

Nederland Fire Protection District

Human Resources Consulting Services

Revised August 4, 2020

SUBMITTED BY:
DEANNA HEYN
PRINCIPAL HR CONSULTANT

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Your Path to Performance

July 29, 2020

Patrick Richardson
Board of Directors Vice President
Nederland Fire Protection District
POB 155, 650 West 4th Street
Nederland, CO 80466

Via e-mail to prichardson3301@gmail.com

Dear Mr. Richardson,

Thank you for considering CPS HR Consulting to assist Nederland Fire Protection District with Human Resource consulting services. We appreciate the opportunity to submit a proposal and look forward to partnering with the District in the near future.

With a rich history of assisting government agencies with a full range of human resources services, we at CPS HR are confident that together we can provide expert solutions to meet your needs in a cost-effective manner. We have a deep bench of experts in a broad array of human resources disciplines, long-term experience providing services within the public sector, and an emphasis on quality and value that can be confirmed by our current and past clients.

CPS HR also delivers personalized results-oriented service, utilizing best practice methods and strategies from our team of experts. You will find that:

- ***We are practiced at providing exemplary and responsive service for a variety of HR services.*** CPS HR has held many contracts with local government agencies, so we know how to be responsive to your unique needs. We have the staff, expertise and resources to provide top-notch professional services as full-service HR practitioners.
- ***We bring in-depth understanding of all local government operations, programs, and services.*** CPS HR has been helping public agencies meet their human resource needs for nearly 30 years. Our team of experts includes a variety of professionals with the credentials and direct public agency experience necessary to deliver technically accurate content in an innovative and engaging manner.
- ***We have local presence and commitment to maintaining open communications with your Town.*** Our project team will focus on integrating with your team and maintaining open communication with your staff to ensure that every activity is completed in a quality manner and adheres to the timeline and budget.

CPS HR is flexible with the proposed work plan and alternate approaches may be discussed which may in turn change proposed scope and costs. We are confident in our expertise and ability to meet your Human Resources needs and are most excited to work with the District!

We thank you for the opportunity to submit this proposal and look forward to discussing it with you at your convenience. Please feel free to contact me at (916) 471-3372 or on my cell phone at (303) 396-2130 or by e-mail at dheyn@cpshr.us.

Sincerely,

Deanna R. Heyn

Deanna Heyn
Principal HR Consultant

About CPS HR Consulting

CPS HR Consulting (CPS HR) has been assisting organizations with their talent management needs for 35 years. We have unique expertise in delivering HR management and consulting services, employment testing, and assessment services to government agencies throughout North America.

CPS HR's core competency is its knowledge of and expertise in the public sector. As a public agency, we understand the challenges and issues facing our client base. As a self-supporting public entity, we also understand the need for innovative yet practical results. CPS HR can provide expertise that is unique because we share with our clients a common perspective. There is no competitor in the industry that can make this claim.

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 is a public agency governed by regulations and public sector concerns. We understand what it is to work with and within government. Unlike other public sector organizations, CPS HR is self-supporting. We employ the strategy, innovation, and flexibility found in the private sector to the client's advantage. CPS HR's unique position in the public arena attracts professionals from both public and private sectors who are driven to help the client reach its organization's vision and mission. We work collaboratively with the client to generate solutions that are creative yet practical, to meet the organization "where it is" while also moving it to the next level.

With more than 93 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.



Our Understanding of the District's Needs

Overview

Nederland Fire Protection District (“District”) is seeking the services of a professional consulting firm to partner and provide on-going, on-demand and project based Human Resources consulting services. The District has approximately 7 employees, including a contract bookkeeper, and around 30 volunteer firefighters. The District has not in the past had a dedicated HR resource, with the Fire Chief primarily serving in that role. At this time, the District recognizes the importance of having a strong professional HR function and the benefits of improving trust and building capacity to deliver best practice HR services to membership and the Board.

CPS HR Consulting (CPS HR) staff assigned to this engagement would work a combination of remotely and onsite to deliver all needed services as described in this proposal. We will comply with any confidentiality and system requirements the District has determined are necessary to maintain the integrity and confidentiality of its data.

Human Resources Consultation Services

Methodology and Approach

It is our view that our clients are our partners, and therefore an essential aspect of our proposal is to clearly define the work to be performed by CPS HR and to establish a mutual understanding of the District's objectives and expectations. We also believe it is important to have a process in place that allows and demands continual improvement over the long term. In response to your needs as we understand them, CPS HR will assign highly skilled and fully knowledgeable Human Resource Consultants who will be available to provide ongoing and project-based HR support for the District both remotely and on-site as needed.

