is among the responsibilities of CPS HR, and we pride

ourselves in our efforts to reach the best available potential candidates. We use advertisements, directly email the outreach brochure, post messages and connect with potential candidates on business media such as LinkedIn, and of course, pick up the phone and call qualified individuals and referral sources.

Diversity Outreach Process

CPS HR strives to attract the most highly qualified, diverse candidate pool possible. We are pleased that our diligent efforts have resulted in more than 57% of our executive level placements being people of color and/or female candidates within the past three years.

We accomplished this by advertising with organizations like the National Forum for Black Public Administrators and the Local Government Hispanic Network in order to reach these specific population groups. We also sought candidate referrals from local subject matter experts and the national leadership of groups like Women Leading Government. By taking the time to directly contact these influential industry experts, we ensured that we captured the maximum number of distinguished candidates – particularly those who are well-known in their industries, but who may not be actively looking for a new job.

The result is incredibly diverse candidate pools. Our clients have been quite pleased with our process and end results.

Methodology and Scope of Work

Our proposed executive search process is designed to provide the District with the full range of services required to ensure the ultimate selection of a new Fire Chief uniquely suited to the District's needs. CPS HR can perform **Outreach Only** or **Partial Recruitment** services if a **Full Recruitment** is not currently needed by the District.



Phase I: Our consultant will meet with the Board of Directors to ascertain the District’s needs and ideal candidate attributes, to target our search efforts, and maximize candidate fit with the District.

Phase II: The recruitment process is tailored to fit the District’s specific wants and needs, with targeted advertising, combined with contacts with qualified individuals from our extensive database.

Phase III: The selection process is customized for the District. CPS HR will work with the Board of Directors to determine the process best suited to the Wellington Fire Protection District.

Below is a breakdown of the services included in each recruitment option.

Task	Description	Outreach	Partial	Full
Phase I - Develop Candidate Profile and Recruitment Strategy				
1	Finalize Schedule		X	X
2	Hold Key Stakeholder Meetings	X	X	X
3	Develop Candidate Profile	X	X	X
4	Develop Recruitment Brochure	X	X	X
Phase II – Aggressive, Proactive, and Robust Recruitment				
1	Place Ads	X	X	X
2	Identify and Contact Potential Candidates	X	X	X
3	Review Application Materials		X	X
4	Conduct Screening Interviews		X	X
5	Submit Client Report		X	X
6	Client Meeting to Select Semifinalists		X	X

7	Notify Candidates		X	X
Phase III – Selection				
1	Prepare Assessment			X
2	Schedule Candidates; Coordinate Travel			X
3	Prepare Evaluation manuals			X
4	Facilitate Finalist Selection Process			X
5	Conduct Reference and Background Checks			X
6	Assist in Negotiation (if requested)			X

Phase I - Develop Candidate Profile and Recruitment Strategy

Task 1 - Review and Finalize Executive Search Process and Schedule

Task 2 - Key Stakeholder Meetings

Task 3 - Candidate Profile and Recruitment Strategy Development

Task 4 – Develop Recruitment Brochure

The first step in this engagement is a thorough review of the District’s needs, culture and goals; the executive search process; and the schedule. CPS HR is prepared to meet with key stakeholders to obtain input in developing the ideal candidate profile and to assist us in understanding key issues and challenges that will face a new Fire Chief. Activities will include:

- Identifying key priorities for the new Fire Chief and the conditions and challenges likely to be encountered in achieving these priorities.
- Describing the type of working relationship the Board of Directors wishes to establish with the Fire Chief.
- Generating lists of specific competencies, experiences, and personal attributes needed by the new Fire Chief in light of the discussions above.
- Discussing recruitment and selection strategies for the Board of Directors’s consideration to best produce the intended results.

CPS HR will provide a summary to the District stemming from these activities as an additional source of information for developing the candidate profile and selection criteria.

Following the completion of the workshop session, CPS HR will work with a professional graphic artist to design a recruitment brochure and present it to the District for review. Please refer to **Appendix A** for a sample brochure. Additional brochure examples are available on our website at www.cpsr.us/recruitment-solutions/executive-search.

Phase II – Aggressive, Proactive, and Robust Recruitment

Task 1 – Place Advertisements

Task 2 - Identify and Contact Potential Candidates

Task 3 – Resume Review and Screening Interviews

Task 4 – Board of Directors Selects Finalists

The recruitment process is tailored to fit the District’s specific wants and needs, with targeted advertising, combined with personal contacts with qualified individuals from our extensive database.

