

# **Request for Proposals (RFP)**

## **External Human Resources (HR) Consulting Services**

### **Windsor Severance Fire Rescue**

100 N. 7th Street, Windsor, CO 80550

#### **1. Introduction**

Windsor Severance Fire Rescue (WSFR) is soliciting sealed proposals from qualified Human Resources consulting firms to provide ongoing and project-based HR services. The purpose of this RFP is to obtain professional HR expertise to support HR compliance, policy development, employee relations, recruitment and retention, compensation, performance management, and organizational development for the Fire District.

WSFR seeks a partner capable of supplementing internal management functions by providing consistent, high-quality HR guidance aligned with Colorado public-sector and fire service best practices.

#### **2. Background of the Fire District**

Windsor Severance Fire Rescue is a Colorado Title 32 Special District, a local government formed under Colorado law that provides emergency services to about 100 square miles, including Town of Windsor and Town of Severance. WSFR employs a combination of full-time and part-time personnel, including sworn fire suppression staff and civilian administrative employees. This includes 63 fulltime employees, 3 part-time employees, 5 elected board members, and 10 volunteer museum docents.

The District continues to experience growth, increasing personnel demands, evolving regulatory requirements, and necessitates professional HR support to ensure compliance and the ongoing well-being of its workforce.

#### **3. Scope of Work**

The selected HR consulting firm may be asked to complete the following tasks, categorized for clarity. Proposers may submit on all or part of the scope, but full-service capability is preferred. While proposals for a subset of services will be considered, WSFR's strong preference is for a single firm capable of providing comprehensive HR support across the full scope of work, as this streamlines communication and ensures consistency.

##### **A. HR Compliance & Regulatory Support**

###### **A.1 Policy and Handbook Management**

- Conduct a full review of the District's Employee Handbook and HR policies.
- Update or revise policies and the Employee Handbook as needed to comply with federal and Colorado-specific legal standards.
- Provide recommendations tailored to fire service operations (24/48 schedules, FLSA rules, volunteers, shift trades, etc.).
- Maintain a log of policy revisions with version control.

###### **A.2 Legal Compliance & Risk Reduction**

- Conduct annual HR compliance audits, including:
  - Personnel files and recordkeeping
  - FLSA exemption determinations
  - FMLA and ADA administration practices
  - ACA administration and reporting
  - PERA-related employment compliance
- Provide written findings and prioritized corrective action steps to the Fire Chief.
- Monitor changes in employment laws and advise WSFR of required adjustments.
- Perform a quarterly review with any HR compliance updates.
- When needed, provide expert HR testimony, support, and documentation to represent WSFR at HR related court hearings and investigations (such as EEOC, Department of Labor, unemployment hearings, etc.) in collaboration with WSFR's designated legal counsel.

### **A.3 HR Administrative Systems**

- Review HR processes (onboarding, offboarding, payroll inputs, evaluation cycles, etc.).
- Recommend and implement process improvements.
- Assist with HR data management, retention schedules, and digital HR file structure.

### **A.4 Manage HR Administration**

- Manage onboarding and offboarding.
- Manage leaves of absence.
- Manage employment verifications for employees.
- Answer benefits questions.
- Work with managers to execute performance reviews.
- Conduct exit interviews with departing employees.
- Manage all Department of Labor and unemployment claims.
- Administer the workers' compensation program, including tracking injury data and claims to provide input into targeted training and workplace safety improvements.

## **B. Employee Relations & Investigations**

### **B.1 Employee Relations Guidance**

- Provide as-needed consultation regarding workplace conflicts, conduct concerns, or performance issues.

- Coach supervisors and chief officers on addressing misconduct or employee concerns.
- Develop documentation templates for corrective action, counseling, and discipline.

