

PROPOSAL

# City of Golden

## Racial Equity Plan

Due: April 2, 2021 2:00 P.M. MST

SUBMITTED BY:

VICKI QUINTERO BRASHEAR

*Director of Products and Services*

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Your Path to Performance

## Cover Letter

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April 2, 2021

Carly Lorentz, Deputy City Manager  
City of Golden  
1000 10th Street  
Golden, CO 80401

**Subject: Racial Equity Plan**

***Submitted via email to [clorentz@cityofgolden.net](mailto:clorentz@cityofgolden.net)***

Dear Ms. Lorentz,

CPS HR Consulting (CPS HR) is pleased to submit this proposal to the City of Golden (City) to facilitate the development of a citywide equity plan. The City desires to embed an equity, inclusion, and belonging foundation across city functions, services, programs, policies, and budgetary decisions.

We applaud the City of Golden for being a connected community with a strong sense of identity. Your Vision and Values highlight working in partnership with the community, which aligns with our strong desire to become a trusted partner that walks alongside the City throughout this important journey.

***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. We are well-positioned to meet your request to facilitate the development of a citywide equity plan to embed an equity, inclusion, and belonging foundation across city functions, services, programs, policies, and budgetary decisions.

| ORGANIZATION IDENTIFICATION INFORMATION |   |
|---|---|
| Legal Name and DBA                      | Cooperative Personnel Services dba CPS HR Consulting  |
| Addresses                               | <b>Main Office: 2450 Del Paso Road, Suite 220, Sacramento, CA 95834; Main Phone: (800) 822-4277</b><br>100 Congress Avenue, Suite 2000, Austin, TX 78701<br>4 West Dry Creek Circle, Suite 100, Littleton, CO 80120 |
| Number of Years in Business             | Established 1985  |
| Type of Organization                    | Joint Powers Authority (Public Agency)*   |
| Website                                 | <a href="http://www.cpshr.us">www.cpshr.us</a>  |

| Contact Information                |   |
|------------------------------------|---|
| RFP Process/Proposal and Services  | Jeff Hoye, Project Manager<br>(916) 471-3109; jhoye@cpsshr.us                                     |
| Local CO Client Liaison            | Deanna Heyn, (916) 471-3372; dheyn@cpsshr.us  |
| Authorized Contract Representative | Vicki Quintero Brashear, Director of Products and Services<br>(916) 471-3481; vbrashear@cpsshr.us |

We understand the purpose of your request and have endeavored to respond in the following proposal by providing our approach to providing the requested service and the experience and successes we have had with current and previous clients. We trust from the enclosed you will be able to visualize how working with CPS HR will benefit your organization.

CPS HR confirms that the information and data submitted are true and complete to the best knowledge of the Director of Products and Services below. Our proposal has been signed by our Director of Products and Services who has full authority to bind the company.

Thank you for the opportunity to submit this proposal. We look forward to an opportunity to discuss our services with you and assist your organization with this important engagement. Should you have questions about the information presented in this proposal or for any communication regarding this RFP process, please contact **Mr. Jeff Hoye** at the contact information provided in the table on the previous page.

Sincerely,



Vicki Quintero Brashear  
Director of Products and Services

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## Project Team and Scope of Services

### Key Staff

The Team Members for this project have been selected for experience providing cultural change, leadership strategies, team development, consulting services, coaching, and training services for local government. We employ some of the best HR professionals and provide services nationwide. We will ensure timetables and budget are established and met. Relevant evaluation data or follow up assessments or reports can be provided if required.

For this engagement CPS HR has selected **Regina Romeo, M.P.A.**, Chief Human Resources Officer, to serve as Project Leader and main point of contact for the City. Ms. Romeo will also provide oversight for project assignments, as well as manage the timeline and budget for project assignments throughout the duration of the contract. Ms. Romeo brings extensive experience in DEI and HR services consultation and DEI knowledge to City, County, and State government projects. **Deanna Heyn** will serve as client liaison. **Jeff Hoye, MBA** will serve as Project Manager. Our Team Leaders selected for this engagement are **Jacques Whitfield, J.D.**, Education and Mentoring Team Leader, **Paula North**, Assessment Consultant/Senior HR Consultant and **Karen Evans, Ph.D.**, Training Manager.