CPS HR will prepare, submit for your approval, and publish advertisements on professional and affiliate websites to attract candidates on a nationwide, regional, local or targeted basis based on the recruitment strategy.

As a consulting firm that interacts with hundreds of public sector executives during engagements, we have a cadre of individuals who we inform of recruitments, both to increase the visibility of the opening and to attract appropriate individuals who fit the special needs of our client. Communication with these professionals ensures that an accurate picture of the requirements of the job is apparent and proliferated throughout their professional networks.

CPS HR is focused on reaching a diverse candidate pool and would recommend publications/websites that are targeted to minority and female candidates. In addition to placing ads on websites aimed at minority candidates, we will contact leaders within appropriate associations to gain their insight and referrals of possible candidates.

Within the past three years, more than 57% of our executive level placements have been minority and/or female candidates.

CPS HR will prepare an email distribution list containing prospective candidates and referral sources. These individuals will receive a link to the Fire Chief brochure along with a personal invitation to contact CPS HR should they have any questions about the position.

CPS HR maintains a comprehensive, up-to-date database of industry leaders and experienced professionals; however, we do not rely solely upon our current database. We also conduct research to target individuals relevant to your specific needs and expectations to ensure that we are thorough in our efforts to market this position to the appropriate audience and to garner a diverse and quality pool of candidates.

We will:

- Convey a strong sense of the purpose and strategy of the District. For many talented individuals, understanding these aspects is one of the key motivators to compete in such an environment.

- Provide guidance and resources to candidates regarding the area’s cost of living, mean and median housing prices, higher education opportunities, K-12 education information, and other aspects of interest to those who are considering relocating to the area.
- Actively seek highly qualified candidates who may be attracted by the prospect of collaboration with other departments, providing exceptional leadership to the District or continuing to ensure the public confidence in the integrity of the District.

CPS HR will directly receive and initially screen all resumes. This screening process is specifically designed to assess the personal and professional attributes the District is seeking and will include a thorough review of each candidate's resume, and if applicable, supplemental questionnaire responses and other supporting materials. CPS HR will personally speak to selected candidates during a preliminary screening interview and will spend extensive time ascertaining each candidate’s long-term career goals and reasons why the candidate is seeking this opportunity, as well as gaining a solid understanding of the candidate’s technical competence and management philosophy. We will gather data on any other unique aspects specific to this recruitment based upon the candidate profile, as well as conduct internet research on each candidate interviewed.

CPS HR will prepare a written report that summarizes the results of the recruitment process and recommends candidates for further consideration by the Board of Directors. Typically, the report will recommend five to eight highly qualified candidates and will include resumes and a profile on each interviewee's background. CPS HR will meet with the Board of Directors to review this report and to assist them in selecting a group of finalists for further evaluation.

Phase III – Selection

Task 1 - Design Selection Process

Task 2 - Administer Selection Process

Task 3 – Final Preparation for Appointment

Task 4 – Contract Negotiation (if requested)

CPS HR will design a draft selection process based on information gathered in Phase I. We will meet with the District to review this process and discuss the District’s preferred approach in assessing the final candidates. The selection process will typically include an in-depth interview with each candidate but may also include other selection assessments such as an oral presentation, preparation of written materials, and/or problem-solving exercises.

We will coordinate all aspects of the selection process for the District. This includes preparing appropriate materials such as interview questions, evaluation manuals, and other assessment exercises; facilitating the interviews; assisting the District with deliberation of the results; and contacting both successful and unsuccessful candidates.

Following the completion of the selection process, CPS HR will be available to complete the following components:

