



January 6, 2020

Ms. Anna Butel
Administrative Services Director
Superstition Fire & Medical District
565 N. Idaho Road
Apache Junction, AZ 85119

Dear Ms. Butel;

Thank you for the opportunity to provide you with a proposal for the Fire Chief recruitment and selection process for the Superstition Fire & Medical District (SFMD). GovHR USA ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

Qualifications and Experience

GovHR is a public management consulting firm serving municipal clients and other public-sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois and work exclusively in the public sector. We have 11 full time and 8 part time employees and 27 project consultants. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 29 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding and* indicate that they plan to use our services or highly recommend us in the future.
- Our state of the art processes, including extensive use of social media for candidate outreach and video interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization and will provide important information to potential candidates.
- The firm has a total of twenty-seven consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

Our consultants are experienced executive recruiters who have conducted over 600 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public-sector leaders.

630 Dundee Road, Suite 130, Northbrook, Illinois 60062
847.380.3240 | GovHRUSA.com

GovHR is led by Heidi Voorhees, President, and Joellen Cademartori, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public-sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 250 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management consulting service, with ten years as the Village Manager for the Village of Wilmette, IL. 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.

Consultant Assigned

GovHR Vice President Tim Sashko will be responsible for your recruitment and selection process. His biography is attached to this Proposal and his contact information is:

Tim Sashko
Vice President
GovHR USA LLC
Telephone: 224-282-8313
TSashko@GovHRusa.com

A complete list of GovHR's clients is available on our website at www.govhrusa.com

References

The following references can speak to the quality of service provided by GovHR:

Arlington Heights, IL
(Chief of Police, 2019) - Josphe DeLopez
(Fire Chief, 2018) – Tim Sashko
Mary Rath
Human Resources Director
Village of Arlington Heights
33 S. Arlington Heights Rd.
Arlington Heights, IL 60005
847-386-5161
mrath@vah.com

Winchester, VA (Fire Chief, 2019) - Tim Sashko
Paula Nofsinger
Human Resources Director
Rouss City Hall
15 North Cameron Street
Winchester, VA 22601
540-667-1816
paula.nofsinger@winchesterva.gov

Beloit, Wisconsin
(Assistant Fire Chief & Deputy Fire Chief, 2017) – Heidi Voorhees & Tim Sashko
(Director of Public Works, 2017) - Heidi Voorhees
(City Manager, 2015) - Heidi Voorhees

(Director of Human Resources, 2014) – Karl Nollenberger
(Finance & Administrative Services Director, 2014) – Karl Nollenberger
100 State Street
Beloit, WI 53511
608-364-6614
Lori Luther, City Manager
lutherl@beloitwi.gov
Chief Brad Liggett
Fire Chief
608-364-2900
liggett@beloitwi.gov

Wauwatosa, WI
(Human Resources Director, 2018) - Heidi Voorhees
(Fire Chief, 2018) - Heidi Voorhees & Tim Sashko
(Health Officer, 2016) – Heidi Voorhees
(Director of Public Works, 2016) – Lee Szymborski
(Assessor, 2014) – Heidi Voorhees
(IS Director, 2014) – Heidi Voorhees
(Director of Public Works, 2010) – Heidi Voorhees
(Director of Finance, 2010) – Heidi Voorhees
(Fire Chief, 2010) – Heidi Voorhees
(Economic Development Director, 2009) – Heidi Voorhees
James Archambo, City Administrator
7725 W. North Ave.
Wauwatosa, WI 53213
414-479-8915
jarchambo@wauwatosa.net

Scope of Work

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 Fire Chief search. GovHR clients are informed of the progress of a 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.

GovHR suggests the following approach to your recruitment, subject to your requests for modification:

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- One-on-one or group interviews will be conducted with elected officials, appointed officials, staff, business community representatives and any other stakeholders identified by the client to develop our Recruitment Brochure. The Proposal assumes up to two full days and one night depending upon the client's needs. We can also utilize dedicated email and surveys to obtain feedback from stakeholder groups. Previous clients have invited community leaders to meetings with our consultants; other clients have developed surveys for the community or organization; and some clients request we use a combination of these methods to fully understand community and organizational needs and expectations for the next Fire Chief. We will work closely with you on the format that best meets your needs.
- Development of a **Position Announcement**.

- Development of a detailed **Recruitment Brochure** for your review and approval.
- Agreement on a detailed **Recruitment Timetable** – a typical recruitment takes 90 days from the time you sign the contract until you are ready to appoint the finalist candidate.