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.

Résumés for team members are included below under **Appendix A**.

| Staff Member/ Role           | Education/Certificates/Current Ongoing DEI Project Clients   | Years of Experience |
|------------------------------|--|---------------------|
| Regina Romeo, Project Leader | <ul style="list-style-type: none"><li>• Ph.D., Organization and Management (HR Specialization), Capella University, In Progress (~2021)</li><li>• M.P.A. (HR Specialization), National University</li><li>• B.A., Behavioral Science (Criminal Justice minor)</li><li>• City of Westminster, CO – DEI Project Leader</li><li>• City of Northglenn, CO – DEI Project Leader</li></ul>                         | 20+                 |
| Jeff Hoye, Project Manager   | <ul style="list-style-type: none"><li>• M.B.A., University of Colorado, Denver</li><li>• B.A., Finance, B.A., Accounting, University of S. Florida</li><li>• Lean Master Certification</li><li>• Change Management Professional (CMP)</li><li>• City of Westminster, CO – Project Manager</li><li>• City of Northglenn, CO – Project Manager</li><li>• City of San Francisco, CA – Project Manager</li></ul> | 35+                 |

| Staff Member/ Role                                      | Education/Certificates/Current Ongoing DEI Project Clients   | Years of Experience |
|---|--|---------------------|
| Deanna Heyn, Local CO Client Liaison                    | <ul style="list-style-type: none"> <li>• B.S., Business (HR Specialization) Colorado State University, Fort Collins, CO</li> <li>• SPHR</li> <li>• City of Westminster, CO – DEI client liaison</li> <li>• City of Northglenn, CO – DEI client liaison</li> </ul>  | 21+                 |
| Jacques Whitfield, Education and Mentoring              | <ul style="list-style-type: none"> <li>• J.D., University of North Carolina, Chapel Hill, NC</li> <li>• B.A., Wake Forest University, Winston-Salem, NC</li> <li>• City of Union City, CA – Project Leader</li> </ul>  | 19+                 |
| Karen Evans, Training Manager                           | <ul style="list-style-type: none"> <li>• Ph.D., Educational Psychology, University of Virginia, Charlottesville, Virginia</li> <li>• M.A., Special Education, University of South Florida, Tampa, Florida</li> <li>• B.A., Psychology, University of California, Davis, California</li> <li>• City of Northglenn, CA – Training Advisor</li> </ul> | 20+                 |
| Paula North, Assessment Consultant/Senior HR Consultant | <ul style="list-style-type: none"> <li>• M.A., Industrial/Organizational Psychology, California State University, Sacramento</li> <li>• B.A., Psychology, California State University, Sacramento</li> <li>• City of Westminster, CO – Assessment Consultant</li> </ul>  | 15+                 |

## Roles and Responsibilities

CPS HR will respond promptly to requests for services. We are close and readily available to meet with local consultants, learn your desired outcomes, assess level and needs of target participants, and deliver services that exceed your expectations. We will ensure timetables and budget are established and met. Relevant evaluation data or follow up assessments or reports can be provided if required.

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 do not have projects that may potentially conflict with this engagement. Our consulting team has the capacity and expertise to perform the requested services and ensure Valley Water's objectives are realized.