- **Arrange Follow-up Interviews/Final Assessment Process:** Should the District wish to arrange follow-up interviews and/or conduct a final assessment in order to make a selection, CPS HR will coordinate this effort.
- **Conduct In-Depth Reference Checks:** The in-depth reference checks are a comprehensive 360-degree evaluation process whereby we speak with current and previous supervisors, peers, and direct reports. (It is our policy to not contact current supervisors until a job offer is made, contingent upon that reference being successfully completed, so as not to jeopardize the candidates' current employment situation.) Candidates are requested to provide a minimum of five references. CPS HR is able to ascertain significant, detailed information from reference sources due to our commitment to each individual of confidentiality, which leads to a willingness to have an open and candid discussion and results in the best appointment for the District. A written (anonymous) summary of the reference checks is provided to the District.
- **Conduct Background Checks:** Upon a conditional job offer, we will arrange for a background check of a candidate's records on driving, criminal and civil court, credit history, education, published news, and other sensitive items. Should any negative or questionable content appear during these checks, CPS HR will have a thorough discussion with the finalist(s) and will present a full picture of the situation to the District for further review.
- **Contract Negotiation (if requested):** Successful negotiations are critically important, and we are available to serve as your representative in this process. With our expertise, we can advise you regarding current approaches to various components of an employment package. We can represent your interests with regards to salary, benefits, employment agreements, housing, relocation, and other aspects, with the ultimate goal of securing your chosen candidate.

Project Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed agreement. All search activities up to and including the selection of a new Fire Chief can be completed in 14 to 16 weeks. The precise schedule will depend on the placement of advertising in the appropriate professional journals, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below, with a tentative schedule following.

Task Name	Month 1				Month 2				Month 3				Month 4			
	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
Initial Meeting/Candidate Profile	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads			➤													
Aggressive Recruiting							➤									
Final Filing Date							➤									
Preliminary Screening									➤							
Present Leading Candidates										➤						
Semi-finalist Interviews													➤			
Reference/ Background Checks														➤		
Finalist Interviews															➤	
Appointment																➤
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Recruitment Team

CPS HR has assembled a strong project team with each member possessing extensive recruiting experience and a direct, in-depth understanding of local government. Your executive recruitment team will be **Ms. Gloria Timmons** and **Ms. Fatima Nukic**. They will work collectively to fulfill the District’s needs in a timely and effective manner. Ms. Timmons and Ms. Nukic will leverage the knowledge and experience of our entire recruitment team in order to provide you with the best possible recruitment experience. We are committed to providing each of our clients the same level of service excellence, and we take great care not to take on more work than this commitment allows. We will not utilize subcontractors for these services. Key staff will not be changed without approval of the District.

Role/Project Assignment	Name	Phone	Email
Executive Recruiter	Gloria Timmons	(916) 471-3461	gtimmons@cpsshr.us
Associate Executive Recruiter	Fatima Nukic	(916) 471-3308	fnukic@cpsshr.us

Team Biographies

Gloria M. Timmons, M.B.A., Executive Recruiter

Ms. Timmons is a thoughtful and highly dependable professional with over 20 years of experience in human resource administration and management. Her experience has encompassed a variety of human resources functions including organizational assessment and strategy, recruiting and selection, layoff administration and retention rights, personal services contract administration, compensation, training, employee relations, background check policy administration, employee engagement, and position management. With the benefit of years of hiring experience, Ms. Timmons strives to identify the most technically qualified candidates while also placing an emphasis on finding the right cultural fit with the organization.

During her time with the University of Colorado, Ms. Timmons managed recruitments for departments such as Facilities Management, Public Safety, Planning, Design and Construction, Transportation Services, and Environmental Health and Safety, including positions such as campus architect, police chief, executive director, transportation director, electrical engineer, and vice chancellor for administration.

Fatima Nukic, Associate Executive Recruiter

Fatima Nukic has over ten years of professional experience in the public sector. She has assistant on a wide range of recruitments for county, city, special district, and association executives including executive director, city attorney, police chief, human resources director, finance director, health and human services director, risk manager, environmental resources director, to name a few. Ms. Nukic is an action-oriented and results-driven leader who thrives on finding new ways to promote recruitments and finding ideal candidates. She brings an extensive background in promoting, sourcing, and social media marketing to her role as an Associate Executive Recruiter at CPS HR Consulting.

Professional Fees

Professional Services

Our professional fixed fee covers all CPS HR services and deliverables associated with **Phases I, II, and III** of the recruitment process. We are also providing the fees associated with **Partial (Phase I and II only) and Outreach only services**.

Travel expenses for candidates who are invited forward in the interview process are not included.