Phase II – Advertising, Candidate Recruitment and Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 5,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and websites, outreach will include LinkedIn and other private sector resources. We can provide the SFMD with a list of where we intend to place the position announcement, if requested.
- The development of a database of potential candidates from across the country unique to the position and to the SFMD, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I. This database can range from several hundred to thousands of names depending on the parameters established for the outreach. Outreach will be done in person, and through e-mail and telephone contacts. GovHR consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.

Candidates will be interviewed by video to fully grasp their qualifications, experience and interpersonal skills. The interviews include asking specific questions about their experiences and skill sets as well as asking questions specific to the Fire Chief. We will ask follow up questions and probe specific areas. By utilizing video interviews we will have an assessment of their verbal skills and their level of energy for and interest in the position.
- Formal and informal references and an internet/social media search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR, ensuring that the SFMD's process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. GovHR will provide you with a log of all candidates who applied. You may also review all the résumés, if requested.
- GovHR will meet with you on-site to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours discussing the candidates by reviewing their skype interviews and providing excerpts from the references we will have conducted on the individuals.

Phase V –Interviewing Process

Phase V will include the following steps:

- After the Recruitment Report is presented, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample or oral presentation.
- GovHR will develop the first and second round interview questions for your review and comment. GovHR will provide you with interview books that include the credentials each candidate submits, a set of questions with room for interviewers to make notes, and evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.
- GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. In addition to a structured interview with the SFMD, the schedule will incorporate a tour of SFMD's facilities and interviews with senior staff, if the SFMD so desires.
- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks.
- GovHR recommends a two-step interviewing process with (typically) five or six candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and an evaluation sheet.
- GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

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

Optional Assessment Center

If desired, GovHR will perform an Assessment Center for candidates selected for interview as part of the selection process. An Assessment Center is a very useful tool for evaluating the strengths, weaknesses and skills and abilities of SFMD's next Fire Chief. GovHR consultants will prepare all the related documents

and scoring sheets for a choice of any of three (3) of the following exercises to be completed on the Assessment Center day:

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

Leadership/Personality Assessments

GovHR has experience working with a wide variety of leadership and personality assessment tools, depending on the qualities and experiences the client is seeking in their candidates. These include but are not limited to Luminaspark, Caliper, DISC and others. Typically these tools cost \$300 per candidate to administer. This fee is not included in our proposal.

One-Way Video Interviews

Candidates we recommend for your consideration can complete a one-way video interview with 3 to 5 questions that will be recorded for an additional fee. The SFMD can then review these interviews at your convenience prior to make a decision on which candidates to invite for interview.

Optional 360° Evaluation

As a service to the SFMD, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed Fire Chief at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the SFMD 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, GovHR USA will prepare a proposal for this service.

Recruitment Schedule

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

➤ Weeks 1 - 2	On-site interviews of SFMD officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure
➤ Weeks 3 - 8	Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant
➤ Week 9	Consultant recommendation to the SFMD of qualified candidates Deliverable: recruitment report
➤ Week 10	Selection of candidate finalists by the SFMD; additional background and reference checks, report preparation and presentation

	Deliverable: interview reports including suggested questions and evaluation sheets
➤ Weeks 11-12	Interviews of selected finalist candidates; recommendation of final candidate; negotiation, offer, acceptance and appointment

Summary of Costs	Price
Recruitment Fee:	\$14,500
Recruitment Expenses: (not to exceed) ➤ Expenses include consultant travel, postage/shipping, telephone, support services, candidate due diligence efforts. copying etc.	5,500
Advertising: *Advertising costs over \$2,500 will be placed only with client approval. If less than \$2,500, Client is billed only for actual cost.	2,500*
Total:	\$22,500**

**This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if requested, for an additional cost of \$900.

The above cost proposal is predicated on four consultant visits to the SFMD; the first for the recruitment brochure interview process (up to two full days and one night, depending upon the client’s needs; if additional days are needed they will be billed at \$500 per half day and \$950 for a full day, plus additional hotel charges, if required); the second to present recommended candidates; and the third and fourth for the candidate interview process (second round interviews are often scheduled a week or so following the first round interviews). Any additional consultant visits requested by the SFMD will be billed at \$125/hour; \$500 for a half day and \$950 for a full day. The additional visits may also result in an increase in the travel expenses and those expenses will be billed to the client.

Optional Assessment Center Fee: \$6,500*

*The fee for the Assessment Center is \$6,500. The fee assumes that 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 and cost 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 SFMD in selecting three (3) professionals from outside the organization to serve as Assessors in evaluating each candidate’s strengths and weaknesses. The SFMD will be responsible for paying a \$500 stipend to each Assessor (and possibly mileage for the assessors).

The Assessment Center fee does not include lodging, travel and meal expenses for the GovHR facilitator(s) to be on-site for the Assessment Center. Actual expenses will be billed in addition to the \$6,500. If the SFMD chooses to add the Assessment Center option, the fees and expenses for this will be billed separately.