Our team members are available for interviews by Valley Water if requested.

| Role/Staff                          | Responsibilities  |
|-------------------------------------|---|
| <b>Project Leader: Regina Romeo</b> | Ms. Romeo will be the main point of contact. She will be the technical advisor, subject matter expert and primary consultant for all planning and strategic tasks throughout the duration of the project. |
| <b>Project Manager: Jeff Hoye</b>   | Mr. Hoye will provide oversight for project assignments, as well as manage the timeline and budget for all project assignments throughout the duration of the project.                                    |

| Role/Staff   | Responsibilities  |
|--|---|
| <b>Project Education and Mentoring Team Leader: Jacques Whitfield</b>  | Mr. Whitfield will be the education lead providing curriculum development, training and facilitation of focus groups and other learning opportunities as well as consulting with leadership on planning and goal achievement. |
| <b>Project Training Manager: Karen Evans</b>                           | Dr. Evans will provide oversight and resources for the training program design and source and assign appropriate facilitators and educators for this project.   |
| <b>Project Assessment Consultant/Senior HR Consultant: Paula North</b> | Ms. North will provide oversight and management to any and all data analysis, performance metrics creation and subsequent assessments/pulse surveys needed for performance tracking and reporting.                            |

## Similar Governmental Experience

CPS HR has been and is regularly and continuously engaged in the business of strategic planning, organizational development, training & education, assessment services, and employee engagement and development services.

- CPS HR personnel possess all licenses, professional credentials, educational background, and relevant experience necessary to perform services as specified in the RFP.
- CPS HR has experience working with a diverse employee and client base with persons of various educational, generational, and cultural backgrounds.
- As a public agency ourselves, we understand the and organizational challenges that cities and counties face today in seeking to create a more diverse, equitable, and inclusive culture, workplace, and workforce. Our experience is focused on serving the HR needs of public sector clients.

## Current Contracted Client List

Following are clients for which we have provided or continue to provide similar services.

- City of Valley District, CO – 2021
- City of Westminster, CO – 2021
- City of San Francisco, CA – 2021
- City of Union City, CA – 2019 – Present
- San Luis Obispo Regional Transit Authority – 2020 – Present
- State of CA Environmental Protection Agency – 2020
- State of CA Water Board – 2020
- State of CA Department of Transportation – 2019

- County of Los Angeles, CA Department of Human Resources – 2019
- City of Menlo Park, CA – 2017, 2019
- Inyo County, CA – 2019
- Alameda County, CA Water District – 2018
- State of CA Department of Housing and Community Development – 2018
- State of CA Department of Water Resources – 2018
- City of Riverside, CA – 2018
- City of American Canyon, CA – 2017
- Napa, CA Sanitation District – 2010, 2011, 2014, 2017



- DEI performance assessment
- DEI education, training, and key conversations
- DEI action planning
- Action plans that includes city program inclusivity
- DEI progress tracking against initiated strategic actions
- DEI progress reporting on the achievement of identified DEI deliverables, to be able to answer the following strategic questions, that may include, but are not limited to the following:
  - Do City services, City documents, City organizational/community culture, and City practices accurately reflect the City's commitment to racial equality and equity?
  - What kinds of training and education are recommended to further increase multicultural competency in staff, City representatives, and the community?
  - What methods can Golden undertake to support and promote the value of diversity and recognize the history of racism?
  - What methods can Golden undertake to increase engagement opportunities for Black, Indigenous, and People of Color (BIPOC), value lived experience, and identify access barriers (language, cultural, etc.) in Golden?
  - How can the City work to address, and eliminate, barriers, and otherwise create opportunities, to build a more diverse workforce including City staff, elected officials, boards, commissions and working groups?

## Scope of Work

### **Task 1 - Project Management**

#### **1.1 5-Year Equity Plan Kickoff Meeting**

CPS HR will collaborate with the City on a kickoff meeting to provide for the following:

- 1.1.1 acquaint all participants with the purpose of and expectations for the Equity Plan Project,
- 1.1.2 describe team members' roles and responsibilities,
- 1.1.3 summarize scope and schedule
- 1.1.4 acquaint the City project team with the CPS HR Microsoft Teams planning site

#### **Outcomes:**

- a. Alignment with City's Project Team, Project Manager, JEDI, and Project Sponsor
- b. Shared clarity and alignment with the final project plan to include deliverables, timeframes, and CPS HR project roles and responsibilities
- c. Opportunity for City project team and CPS HR project team to ask for further project clarification as needed, and exchange contact information
- d. Knowledge of the Microsoft Teams site CPS HR will utilize to store all project documents, provide project status updates, and serve as a 24/7 means for City team members and CPS HR project team members to interact via live chat