Through a combination of best practices, collaboration, on-site expertise and behind the scenes bench strength, CPS will help to lead the HR function to help District leadership to recruit, develop and retain a high performing and diverse workforce. We will also strive to foster a healthy, safe, and productive work environment and culture in order to maximize individual and collective performance.

One of our first orders of business will be to meet with District leadership in order to discuss in detail:

- General roles and responsibilities for all CPS HR Project Team members;
- Communication protocols and expectations between the District and the CPS HR Project Manager;
- Internal communication protocols to ensure that the CPS Project Team understands and is respectful of any lines of communication or processes the District has implemented within the community and with elected officials, employees, vendors or others, as well ensuring we understand any areas of sensitivity of which the team should be aware; and
- Work assignment protocols and expectations related to schedules, availability and day-to-day services to be delivered.

With a plan in place, delivery of services can begin in the following areas.

On-Going/On-Demand Human Resources Services

The Human Resource Consultant(s) will work onsite and remotely to provide best practice recommendations and professional assistance in the following areas:

- Benefits Administration;
- Personnel Records Administration;
- Recruitment and Selection;
- Onboarding and off-boarding;
- Classification and Compensation;
- Leave of Absence Management;
- Employee Relations & Investigations;
- Employment Law Updates;
- Training or coaching of managers on HR areas as needed, and;
- Other HR related tasks or needs as deemed necessary.

Project-Based Human Resources Services

In order to put in place a solid foundation for delivery of HR services, CPS will engage with the District on the following project-based assignments:

- **Policy Development** - Develop, finalize, and distribute an Employee Handbook, as one does not currently exist
 - *Revised August 4, 2020 – This is targeted to be a 2021 initiative. CPS HR will work with the District to develop a cost estimate between now and the end of the year.*
- **Organizational Assessment** - Design and deliver a climate/culture assessment with the goal of delivering specific and meaningful recommendations to enhance employee engagement, satisfaction and performance, as well as an action-based implementation plan

- **Revised August 4, 2020** – This is targeted to be a 2020 initiative. CPS HR will work with the District to design a process to include a survey for active members and volunteers, a follow-up interview/focus group process as needed, and development of a detailed report with actionable recommendations to improve employee engagement and move toward a desired culture to be defined by District leadership.
- **Training** - Delivery of quarterly on-site training related to compliance/HR topics, such as anti-harassment, respect in the workplace, FLSA rules, supervisor skills, etc.
 - **Revised August 4, 2020** – For the remainder of 2020, two on-site training sessions of 2 ½ hours in length each, will be delivered to District employees. CPS HR will work with the District to develop the topics and learning objectives for each session upon execution of the contract.
- **Employee Benefits Review - Added August 4, 2020** – This will be a 2020 initiative. CPS HR will work with the District to review and evaluate the current employee benefit package and make cost saving recommendations while still offering a competitive package for employees.

Pricing

Our approach includes providing high-level human resources expertise, advice, and consultation to ensure appropriate research, analysis, and professional HR guidance are utilized for all assigned duties and responsibilities whether on-going or project based.

Retainer for On-Going/On-Demand Human Resources Services

CPS HR is proposing a **flat monthly fee of \$1,450, which includes 20 hours of HR Consulting per month**, on-demand. This can be a combination of remote work (including availability for phone calls, e-mails, administrative duties, etc.); as well as on-site work (including activities like ensuring files are kept up to date, on-boarding and/or off-boarding meetings, employee relations issues, etc.), and; client management activities (strategy, supervision of HR consultant(s), contract management, etc.). Hours will be tracked and reported to the client monthly, and any unused hours in the current month will carry forward for use in the next month.

Travel expenses such as mileage will be billed at the standard IRS rates. HR Consultant travel time will be billed at \$28/hour. Any actual out-of-pocket reimbursable expenses for such items as advertising, printing/copying, postage/delivery charges, and related fees, will be approved by the District and if paid by CPS HR, will be billed directly to the District for actual expenses incurred. It is assumed that most professional consulting time will be provided remotely, limiting consultant travel expenses by utilizing e-mail and telephone conference calls or LiveMeeting as the primary communication/meeting format. We can also quote an all-inclusive monthly fee if desired, with a maximum number of monthly on-site days.

Costing for Project-Based Human Resources Services

For this project-based work, CPS HR is proposing the level, description, and rates found below.

