

PROPOSAL

Nederland Fire Protection District

Executive Recruitment Services for
Fire Chief

August 17, 2021

SUBMITTED BY:

MELISSA ASHER

Sr. Practice Leader, Products and Services

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Your Path to Performance

August 17, 2021

Iain Irwin-Powell, Board President
Nederland Fire Protection District
650 W 4th St
Nederland, CO 80466

Submitted via email to Iain Irwin-Powell, boardpres@nfpd.org

Subject: Executive Recruitment for Fire Chief

Dear Iain:

CPS HR Consulting (CPS HR) is pleased to have the opportunity to submit a proposal to assist the Nederland 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 value our on-going partnership with the District and appreciate the opportunity to provide the following proposal for a comprehensive, best practice, Fire Chief search. We understand the urgency to on-board a new Fire Chief, and we believe finding and placing the best qualified candidate will produce long-term success in leadership and performance of the Nederland Fire Protection District.

We also 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, including here in Colorado, 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 or you can speak to Deanna Heyn at dheyn@cpshr.us or (303) 396-2130.**

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 90 full-time employees as well as 200+ project consultants and technical experts nationwide, CPS HR delivers breakthrough solutions that help public sector organizations impact the communities they serve. CPS HR has worked with more than 1,200 government and public/non-profit clients throughout the United States and Canada.

Our headquarters are located in Sacramento, California. We have regional offices in Austin, TX; Littleton, CO; and Orange County, CA.

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 19 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.
- **Seasoned Executive Recruiters.** Our recruiters possess a high level of expertise in recruiting and placing 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 91% of our placements are still in their position after two years.

- **Partial list of recruitments.** Below is a brief listing of recent recruitments to show our experience with executive recruitments.

Agency	Title	Year Completed
City of Albany, CA	Fire Chief	Current
City of Missouri City, TX	Fire Chief	2021
City of League City	Fire Chief	2021
City of Aurora, CO	Public Safety Communications Center Director	2019
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 TX (Fire Department)	Emergency Management Coordinator	2018
City of San Jose, CA	Deputy Director of Emergency Services (Fire)	2018
City of Aurora, CO	Fire Chief	2017
City of San Jose (Fire Department), CA	Deputy Director of Administration	2017
CA State Assembly, CA	Chief Sergeant-at-Arms	2016
California Department of Toxic Substance Control, CA	Director, Office of Emergency Management	2016
California Office of Emergency Services, CA	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
Orange County Fire Authority, CA	Human Resources Director	2016
County of Orange, CA	Chief Deputy Probation Officer	2016
County of Santa Barbara, CA	Director, Office of Emergency Management	2016
Five Cities Fire Authority, CA	Fire Chief	2015

Our Approach

Key Stakeholder Involvement

The Board of Directors on behalf of the Nederland 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.

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 51% of our executive level placements being minority and/or female candidates within the past three years. Our Board of Directors search for the City of East Palo Alto is an excellent example of our diverse outreach process. The City's demographics are 6% White, 16% Black, 4% Asian, 7% Pacific Islander, 64% Hispanic, and 3% Other. It was a high priority of the Mayor and City Council to pursue and demonstrate a diverse outreach process.

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 was an incredibly diverse finalist group and our successful placement was an experienced Hispanic candidate. The elected officials were quite pleased with the process and end result. In fact, one Councilmember mentioned that he had checked with neighboring communities behind the scenes regarding their recent recruitments and could confirm that our candidate pool was most impressive in comparison – likely in terms of quantity, quality, and diversity.

Hiring during the COVID-19 Pandemic

Long before COVID-19 came into the common vernacular, CPS HR was engaged in a digital transformation to modernize and retool our services to provide remote support to our clients. Our standard platform is Microsoft Teams™, where we collaborate with our team members and even client staff to ensure a seamless flow of information. This investment has paid dividends during the remote working revolution over the last six months. We have not observed a decrease in the quality of the recruitment and selection process for our clients, and an overwhelming majority of clients have made hires using only our interview process conducted through Microsoft Teams™.

Several good examples of success are our recent Board of Directors recruitments for Bozeman, Montana and Reno, Nevada. CPS HR conducted the recruitments during COVID-19, and City Council members were able to interview each candidate and feel comfortable about reaching a consensus on a final selection using only the virtual environment without ever having met the candidate. We are also able to adapt to other technologies and protocols that the client may have. Because our staff has been working remotely for several years, we are extremely flexible and can meet your needs according to your level of comfort and security.

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 an **Outreach Only**, **Partial Recruitment**, or **Full Recruitment** based on the needs of the District.