Professional Fixed Fees*	
Professional Services for Full Recruitment	\$25,000
Professional Services for Partial Recruitment	\$20,000
Professional Services for Outreach Only	\$10,000

**Professional fees for a Partial and Full recruitment would be billed and paid monthly. Professional fees for an Outreach/Advertising project will be billed and paid in full after the completion of the project*

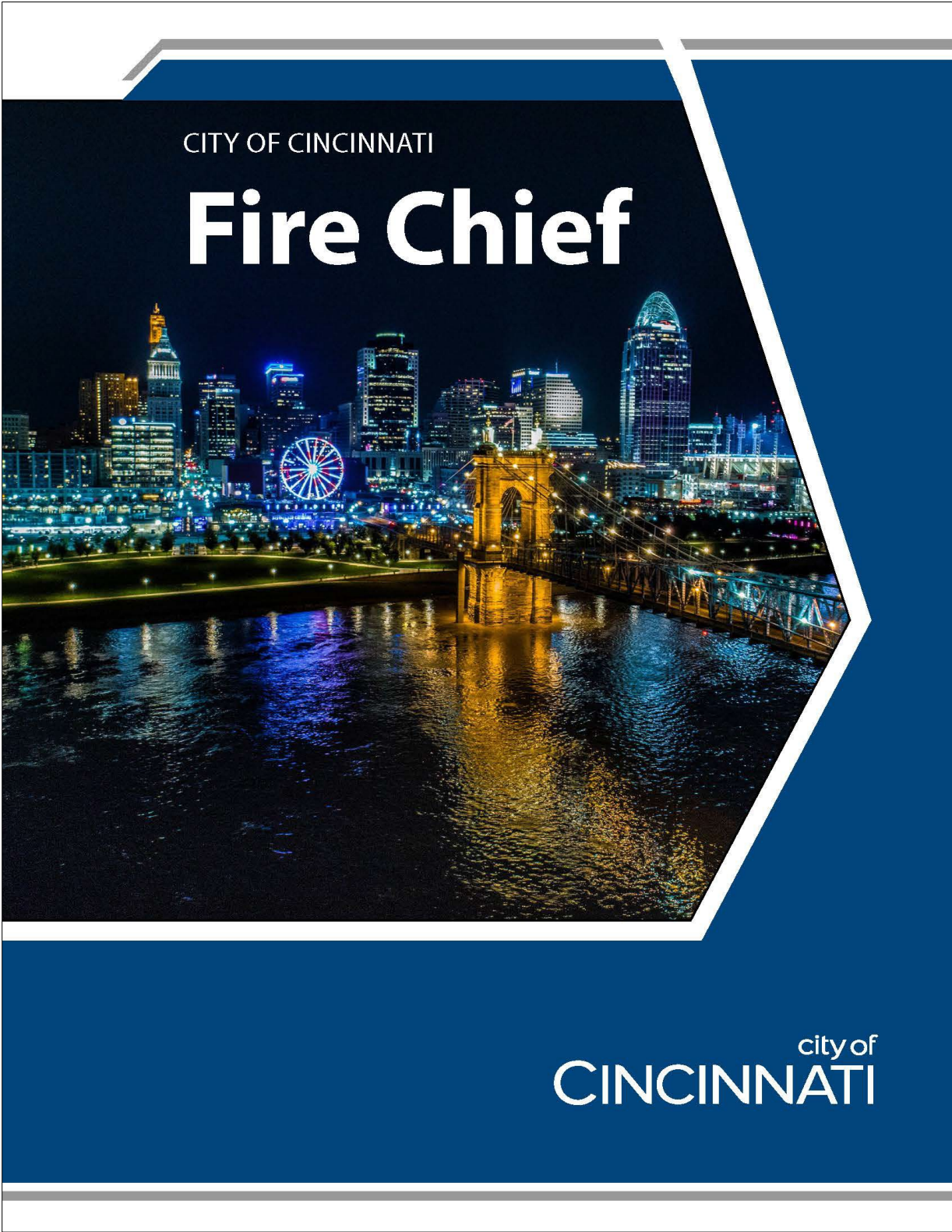
One-Year Guarantee

If the employment of the candidate selected and appointed by the District as a result of a full executive recruitment (Phases I, II, and III) comes to an end before the completion of the first year of service, CPS HR will provide the District with professional services to appoint a replacement. Professional consulting services will be provided at no cost. The District would be responsible only for expenses such as re-advertising, consultant travel, additional background checks, etc. **This guarantee does not apply to situations in which the successful candidate is promoted or re-assigned within the organization during the one-year period.** Additionally, should the initial recruitment efforts not result in a successful appointment, CPS HR will extend the aggressive recruiting efforts and screen qualified candidates until an offer is made and accepted. CPS HR does not provide a guarantee for candidates placed as a result of a partial recruitment effort.