Placement/Level	Description	Rate
Project Manager/Senior HR Consultant	Provides strategic HR advice and consultation, benefits review and recommendations, project oversight, support to the project team, and ensures project goals and deliverables are met <i>* Our initial review and orientation to your employee benefits plan will be done within the 20 hours per month under the on-demand services. Development of recommendations to your employee benefits plan will be billed by the hour and is expected to come in at approximately \$550 total (5 hours at the Senior HR Consultant level).</i>	\$110/hour
HR Consultant	Performs day to day and on-demand tactical HR services, research and analysis on prospective policy development, as well as transactional and administrative support to project needs	\$70/hour
Organizational Assessment	<i>Administration of employee engagement survey, follow-up interviews/focus groups, and report with actionable recommendations. Pricing is all-inclusive for up to a maximum of 40 employees and volunteer firefighters.</i>	\$4,800
On-site Compliance Training	Pricing is all-inclusive and includes course materials, instructor time, and any travel. The maximum class size is 30-participants. <i>* Additional course lengths and participate size sessions can be priced as requested.</i>	\$1,200 for up to 2.5 hours

CPS HR is open to discussing alternative work plans and customized approaches which may alter the cost of the project. The methods, approach, and cost estimate have been prepared as accurately as possible based upon the services requested and objectives described in our initial phone conversation. The costs reflect the steps and time necessary to conduct the services in a sound, thorough, and sustainable manner, including important input and review by the District's internal management team, and designated stakeholders to accomplish the objectives. If changes or additional services are requested, we will be happy to discuss and provide alternative services and pricing.

Project Staffing

CPS HR will have a designated team to provide Human Resources Consulting services. Christina Batorski Peacock will serve as Project Manager for this engagement. Heather Moore, who resides in Colorado, will provide onsite and remote HR consultations services on a weekly basis. Deanna Heyn, who resides in Colorado, will serve as the Senior HR Consultant and the local Client Liaison. Resumes are included below for your review.

Resumes

Christina Batorski Peacock, PHR

Profile

Mrs. Peacock has over 18 years of professional and management experience in public sector Human Resources, including experience in the areas of employee recruitment and selection, compliance, labor relations, test administration, employee relations, and policy development. Specifically, Mrs. Peacock worked directly on recruitment efforts for entry-level Police Officer and entry-level Firefighter as well as sworn and uniform promotional recruitments with the City of Chicago for over 10 years.

Employment History

- Manager, Recruitment Solutions, CPS HR Consulting
- Deputy Commissioner of Human Resources, City of Chicago
- Assistant Commissioner of Human Resources, City of Chicago
- Adjunct Professor (Managing Organizational Change), Keller School of Graduate Management
- Recruiting Analyst Supervisor, City of Chicago
- Human Resources Analyst II, City of Chicago
- Human Resources Manager/Payroll Administrator, Bethesda Home & Retirement Center
- Staffing Specialist, Northwestern University
- Employment Coordinator, Northwestern University

Professional Experience

- Managed human resource personnel responsible for executing recruitment and selection processes for 30+ clients resulting in the review of 40,000+ applications and 1,200 hires, annually.
- Collaborated with the Chicago Police Department on entry-level Police Officer recruitment and selection efforts for over 10 years resulting in diverse applicant pools ranging from 18,000 to 27,000 candidates for a single recruitment.
- Performed a lead role in establishing fair and transparent recruitment and selection processes which alleviated the City of Chicago from Federal Monitor Oversight on all hiring practices.
- Taught graduate level classes in managing organizational change.
- Mediated and resolved labor relations issues in a union environment.

Education

- M.P.A. DePaul University, Chicago, IL – Public Administration
- B.A. Marquette University, Milwaukee, WI – Human Resources & Communication Studies

Professional Organizations and Affiliations

- Society of Human Resources Management (SHRM)
- International Public Management Association for Human Resources (IPMA-HR)

Deanna R. Heyn, SPHR (Colorado)

Profile

Ms. Heyn is a Certified Human Resources Professional (SPHR) with over four years of Human Resources Consulting experience 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.