Full Recruitment includes all Three-Phases of our Project Approach



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 Nederland 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
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’ 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.cps hr.us/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. Examples may include:

Advertising Sources	
● CPS HR website	● Colorado Municipal League
● LinkedIn	● Colorado State Fire Chiefs
● FireRescue1 (FIRE CHIEF)	● International Association of Fire Chiefs
● International Association of Women in the Fire & Emergency Services	● Western Fire Chiefs (Daily Dispatch)
● National Association of Hispanic Firefighters	● National Fire Chief’s Council
● International Fire Marshals Association	● International Association of Black Professional Fire Fighters
● International Association of Fire Fighters	● National Fire Protection Association
	● DiversityJobs.com

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 51% 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 on 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.

Timeline

The project team CPS HR has selected is prepared to begin work upon receipt of a fully-executed contractual agreement. All search activities up to and including the selection of new Fire Chief can be completed in 12 to 14 weeks. The precise schedule will depend on the placement of advertising on professional and affiliate websites, and the ability to schedule, as quickly as possible, the initial meeting. A proposed schedule of major milestones is presented below.

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	➤															
Draft Brochure		➤														
Brochure Approved/ Printed & Place Ads		➤														
Aggressive Recruiting					➤											
Final Filing Date						➤										
Preliminary Screening							➤									
Present Leading Candidates								➤								
Interviews									➤							
Reference/ Background Checks											➤					
Appointment													➤			
Weeks	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16

Our Executive Recruiting 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 dedicated project manager will be **Ms. Gloria Timmons, MBA**, who resides in Colorado. Ms. Timmons will be assisted (as needed) by Ms. Pam Derby and Ms. Deanna Heyn. They will work collectively to fulfill the District's needs in a timely and effective manner. 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. No staff members will be removed or replaced without the prior written concurrence of the District.

Role/Project Assignment	Name	Phone	Email
Local Executive Recruiter	Gloria Timmons	(916) 471-3461	gtimmons@cps hr.us
Manager, Executive Recruitment	Pamela Derby	(916) 471-3126	pderby@cps hr.us
Local Client Liaison	Deanna Heyn	(303) 396-2130	dheyn@cps hr.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. Ms. Timmons recently completed an executive recruitment for South Metro Fire Rescue and the Director of Library and Museum Services for the City of Louisville and is currently recruiting for the Director of Transportation for the City of Boulder.

Pamela H. Derby, Manager, Executive Recruitment

Since joining CPS HR Consulting in 2003, Pam Derby has conducted a wide range of recruitments for county, city, special district and association executives including city attorney, executive director, general manager, city manager, assistant and deputy city manager, police chief, fire chief, community and economic development director, human resource director, finance director, city administrator, registrar of voters, library director, and director of information technology in addition to specialized support positions.

Prior to joining CPS HR, Ms. Derby served as the Aide to the Yuba County Board of Supervisors serving as the Board's liaison to County Department Heads, the community, and the media. This experience provided her with a unique perspective into the special circumstances that exist in a Board/Council-Manager relationship and a keen awareness of the inner workings of local government. She is sensitive to balance the wants of the community with the needs of the client so as to tailor a recruitment process that reaches out to the most appropriate candidates and ensures a diverse group of individuals from which to make a selection. She has successfully employed these techniques in jurisdictions ranging from under 10,000 to 10 million. Moreover, she employs a firmly-held personal philosophy that candidates must be treated with the same respect and careful consideration as her client.

Deanna R. Heyn, SPHR, Principal Human Resources Consultant/Client Liaison

Ms. Heyn is a Certified Human Resources Professional (SPHR) with over three years of Human Resources Consulting and over 25 years of progressively responsible public-sector experience, including city, county and special district government administration. During that time, 19 years was at the senior-management level responsible for Administration, Human Resources and all related activities. Ms. Heyn is highly experienced and skilled around Organizational Strategy, to include, organizational assessment, workforce planning, employee engagement, change management, leadership development, as well as employee/labor relations, including that she is skilled in conducting unbiased comprehensive investigations into allegations of policy violations and issuing reports on the findings.

She has a proven track record for establishing and cultivating positive and effective working relationships with and between management, employees, vendors, elected officials, other government agencies and community partners. She is highly experienced in assessing and implementing best practices that ensure effective and efficient business operations, including developing, reviewing and interpreting organizational policies and procedures. Additionally, she has successfully completed hundreds of recruitments at all levels throughout Public-Sector organizations, including Executive level recruitments and is experienced in providing training, support and guidance to employees at all levels of the organization.