## **B.2 Investigations**

- Serve as the external investigator when requested.
- Conduct impartial investigations into:
  - Harassment or discrimination complaints
  - Hostile work environment allegations
  - Policy violations
  - Accidents or safety violations with HR components
- Provide a formal written report including:
  - Findings of fact
  - Policy implications
  - Recommended corrective actions

## **B.3 Disciplinary Process Support**

- Consult with leadership on proper disciplinary steps.
- Support due process notices and pre-disciplinary procedures when applicable.

## **C. Recruitment, Hiring & Onboarding**

### **C.1 Workforce Planning**

- Review staffing levels, classifications, and position descriptions.
- Recommend revisions based on operational needs and industry standards.
- Establish and update job descriptions for all positions, sworn and civilian, as needed.
- Oversee district succession planning strategy.

### **C.2 Recruitment Strategy Development**

- Design recruitment plans for specialized fire service positions:
  - Firefighters
  - Driver/Operators (internal)
  - Lieutenants (internal)
  - Battalion Chiefs (internal)
  - Administrative and support staff

- Recommend recruitment outlets and marketing approaches.
- Assist as needed in creating assessment elements (skills tests, scenarios, structured interviews).

### **C.3 Full-Cycle Recruitment Services (as needed)**

- Draft and post job announcements.
- Screen applications and develop scoring rubrics. Conduct preliminary interviews for new hire positions.
- Coordinate assessment center or testing process timelines with the associated chief officers.
- Provide background checks for new hires.

### **C.4 Structured Onboarding Process**

- Refine onboarding procedures, including:
  - New hire checklists
  - Benefits enrollment
  - Orientation curriculum for fire and admin staff
- In conjunction with the Deputy Fire Chief of Operations, recommend improvements to probationary programs or task books.

## **D. Compensation & Benefits Support**

### **D.1 Compensation Study**

- Conduct annual salary surveys comparing WSFR to regional and industry peers.
- Recommend adjustments to pay scales, step plans, or compression issues.
- Provide models for implementation, including fiscal impacts.

### **D.2 Job Classification System**

- Update classification structures as needed.
- Conduct job analysis interviews or questionnaires.
- Provide recommended job titling and pay bands for newly added positions that align with the district's 10-year staffing needs assessment.

### **D.3 Benefits Support**

- Analyze benefits package competitiveness (health, wellness, and ancillary benefits).
- Assist in evaluating plan changes or vendor proposals (if applicable).
- Provide cost-benefit insights for leadership decision-making.
- Manage the annual open enrollment process.

- Manage the benefits program for the district and handle any issues that may arise.
- Manage monthly benefits reconciliations.

## **E. Performance Management**

### **E.1 Performance Evaluation System**

- Review or redesign current evaluation tools.
- Develop supervisor guides for delivering evaluations.

### **E.2 Coaching & Supervisor Support**

- Provide support in documenting performance concerns.
- Assist with PIPs (Performance Improvement Plans).
- Train supervisors on effective feedback practices.

## **F. Organizational Development & Training**

### **F.1 Leadership and Supervisor Training**

Provide in-person or virtual training on topics such as:

- HR law for supervisors
- Coaching & mentoring
- Conflict resolution and communication
- Documentation best practices
- Harassment prevention
- Title VII, diversity, FMLA, ADA, etc.
- Interviewing and hiring practices
- Corrective action & discipline

### **F.2 Strategic HR Planning**

- Support long-term workforce planning in alignment with the district's strategic plan.
- Analyze staffing trends related to growth and call volume increases.
- Provide strategic recommendations aligned with District goals.

## **G. General HR Support**

### **G.1 Ongoing Consultation**

- Provide phone, email, and virtual consultation as needed.

- Respond within agreed-upon service-level timeframes.

### **G.2 Attendance at Meetings**

- Attend command staff meetings, board meetings, or committee meetings as requested (can be virtual).
- Provide updates, briefings, and HR recommendations.