**Task 1 Cost: \$2,700**

### **Task 2 – Equity Planning Input from Key City Stakeholders & Benchmarks**

#### **2.1 One-on-one Key City Stakeholder Interviews**

CPS HR will provide:

- 2.1.1 key city stakeholder interview to include,
  - 1.6.1.a preparing collaborative interview desired outcomes,
  - 1.6.1.b creation of interview questions,
  - 1.6.1.c providing key interview summaries to provide for equity planning session.

#### **Outcomes:**

- a. Key interview summaries to be used as input to equity planning session

#### **2.2 DEI Survey**

CPS HR will work in collaboration with City PM, Executive Sponsor, and JEDI Team to:

2.2.1. develop and submit a stakeholder survey on environmental justice and equity issues to City for review and approval. Key variables and beginning recommendations CPS would provide as a starting point for survey design include:

- 2.2.1 a. identify the demographic information to be obtained
- 2.2.1 b. City's final choice of DEI lenses and areas of question
- 2.2.1 c. creation of the City DEI Assessment utilizing Alchemer™.
- 2.2.1 d. work with City IT to test to ensure the survey / assessment passes all firewall and other security protocol that may be a factor
- 2.2.1 e. introduce for City consideration the idea of using follow-on survey focus groups to:

- 3.1.5a further understand highlights of the DEI external stakeholder survey
- 3.1.5b collaborate with City PM on any assessment results that may require further clarity and practical understanding as needed to inform follow-on actions
- 3.1.5c provide focus group results to City project sponsor and project manager for review and potential use during Task 4

**Outcomes:**

- a. Obtained City DEI external stakeholder survey for future use
- b. Successful DEI external stakeholder survey process
- c. Summary report of DEI external stakeholder survey findings

**2.3 DEI Focus Groups**

CPS HR will provide:

2.3.1 series of DEI focus groups to include,

2.3.1.a preparing collaborative focus group questions based on the results of the Golden DEI survey,

2.3.1.b hold 1 management focus group, 3 supervisor focus groups, 5 staff focus groups, and 2 public safety focus groups for fire and police, and 2 community member focus groups

*Note:* should the City wish to hold focus groups linked to policy themes, we could also use these 13 focus groups to focus on DEI survey results with a focus on: affordable housing & homelessness, planning, economic development, police & criminal justice reform, education, health, transit & transportation services, and other critical community functions, for example

2.3.1.c provide focus group summaries to provide for equity planning session.

**Outcomes:**

- a. Key focus group summaries to be used as input to equity planning session

*Note: Costs provided cover 13 focus groups. Should the city wish to hold more focus groups to provide for more involvement, the cost for each additional focus group would be \$645.*

## **2.4 DEI Benchmarks**

CPS HR will provide:

2.4.1 designated city benchmarks to include,

2.4.1.a collaboration on benchmark entities to include,

2.4.1.b creation of benchmark questions based on DEI survey results, focus group results, and City / JEDI requested information that would be relevant and helpful as Equity Plan input

2.4.1.c Providing DEI benchmark surveys or benchmark interviews based on the # of requested benchmarks

2.4.1.d providing key benchmark summary info to make available for equity planning session.

### **Outcomes:**

- a. Key benchmark summary to be used as input to equity planning session

**Task 2 Cost: \$18,600**

## ***Task 3 – Equity Planning Session Design & Support***

The purpose of this task is for CPS HR to develop a 5-year Strategic Equity Plan with clearly priorities and any further planning desired before moving to Task 4 Action. Examples may include identified strategies, tactics, to link to current or planned projects, and expectations regarding timelines and costs. City PM, Executive Sponsor, and JEDI Team will work with the CPS HR to review and approve all draft deliverables before a final draft is supplied.