References

Provided below is a partial list of clients we have recently worked with in providing similar executive recruitment services. We are confident that these public-sector clients will tout our responsiveness and ability to successfully place candidates that were a good fit for their organization's needs.

CLIENT/POSITIONS	CONTACT(S)
City of Missouri City 1522 Texas Pkwy. Missouri City, TX 77489 Fire Chief (Current)	Martin Russell, Director of Human Resources & Organizational Development (281) 403-8680 martin.russell@missouricitytx.gov
City of League City 300 W Walker St League City, Texas 77573 City Auditor (2020)	Janet Shirley, Director of Human Resources & Civil Service (281) 554-1014 jane.shirley@leaguecitytx.gov
City of Aurora 15151 E. Alameda Parkway Aurora, CO 80012 Fire Chief (2017)	Jason Batchelor, Deputy City Manager (303) 739-7060 jbatchel@auroragov.org

Professional Fees and Guarantee

Professional Services

Our professional fixed fee covers all CPS HR services associated with the recruitment process selected (**Outreach Only, Partial Recruitment or Full Recruitment**), including the necessary field visits.

Travel expenses for candidates who are invited forward in the interview process are not included. However, should the City desire CPS HR's Travel Team to assist with these arrangements, we are happy to do so. This might require an amount be added to our contract.

Professional Fixed Fee & Reimbursable Expenses*	
Professional Services for Outreach Only	\$5,000
Professional Services for Partial Recruitment	\$19,000
Professional Services for Full Recruitment	\$25,000

*Professional fees would be billed and paid monthly. Outreach Only process includes brochure only. Advertising can be added at an additional cost.