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows:

- 1st Payment:** 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).
- 2nd Payment:** 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).
- Final Payment:** 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Recruitment expenses and the costs for printing the Recruitment Brochure will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

Philosophy

Executive search is an important decision-making process for an organization and our primary goal is to provide our client with the information to make the best hiring decision. Our firm's executive recruitment philosophy embraces a professional process of integrity, trust, and respect toward all parties involved, and complete commitment toward meeting the expressed needs and desires of our client. All of our services are handled by principals of the firm who have established and well-regarded reputations in the search field, as well as actual operating experience in the public management fields in which they now consult. Each has impeccable professional credentials and unblemished personal reputations. Keeping both our client and prospective candidates informed on the status of the recruitment on a regular basis is also an important part of our recruitment process. Our work is carried out in an open manner with particular attention given toward seeking out critical factors of a client's organization and governance, and utilizing such information respectfully and discreetly in seeking out candidates who truly have the ability to meet the expectations and needs of the client—working strenuously in developing a fully qualified, "best match" candidate pool for client consideration. Our process includes assistance in the critical final interview and selection phases of the recruitment, and availability to both client and candidate for months following the appointment. Our process was developed and refined over the years to meet the special, and often unique, needs and circumstances facing our local government, public management, and related not-for-profit clients.

GovHR Guarantee

It is the policy of GovHR to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the SFMD not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to SFMD beyond the planned four visits.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the SFMD or the employee's own determination, leave the employ of the SFMD within the first 12 months of appointment, we will, if desired, conduct one additional recruitment for the cost of expenses and announcements only, if requested to do so within six months of the employee's departure.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employees for a period of five years.

Why Choose GovHR?

We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 29 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of Women Leading Government, the Local Government Hispanic Network, the California Network of Asian Public Administrators, and the National Forum for Black Public Administrators.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have video interviewed them, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive, and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Sincerely,



Heidi J. Voorhees
President
GovHR USA

Attachment: Consultant Biography

ACCEPTED BY THE SUPERSTITION FIRE AND MEDICAL DISTRICT, ARIZONA

BY: _____

TITLE: _____

DATE: _____

CONSULTANT BIOGRAPHY

Tim Sashko **Vice President**

Chief T.E. Sashko (retired) is a Vice President with GovHRUSA and is a 38-year veteran of the fire service. 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 Chief in 2007. He was then selected to serve as the Fire Chief in the Village of Mundelein, IL from 2007 until April 30, 2015. He also served as the Emergency Management Coordinator for both municipalities while fire chief. Chief T.E. Sashko served as the Executive Director for the Illinois Fire Chiefs Association from 2015 until 2017. He has been a member of the Lake County Board of Health since 2003 and was honored to be elected as the President in November of 2013 and continues to function in that role. The Lake County Health Department is a \$85 million/year health care and prevention provider employing over 1000 employees in Lake County, IL. During his tenure with the Board of Health he has served on the Environmental Health Advisory Committee, the Budget Committee, the Executive Committee, the United Way of Lake County 2-1-1 Implementation Task Force and supporting member for the Lake County Veterans and Family Services Foundation.

He is a Board Member for Operation North Pole, a 501(c)3 charity providing special programs to children suffering from cancer and other life-threatening diseases as well as other outreach programs. Additionally, he continues to serve as a member of the Greater Chicago Red Cross Heroes Program since 2004, which honors every day heroes each year in the Chicagoland area who have made a difference in the lives of others. He also chairs the Blood Donation Committee for the Village of Mundelein working with LifeSource Blood Services and was honored by the Illinois Association of Blood Banks for continued efforts and innovation raising the awareness for blood donors in 2014. He also received the International Humanitarian Award from ADRP – International Division of ABC for 2019.

He has held numerous executive officer positions including President of the Illinois Fire Chiefs Association, President of the Metropolitan Fire Chiefs Association, President of the Lake County Fire Chief's Association and Chairman of the Lake and McHenry Counties Specialized Response Teams as well as being the Chair of the Illinois Fire Chiefs Foundation Fund Raising Committee. Chief Sashko was recognized by the Illinois Fire Chief's Association as the "Chief of the Year" for 2006 and was also a nominee for the Chief of the Year for the International Fire Chiefs Association in that same year. He also was recognized as the Alumni of the Year from Buffalo Grove High School in 2002 and Firefighter of the Year award from the Grayslake, Mundelein, and Libertyville Exchange Club of America in 2011.