CPS HR will:

3.1 obtain all documents and content structure and any previous strategic plan design as desired for Equity Plan design

3.2 Co-determine key planning elements to include:

3.2.1 planning participants

3.2.2 date(s) and times

3.2.3 agenda

3.2.4 planning activities

3.2.5 key inputs summaries to include, for example:

3.2.5.1 DEI survey

3.2.5.2 DEI focus groups

3.2.5.3 DEI benchmark info

3.2.5.4 Key DEI interviews

3.2.5.5 Other key and appropriate information / inputs

3.2.6 desired outcomes

3.2.7 post-session communication strategy

3.3 Hold the planning session(s) with key questions to include:

3.3.1 Do City services, City documents, City organizational/community culture, and City practices accurately reflect the City's commitment to racial equality and equity?

3.3.2 What kinds of training and education are recommended to further increase multicultural competency in staff, City representatives, and the community?

3.3.3 What methods can Golden undertake to support and promote the value of diversity and recognize the history of racism?

3.3.4 What methods can Golden undertake to increase engagement opportunities for Black, Indigenous, and People of Color (BIPOC), value lived experience, and identify access barriers (language, cultural, etc.) in Golden?

3.3.5 How can the City work to address, and eliminate, barriers, and otherwise create opportunities, to build a more diverse workforce including City staff, elected officials, boards, commissions and working groups?

3.4 Incorporate edits and finalize the 5-year Equity Plan for City

3.5 Present findings and proposed plans to leadership, management, key stakeholders and staff.

**Outcomes:**

- a. Draft 5-year Equity Plan Priorities & Expectations for Follow-on Action Planning & Delivery
- b. Final 5-year Equity Plan Priorities & Expectations for Follow-on Action Planning & Delivery
- c. Presentations to leadership, management, key stakeholders and staff on final 5-year Equity Plan Priorities & Expectations for Follow-on Action Planning & Delivery

**Task 3 Cost: \$10,800**

***Task 4 – Action Planning & Progress Reporting Framework***

The purpose of this task is to build upon the priorities, areas of focus, and key expectations that result from Task 3.

CPS HR will:

4.1 obtain all documents to include areas of action planning focus, expectations (such as timeframes or budgetary constraints) from Task 3

4.2 Co-determine key action planning elements to include:

4.2.1 action planning participants

4.2.2 date(s) and times

4.2.3 agenda

4.2.4 action planning activities

4.2.5 key inputs summaries, as reference if needed, to include, for example:

4.2.5.1 DEI survey

4.2.5.2 DEI focus groups

4.2.5.3 DEI benchmark info

4.2.5.4 Key DEI interviews

4.2.5.5 Other key and appropriate information / inputs

4.2.5.6 But, most important, are the priorities, expectations, and guidelines, if any provided from Task 3 participants

4.2.6 desired action planning outcomes

4.2.7 post-action-session communication strategy

4.3 Hold the action planning session(s)

4.4 Incorporate edits and finalize the 5-year Equity Plan for City

4.5 Present findings and proposed plans to leadership, management, key stakeholders, and staff.

**Outcomes:**

- a. Draft 5-year Equity Plan Action Plans linked to Task 3 Priorities & Implementation Strategy
- b. Final 5-year Equity Plan Action Plans linked to Task 3 Priorities & Implementation Strategy
- c. Presentations to leadership, management, key stakeholders and staff on final 5-year Equity Plan which includes DEI priorities, action plans, timeframes, and implementation strategy(-ies)

Note: Final draft plan recommendations will include policy recommendations and perceived needs for further training and incorporation of the action plans into current operational performance plans

**Task 4 Cost: \$8,400**

## Timeline

Our proposed timeline assumes that contracting occurs mid-April, at which point we believe we will be complete by the end of October. However, should we begin in May, we foresee the timeline extending through the month of November, 2021.