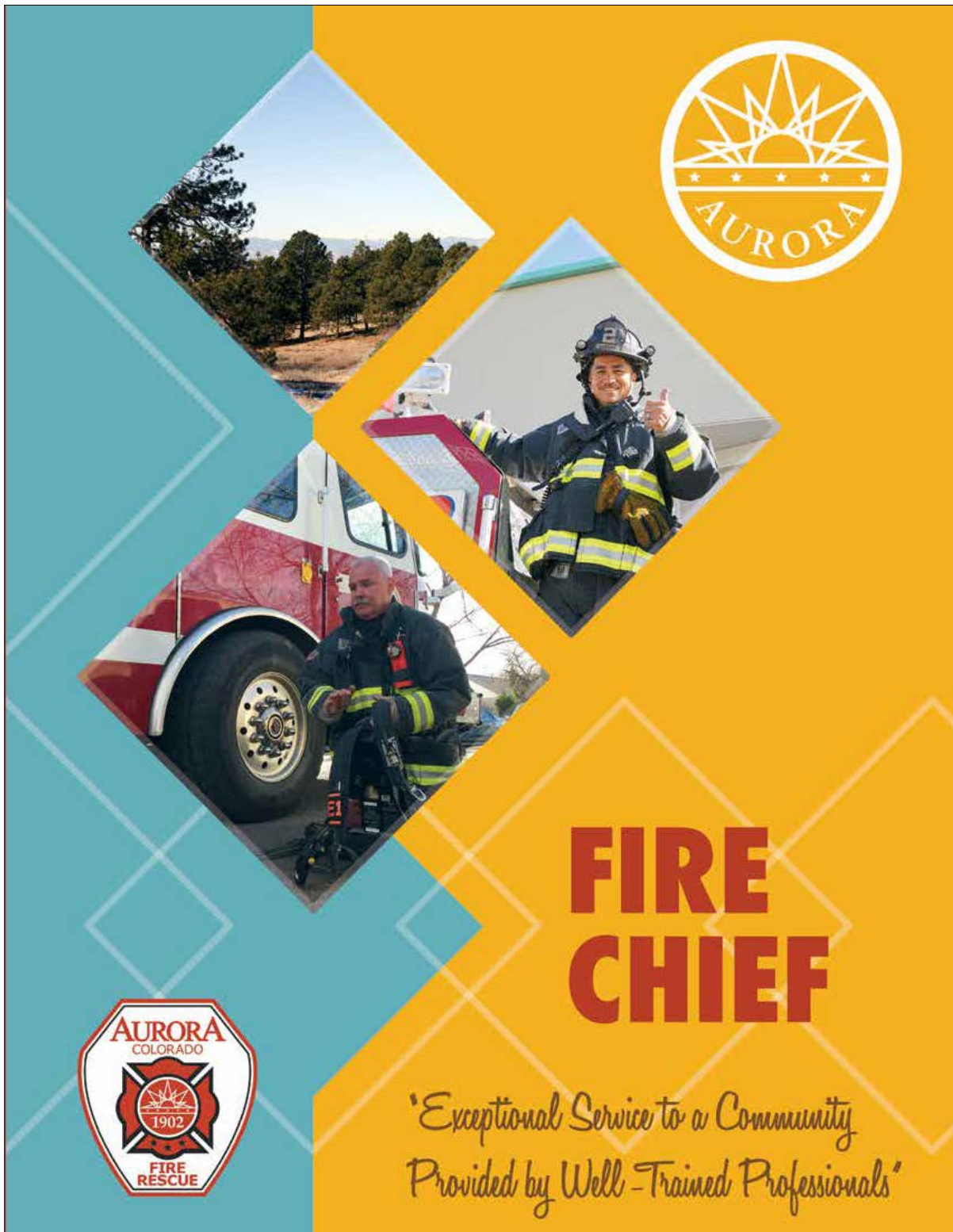
One-Year Service Guarantee

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 Nederland Fire Protection District in this important endeavor.

Appendix A: Sample Brochure



CITY OF AURORA, COLORADO

FIRE CHIEF

A UNIQUE OPPORTUNITY

If you are a progressive fire professional eager to lead in a values based environment that seeks innovation, superior standards and results, then you should consider becoming part of a city management team and community that is truly on the move. Aurora offers such an opportunity for a talented, aspiring Fire Chief.

THE CITY

Incorporated as the town of Fletcher on April 30, 1891, the City of Aurora was renamed in 1907 and its history has been one of change, growth and community. Situated in the eastern Denver-Aurora Metropolitan Area, Aurora is Colorado's third largest city and its more than 350,000 residents enjoy access to quality education and live in urban developments and master-planned communities across three counties. Boasting an extremely diverse community in 450 neighborhoods, Aurora welcomes all walks of life and makes residents feel at home.

The safest large city in Colorado, Aurora offers residents a unique quality of life that blends an old-fashioned sense of community with a wide range of family-friendly outdoor and recreational activities. The city is home to six award-winning golf courses, numerous sports complexes, 96 top-ranked parks and 5,000 acres of natural open space where you can hike, walk, bike and fish. Art enthusiasts can enjoy the 240 pieces of public art displayed throughout the city, and, community events including the 4th of July Spectacular, Aurora Summer Concerts, Punkin Chunkin, Global Fest and the Holiday Tree Lighting offer fun for all.

Growing at a rate of 1.71 percent annually, Aurora embraces dynamic expansion while preserving Colorado's beauty. The city has a vibrant economy and has enjoyed more than 20 years of tax stability. Home to some of the nation's top employers in aerospace and defense, bioscience, healthcare and the financial industry, Aurora offers a wide variety of job options in addition to an attractive, value-filled market for a full array of home buyers. The Aurora and Cherry Creek School Districts make top-tier public education accessible through flexible open enrollment and the Anschutz Medical Campus composed of nationally-renowned education, research and patient care facilities provides exemplary health care options while employing more than 20,000 people and treating 1.7 million patients each year.

*Offering a wealth of opportunity and a comfortable way of life,
thousands of residents are proud to call Aurora home.*



GOVERNANCE

The City of Aurora is managed by a council/manager form of government. The Aurora City Council is comprised of the mayor and 10 city council members. Of those 10 members, six members represent one of the six wards that section the city. The remaining four members are elected at-large, like the mayor, to represent the city. The City Manager is appointed by and reports to the mayor and City Council. Aurora's proposed 2017 total budget is \$695.9 million and Aurora employs 2,974 FTEs.



THE CORE 4

Integrity ♦ Respect ♦ Professionalism ♦ Customer Service

“Aurora is built on a set of four core values that are used to carry out our mission and vision. As ambassadors, each and every [employee] respects these principles as the cornerstone of our city. We hold ourselves accountable to them, and we use them to guide the decisions we make.”

To learn more go to: www.auroragov.org

FIRE RESCUE

Created in 1907 as a volunteer department, the City of Aurora hired its first paid firefighters in 1951. In support of its vision to be a diverse, full service organization that embraces the community through compassionate response and risk reduction, today's Fire Rescue Department was the first Colorado department to receive accreditation from CFAI and boasts 15 stations, more than 350 firefighters and a budget of almost \$50 million.

The department responded to 649 fire incidents, 29,219 EMS/Rescue calls, 563 hazardous condition incidents, 3,210 service calls, 1,904 good intent calls, and 9 severe weather calls during FY 2014-15.

Additionally, the department has a new state of the art training facility, City of Aurora Public Safety Training Center (CAPSTC), that is shared with the Aurora Police Department and managed by the Public Works Department. CAPSTC opened its doors in Spring 2016.