We thank you for your consideration of our proposal. We are committed to providing high quality and expert solutions and look forward to partnering with the Wellington Fire Protection District in this important endeavor.

Appendix A: Sample Brochure



The City of Cincinnati is seeking an exceptional and progressive leader to serve as its Fire Chief. The City desires an entrepreneurial, collaborative leader who can engage with an active, diverse, and involved community, has experience leading and innovating on public safety issues, and has demonstrated experience in change and performance management.



THE CITY

Located on the north bank of the Ohio River in Hamilton County, the City of Cincinnati is a major city in the Ohio Valley. Cincinnati, which has a population of approximately 300,000, anchors a metropolitan area with a population of 2.1 million and a land area of 79.54 square miles, is the third largest city in Ohio and the 65th largest city in the United States. Cincinnati is a unique and special place, with all of the benefits of a large city yet the closeness and comforts of a small town.

The distinctive and reasonably priced housing, unique and walkable neighborhoods, natural beauty, outstanding historic districts and landmarks, exceptional arts and cultural attractions, major league sports, and first-rate higher education offerings make it a city with a lifestyle that is competitive with some of the largest cities in the country. In addition to its historic sites, Cincinnati has a variety of attractions driving a tourism industry that offers world-class and unparalleled arts, celebrated institutions, and first-class entertainment and restaurant options. Cincinnati is proud to be home of the Cincinnati Reds, Cincinnati Bengals, two-time Tony Award winning Playhouse in the Park, one of the top five Zoos in the country, world class museums, and a nationally recognized park system.

CITY GOVERNMENT

Mayor Aftab Pureval was elected as Cincinnati's 70th Mayor in 2021. Mayor Pureval and his administration work closely with the City Council, many of whom were also newly elected in 2021. The nine member Cincinnati City Council is the City's legislative body. Members are elected at large for two-year terms. The popularly elected City Council is responsible for enacting ordinances, imposing taxes, making appropriations, establishing policy, and hiring some city officials. The mission of the Cincinnati City Council is to provide, in a democratic and transparent manner, efficient and effective services which will make Cincinnati a better place into which live, work, and play. The City Council approved the 2023 budget that totaled approximately \$1.5 billion.

The City Manager is appointed by the Mayor and Council and has overall responsibility for all 30 City departments and provides leadership, supervision, and general direction for the City Management team. The current City Manager, Sheryl Long, was recently appointed in August 2022.

To learn more, visit www.cincinnati-oh.gov.



THE FIRE DEPARTMENT

The Cincinnati Fire Department (CFD) was organized in 1853 and is the nation's oldest fully paid professional fire department. The CFD provides fire suppression, first responder emergency medical services, Advanced Life Support (ALS) transport, arson investigation, fire prevention and responds to hazardous devices and material incidents in the 77 square miles of the City.

The Department operates 26 fire stations strategically situated throughout the City, housing 26 Engine companies; 12 Truck (Ladder) companies; 2 Heavy Rescue units; and 12 Medic Units (Advanced Life Support Transport units). CFD also provides coverage to 25 miles of Ohio River shoreline.

The Department's operating budget for FY 2023 is approximately \$144 million. The department employs a total of 889 employees, 841 sworn and 48 non-sworn, across the various divisions. The City has had five fire chiefs over the past 30 years.

PRIORITIES, INITIATIVES, AND CHALLENGES

- ◆ Attracting new firefighters and looking for innovative ways to involve the community in developing an enhanced and diverse recruitment program.
- ◆ Reviewing fire and ambulance call staffing levels and responsiveness, developing new and innovative ideas to improve service levels in a cost-effective manner.
- ◆ Working with the City Manager's office on renewal of the rank and file and supervisors' union contracts.
- ◆ Reviewing the department's training program and modifying as needed to improve the department's performance and develop leadership in the department.
- ◆ Developing ideas that can save the department money or increase revenues.
- ◆ Overseeing implementation of several capital projects over the next few years, including construction of 2 new fire stations to replace 2 obsolete stations, female firefighter facility upgrades, and construction of a new fire training center.
- ◆ Reviewing and modernizing the department's internal processes, including their HR and performance management systems.
- ◆ Looking at the City's facility and large capital equipment needs over the next several years and determine whether changes can be made.
- ◆ Developing a public safety academy.