### **G.3 Project Management**

- Manage ongoing HR initiatives or major projects such as:
  - Employee Handbook update
  - Policy overhauls
  - Promotional testing process support

### **H. Deliverables**

The selected firm shall provide:

- A written annual HR audit report
- Updated policy and handbook documents as revisions occur
- Written investigation reports when completed
- Recruitment and assessment tools as developed
- Compensation study report with recommendations
- Training materials and attendance records
- Quarterly summary reports of HR activities and consultations

### **I. Optional / Add-On Services (If Offered)**

These services are not required but may be proposed:

- Conflict mediation or facilitation
- Executive coaching (Fire Chief, Deputy Chiefs)
- Diversity, equity, and inclusion consulting
- Payroll management

## **4. Proposal Requirements**

Proposals must include the following information:

### **A. Firm Overview**

- Company name, address, and contact information.
- Brief history and description of the firm.
- Summary of HR consulting experience, particularly with:
  - Fire districts

- Municipal agencies
- Special districts
- Public safety sectors

#### **B. Qualifications of Assigned Personnel**

- Names, titles, and resumes of personnel assigned to work with WSFR.
- Certifications (PHR, SPHR, SHRM-CP/SCP, IPMA-CP, etc.).
- Description of expertise in Colorado employment law and public-sector HR.

#### **C. Proposed Approach & Methodology**

- Description of how the firm will provide requested services.
- Communication plan and availability.
- Recommended meeting frequency or engagement model.

#### **D. Fee Structure:** Provide all relevant pricing information, including:

- Annual charge
- Hourly rates for specialty projects
- Retainer or subscription models, including details on tiers, included services, and how overages are handled.
- Project-based pricing for specific tasks.
- Detailed breakdown of costs for each service or category of services outlined in the Scope of Work.
- Any minimum contract length or initial setup fees.
- Policy regarding travel or miscellaneous fees (e.g., included in fees, billed at cost, per diem rates).
- Pricing for optional services.

#### **E. References:** A minimum of three references from public-sector or fire/emergency service agencies. For each reference, please provide:

- Client Name
- Client Title
- Organization Name
- Phone Number
- Email Address
- Brief description of the services provided to that client.

#### **F. Sample Deliverables**

- Examples of policies, reports, or project summaries (redacted as needed).

**5. Evaluation Criteria** Proposals will be evaluated based on:

1. Firm and staff qualifications – 30%
2. Experience with public-sector and Colorado Fire District (SDA) HR – 20%
3. Approach and methodology – 20%
4. Cost proposal – 20%
5. Quality of submission (clarity, completeness, adherence to instructions, professional presentation) and references – 10%

A scoring sheet can be provided upon request.

**6. RFP Schedule**

- RFP Release Date: December 31, 2025
- Questions Due: January 9, 2026
- Answers to Questions Posted/Distributed: January 12, 2026
- Proposals Due: January 16, 2026
- Evaluation Period: January 16th – 23rd
- Interviews (if needed): January 28, 2026
- Selection and Award: February 12, 2026
- Contract Start Date: February 16, 2026

**7. Submission Instructions**

Submit proposals electronically (PDF preferred) or in hard copy to:

Chris Angermuller, Fire Chief  
Windsor Severance Fire Rescue  
100 N. 7th Street Windsor, Colorado 80550  
Email: [cangermuller@wsfr.us](mailto:cangermuller@wsfr.us)

All submissions must be received by 5 pm (MST) on **January 16, 2026**. Late submissions will not be accepted.

**8. Terms and Conditions**

- WSFR reserves the right to reject any or all proposals.
- The District is not responsible for any costs incurred in proposal preparation.
- All submitted materials become the property of WSFR.
- The selected firm must comply with all applicable laws and District policies.
- Final contract terms will be negotiated after selection.

### **9. Contact for Questions**

All questions regarding this RFP must be submitted in writing via email by January 9, 2026, and directed to:

Chris Angermuller

Fire Chief Windsor Severance Fire Rescue

Email: [cangermuller@wsfr.us](mailto:cangermuller@wsfr.us)

Answers to all submitted questions will be compiled into an addendum and distributed to all interested parties who have submitted questions by January 12, 2026.