Chief Sashko has an extensive background in labor relations and has negotiated numerous contracts successfully. Through his responsibilities and focus on the future of the fire service and public safety, 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 active in providing a balance and professional approach to critical issues governed within Illinois. He was instrumental in creating succession plans for both municipalities he has served to provide the necessary guidance and direction for the development of personnel. He broadened initiatives that provided fiscal balance, while maintaining high-level service profiles within the communities he served. During his career, he has coordinated various strategic plans and operational plans as well as employee performance rating systems for current performance and predictive performance for personnel. Chief Sashko was one of the originators of the now successful Lake/Cook Critical Incident Protocol promoting public and private partnerships in planning and preparedness for emergency management coordinated by Michigan State University. He also chaired a regional training facility shared between four governmental agencies and expanding the footprint of opportunities and programs during his tenure as chairman. Community outreach and engagement were two predominant areas of focus throughout much of his leadership career.

Chief Sashko holds a management degree from Southern Illinois University with honors, numerous state certifications and is a state certified Fire Officer III in Illinois.

Professional Education, Training and Instruction

- Bachelor's degree in Management, Southern Illinois University

Memberships and Affiliations

- President, Lake County Board of Health
- Board Member for Operation North Pole
- Greater Chicago Red Cross Heroes Program
- Former President of the Illinois Fire Chiefs Association
- Former President of the Metropolitan Fire Chiefs Association
- Former President of the Lake County Fire Chief's Association
- Former Chairman of the Lake and McHenry Counties Specialized Response Teams
- Former Chair of the Illinois Fire Chiefs Foundation Fund Raising Committee
- Former Committee Member, Trauma Region X

Awards

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

Local Government Professional Background

- | | |
|--|--------------|
| • IChiefs Solutions, Mundelein, IL | 2017-Present |
| • Lake County Board of Health | 2003-Present |
| • Executive Director, Illinois Fire Chiefs Association | 2015-2017 |
| • Director, Metropolitan Fire Chiefs Association | 2014-2015 |
| • Fire Chief/EMA Coordinator, Mundelein, IL | 2007-2015 |
| • Fire Chief/EMA Coordinator, Buffalo Grove, IL | 1979-2007 |

Fire Chief Recruitments

TYPE	STATE	CLIENT	POSITION	POPULATION	YEAR
Fire	Alaska	Unalaska	Fire Chief	4,768	2017
	Illinois	Arlington Heights	Fire Chief (Virtual)	75,100	2018
		Carpentersville	Fire Chief	38,241	2016
		Champaign	Fire Chief	81,500	2014
		Elburn & Countryside Fire Protection District	Fire Chief	Multi	2016
		Elmhurst	Fire Chief	43,300	2016
			Fire Chief Assessment Center	43,300	2016
		Firemen's Annuity & Benefit Fund of Chicago	Executive Director	Multi	2016
		Freeport	Chief of Police	25,000	2019
			Fire Chief (Limited Scope)	25,000	2019
		Hanover Park	Interim Permit Clerk (Fire Dept)	38,044	2017
		Highland Park	Fire Chief	31,365	2009
		Illinois Fire Safety Alliance	Executive Director	Multi	2013
		La Grange	Fire Chief (Virtual)	15,581	2019
		Lake Forest	Interim Fire Marshal	19,375	2017
		Lisle-Woodridge Fire District	Fire Chief	70,000	2017
		Lombard	Fire Chief	43,165	2016
		Moline	Fire Chief	43,100	2017
		Northbrook	Fire Chief	37,000	2014
		Roselle	Interim Fire Chief	22,986	2013
		Schaumburg	Fire Chief	75,000	2017
		West Chicago Fire Protection District	Fire Chief	Multi	2014
		West Dundee	Fire Chief	8,000	2011
		Des Plaines	Fire Chief	58,141	2019
		West Dundee	Fire Chief	8,000	2019
	Michigan	Midland	Fire Chief	40,807	2011
	Missouri	Kirkwood	Fire Chief	27,596	2015
		Clayton	Fire Chief	15,939	2018
		Cape Girardeau	Fire Chief and Emergency Management Director	38,000	2019
	Montana	Bozeman	Fire Chief	39,860	2015
	New Jersey	Cherry Hill Fire Protection District	Fire Chief	69,900	2012
	North Carolina	Fayetteville	Fire Chief	210,000	2019
	Texas	Denton	Fire Chief	135,000	2018
		Garland	Fire Chief	233,206	2011
	Virginia	Winchester	Fire Chief	27,932	2018
	Wisconsin	Beloit	Assistant Fire Chief & Deputy Chief	36,966	2017
Fire Chief			36,966	2019	
Burlington		Fire Chief	10,511	2013	
Waukesha		Fire Chief	71,000	2012	
Wausau		Fire Chief	39,160	2013	
Wauwatosa		Fire Chief	47,000	2010	
				2017	