city of
CINCINNATI

THE IDEAL CANDIDATE

The ideal candidate will:

- ◆ Have a clear and comprehensive understanding of the principles of effective leadership and management. A successful Chief will be authentic, relationship focused, decisive, adaptable, humble, dynamic, avoids community politics but is politically savvy, does not steer clear of conflict, and has unquestioned integrity.
- ◆ Have good written and oral communication skills, including being an active listener. Can communicate with people with different backgrounds.
- ◆ Be a proven leader with extensive experience managing in cities of similar size.
- ◆ Be able to create promotable pathways through professional development and business acumen to build our bench strength in the department.
- ◆ Be able to identify and correct deficiencies in the department.
- ◆ Demonstrate cultural competency and has experience as a leader in change management and performance management. Can lead the department through difficult culture shifts and lead the change.
- ◆ Have experience with innovative, diverse recruitment strategies. Values race and gender equity in recruitment practices.
- ◆ Possess an entrepreneurial spirit. In collaboration with the City Manager, is able to set and communicate department vision and priorities.
- ◆ Has experience in all fire service divisions including personnel, operations, training, recruitment, finance, communications, administration, emergency management, fire prevention, code enforcement, public education, and community relations.
- ◆ Experience in a department with a large, fire department based advanced life support system have experience with capital projects, budgeting, and strategic planning.
- ◆ Has experience navigating relationships with organized labor unions and negotiating labor contracts.
- ◆ Be a leader of impeccable character who will take accountability and ownership for the department. Can build trust and respect with the community and department staff.
- ◆ Values a collaborative partnership with the City Manager. Will support and implement the priorities or directives of the City Manager.
- ◆ Possess a familiarity with fire department accreditation, ISO improvement, working with neighboring jurisdictions and technology to improve services.
- ◆ Seek a long-term home and commitment to the City of Cincinnati.

EDUCATION AND EXPERIENCE

A Bachelor's degree from an accredited four-year college or university required in Fire Science or Public/Business Administration. A Master's degree in Public/Business Administration is highly desirable. Ohio certifications and licenses including NFPA Firefighter II or equivalent or ability to obtain within 6 months of employment. Possession of or willingness to participate in the Ohio Fire Chiefs Credentialing and Fire Executive Program.

AND

Five (5) years of progressively senior management experience as a fire service officer, including at least three (3) years supervisory/manager experience. Experience serving at an executive level in a mid-sized agency or larger is highly desirable, with management experience at an agency the size of Cincinnati is desirable.

COMPENSATION AND BENEFITS

The compensation and benefits package will be competitive and negotiable depending on the experience and qualifications of the chosen candidate. The starting salary range for this position is **\$180,000 to \$205,000** annually.

The position offers the following benefits:

- ◆ 11 paid holidays.
- ◆ Vacation time for executive level positions is negotiable.
- ◆ 80/20 health insurance plan for all full-time Cincinnati employees and their dependents.
- ◆ Group Life Insurance.
- ◆ Flexible Benefits Plans.
- ◆ Voluntary Deferred Compensation Program.
- ◆ Ohio Police and Fire Pension Program.

Some benefits currently offered to employees may be modified in the future.





APPLICATION AND SELECTION PROCEDURE

This position is open until filled. To be considered for this exceptional career opportunity, submit your resume, cover letter, and a list of six work-related references that will not be contacted until the final interviews (two supervisors, two direct reports, and two colleagues) by the first resume review date of **July 6, 2023**. Resume should reflect years and months of employment, beginning / ending dates, as well as the size of staff and budgets you have managed.

Per Cincinnati law, resumes are a public record as soon as they are received. The press and citizens may request copies of applications through the City's Freedom of Information Act.

Please go to our website to submit your application: <https://www.cpshr.us/recruitment/2216>

For further information contact:



David Niemeyer
CPS HR Consulting
(916) 471-3326
E-mail: dniemeyer@cpshr.us
Website: www.cpshr.us

Resumes will be screened in relation to the criteria outlined in this brochure. Candidates with the most relevant qualifications will be given preliminary interviews by the consultants. The most qualified candidates will be invited to a semi-final virtual interview process with the City. From there, the most qualified candidates will be invited to final interviews in Cincinnati in late August. An appointment will be made by the City Manager following comprehensive reference and background checks.