Employment History

- Principal Human Resources Consultant, Littleton, Colorado, CPS HR Consulting
- President, 1 Lighthouse Consulting, Castle Pines, Colorado
- Deputy Executive Director and Human Resources Director, South Suburban Park and Recreation District, Centennial, Colorado (Also served as Interim Executive Director)
- Human Resources Director, Douglas County Government, Castle Rock, Colorado
- Human Resources Manager, Jato & Convergent Communications, Denver, Colorado
- Human Resources Manager, Telectronics Pacing Systems, Centennial, Colorado
- Personnel/Benefits Specialist, Cherry Creek School District, Greenwood Village, Colorado
- Human Resources Specialist/Intern, City of Fort Collins, Colorado

Professional Experience

- Hands on project consulting and managing human resource personnel responsible for executing HR projects for 25+ clients in the areas of organizational assessment, recruitment and selection, classification and compensation, coaching and training, mediation and workplace investigations.
- Managed multiple HR departments in the public sector, leading all HR programs, processes and initiatives for hundreds and thousands of employees.
- Served on the Leadership team of multiple governmental agencies, championing organizational assessments, strategic planning efforts, development of workforce plans, change management processes, implementation of IT solutions and other enterprise-wide innovations, priorities and projects.
- Facilitated and directed policy development and implementation activities organization wide.
- Developed and conducted training sessions on the full spectrum of Human Resources and compliance topics and created and facilitated leadership development programs for multiple organizations.
- Mediated and resolved employee relations and conflict-related issues in the workplace.
- Made regular presentations to elected officials, boards, committees, employees and other groups of internal and external stakeholders.

Education

- B.S., Business Administration; Colorado State University, Ft. Collins, CO

Professional Organizations and Affiliations

- Society of Human Resources Management (SHRM)
- International Public Management Association for Human Resources (IPMA-HR)
- Special District Association Leadership Fellow

Heather L. Moore, Project Consultant

Profile

Ms. Moore has 13 years of experience in Human Resources in both the private sector and public sector arenas. Her experience includes full cycle recruiting, onboarding and off boarding, leave of absence administration, unemployment processing, data entry for personnel and payroll processes, and employee relations. Ms. Moore also has experience in benefits administration, payroll processing and Workers' Compensation. Ms. Moore has worked in an HR Generalist and various support roles and is adaptable to numerous situations; picking up tasks quickly. Ms. Moore's specialty areas include employee relations, FMLA/ADA administration, data entry, employee training, benefits administration and new hire orientations.

Employment History

- Administrative Human Resources Technician, CPS HR Consulting (CO)
- Human Resources Generalist, South Suburban Parks & Recreation (Centennial, CO)
- Human Resources Generalist, Ludvik Electric (Lakewood, CO)
- Benefits Coordinator, MasTec Advanced Technologies (Centennial, CO)
- Customer Support Associate, Aerotek Staffing (Denver, CO)
- Human Resources Associate, Target Stores (Boise, ID and Lakewood, CO)
- Benefits Specialist, Jefferson County Government (Golden, CO)

Professional Experience

- **Workforce and Succession Planning**
 - Directly assisted the Human Resources Director in policy uniformity, formatting, and consistency for CAPRA (Commission for Accreditation of Park and Recreation Agencies) Accreditation. Assisted in combining policies to reduce redundancy and seeking approval from the Executive Director once revised.
 - Dates: January 2018-May 2018
- **Organizational Assessment, Design, and Development**
 - Responsible for new employee orientation, including facility tours, systems introductions, and follow through to ensure new hire understanding.
 - Dates: January 2008-present
 - Responsible for acquiring speakers for employee training around various subjects of interest for staff. Utilized speakers from the Employee Assistance Program, and outside vendors to speak to staff about communication, and customer service.
 - Dates: March 2018-May 2018
- **Performance Management**
 - Assisted the Human Resources Director in communicating a new company-wide performance management tool. Assisted with supervisor meetings, communications, and met with individuals to ensure an understanding of processes for annual review consistency and completion.
 - Dates: November 2017-March 2018
- **Employee Engagement**
 - Served on the Customer Service Committee to engage employees and customers to provide outstanding customer service and how to diffuse situations involving difficult customers.
 - Dates: March 2015-December 2017
- **Change Management**
 - Supported and communicated multiple changes including processes, and structure within the organization to employees to ensure an understanding and create an environment of support and acceptance. Worked with employees to provide guidance, answer questions, and support.
 - Dates January 2017-May 2018
- **Complaint Investigations and HR Outsourcing**
 - Responsible for all employee relations issues including EEOC claims. Investigating, interviewing, reporting, and recommendations once complete.
 - Dates: May 2013-May 2018

- Accountable for assisting supervisors with employee discipline including coaching, verbal and written warnings and terminations.
 - Dates: May 2013-May 2018

Education

B.S., Human Resource Management, Regis University