The department is broken into Sections led by four Deputy Chiefs under the direction of the Fire Chief:

Life Safety – is responsible for development review, facilities task force planning, procurement of Aurora Fire Rescue sites, placement of future resources and ensuring subordinate refresher training and direction of the Fire Code Inspection Bureau, Fire Investigations Bureau, Community Relations and Internal Affairs.

Logistics – is responsible for building and fleet services and office administration. The Logistics Deputy Chief also directs the Station Captain Program and is the information technology liaison.

Operations – is responsible for all activities related to fire suppression, emergency medical services and personnel staffing for emergency response. Specialty teams such as the Haz Mat

Response Team, Technical Rescue Team, Air Team and the Emergency Response Review Board also report to the Operations Deputy Chief.

Preparedness – is responsible for all activities related to training, health and safety, and emergency management. The Preparedness Deputy Chief also serves as the liaison to both Civil Service and the department chaplain, coordinates strategic planning, updates the department's Policies, Procedures and Guidelines manual, is the Survivor Action Officer, and ensures subordinate refresher training.

THE FUTURE

The City of Aurora continues to grow and with it the calls for service continue to rise as well. The department is focused on several initiatives to address the increase in call volume. Construction of a permanent Fire Station 15, to replace a temporary facility, will commence in 2017, as well as the construction of the new Fire Station 16 near the Gaylord Rockies Resort and Convention Center opening in 2018. In addition, the department continues to develop a Medical Service Unit response model that sends the appropriate resources and responders to Aurora Fire Rescue calls.

With the opening of the new station anticipated in 2018, the city's 2017 proposed budget includes 5 new FTE to continue the ramp-up to full staffing while covering for staff attending school to become paramedics in the interim. An additional 20 FTE will be added throughout the year as part of a new collective bargaining agreement to implement a firefighter 48-hour work week in July 2018. To ensure the department is fully staffed to implement these changes, the department will host two academies; one in early 2017 and another in summer 2017.

THE IDEAL CANDIDATE

The ideal candidate will be a dynamic, present and engaged servant leader with proven fire and EMS services administrative experience in a medium to large-sized urban setting. Competitive candidates will have enjoyed strong internal and external relationships throughout their careers and have demonstrated a proactive approach to creating mutually beneficial partnerships in the community and the fire profession. The future Chief will bring innovative, contemporary, and fresh ideas to the department and be experienced in assessing fire and EMS service models and staying abreast of current trends. A strong, transparent and

inclusive leadership style that fosters a culture of respect and consistent accountability will serve the chosen candidate well. The preferred successful candidate will have managed in a highly resourceful manner during challenging fiscal times and be known for his/her attentiveness to responsiveness, efficiency, and effectiveness.

Impressive candidates will also exhibit the following competencies and characteristics:

- Exceptional, emotionally intelligent listener
- Committed to and experience with a multi-cultural workforce and community
- Courageous and thoughtful but willing to make the difficult decision
- A consummate team player who values their role as part of the city management team
- Experienced public relations and media communicator
- Accessible and open to new ideas
- Well-networked and resourceful
- Participative, visible and involved with the workforce
- Effective, empathetic change agent
- Confident and talented problem solver
- Effective mentor and coach
- Ability to create a culture of mutual respect
- Exhibits a high level of professionalism and flawless integrity
- Politically astute yet apolitical

Preferred Education and Experience

A Bachelor's degree. Coursework in fire science, public administration, business administration, or other related field is preferred. Successful completion of supervisory courses in Fire Department Administration, Fire Prevention, and Business or Public Administration and experience in Fire/Emergency Medical Service work with five (5) years served in a supervisory role of Battalion Chief or higher is preferred.

The City of Aurora reserves the right to select the candidate that they feel will best fulfill the role of the Fire Chief. The description under the heading of "The Ideal Candidate" and "Experience and Education" are guideposts for hiring and do not represent mandatory or required qualifications.

COMPENSATION

The annual starting salary for this position is **\$145,000 - \$160,000**. Actual salary will be dependent on the qualifications and experience of the successful candidate. The City also offers an attractive benefit package which can be accessed at:

<https://www.auroragov.org/cms/one.aspx?portalId=1881221&pageId=2023915>

APPLICATION AND SELECTION PROCEDURE

To be considered for this exceptional career opportunity, submit your résumé, cover letter, a list of six work-related references (who will **not** be contacted without prior notice) and current salary by **Monday, January 9, 2017**. Résumé should reflect years **and** months of employment (beginning/ending dates) as well as size of staff and budgets you have managed. Please submit your materials to: resumes@cpsht.us.

For additional information about this position please contact:



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