| City of Golden 5-Year Equity Plan Project Timeline |  |
|--|--|
| April, 2021<br>May, 2021                           | Contracting  |
|  | Create City DEI Equity RoadMap to guide future communication and progress tracking |
|  | Establish project Management, reporting, and Microsoft Teams site                  |
| May, 2021  | Equity Planning Input: one-on-one interviews                                       |
| June, 2021   | Equity Planning Input: DEI survey  |
| July, 2021   | Equity Planning Input: Focus Groups  |
| August, 2021                                       | Equity Planning Input: Benchmarks  |
| September, 2021                                    | Equity Planning Session: Priorities & Expected Outcomes                            |
| October, 2021                                      | Equity Action-Plans, Implementation Strategies, & Progress Reporting:              |



## Deliverables the City can Expect

### **Task 1 - Project Management**

- a. Alignment with City's Project Team, Project Manager, JEDI, and Project Sponsor
- b. Shared clarity and alignment with the final project plan to include deliverables, timeframes, and CPS HR project roles and responsibilities
- c. Opportunity for City project team and CPS HR project team to ask for further project clarification as needed, and exchange contact information
- d. Knowledge of the Microsoft Teams site CPS HR will utilize to store all project documents, provide project status updates, and serve as a 24/7 means for City team members and CPS HR project team members to interact via live chat

### **Task 2 – Equity Planning Input from Key City Stakeholders & Benchmarks**

- a. Key interview summaries to be used as input to equity planning session
- b. Obtained City DEI external stakeholder survey for future use
- c. Successful DEI external stakeholder survey process
- d. Summary report of DEI external stakeholder survey findings
- e. Key focus group summaries to be used as input to equity planning session
- f. Key benchmark summary to be used as input to equity planning session

### **Task 3 – Equity Planning Session Design & Support**

- a. Draft 5-year Equity Plan Priorities & Expectations for Follow-on Action Planning & Delivery
- b. Final 5-year Equity Plan Priorities & Expectations for Follow-on Action Planning & Delivery
- c. Presentations to leadership, management, key stakeholders and staff on final 5-year Equity Plan Priorities & Expectations for Follow-on Action Planning & Delivery

### **Task 4 – Action Planning & Progress Reporting Framework**

- a. Draft 5-year Equity Plan Action Plans linked to Task 3 Priorities & Implementation Strategy
  - b. Final 5-year Equity Plan Action Plans linked to Task 3 Priorities & Implementation Strategy
  - c. Presentations to leadership, management, key stakeholders and staff on final 5-year Equity Plan which includes DEI priorities, action plans, timeframes, and implementation strategy(-ies)
- Note* : Final draft plan recommendations will include policy recommendations and perceived needs for further training and incorporation of the action plans into current operational performance plans



## Confidentiality

CPS HR shall maintain the confidentiality of the survey participants and survey materials.

## Continued Work

If you'll refer to our DEI wheel, we provide quite a few of the add-on activities for our business partners, and we would be more than happy to provide those services for you. We could continue to support you on your DEI journey as follows:

- Becoming part of your future strategic planning efforts that also includes Dei
- Providing both your internal DEI assessment surveys and external DEI surveys for you
- Maintaining your progress reporting and deliverables progress reporting
- Helping identify annual action plans, implementation strategies, team composition
- Help, as an extra pair of hands with your action teams, either as subject-matter-experts, project managers, or team facilitators
- DEI coaching for the DEI executive sponsor
- DEI advisor / coach for the JEDI Team

## Availability of Key Staff Members

CPS HR will respond promptly to requests for services. We are close and readily available to meet with local consultants, learn your desired outcomes, assess level and needs of target participants, and deliver services that exceed your expectations. We will ensure timetables and budget are established and met. Relevant evaluation data or follow up assessments or reports can be provided if required.

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 do not have projects that may potentially conflict with this engagement. Our consulting team has the capacity and expertise to perform the requested services and ensure the City objectives are realized.

Our team members are available for interviews by the City if requested.

| Role/Staff                          | Responsibilities  |
|-------------------------------------|---|
| <b>Project Leader: Regina Romeo</b> | Ms. Romeo will be the main point of contact. She will be the technical advisor, subject matter expert and primary consultant for all planning and strategic tasks throughout the duration of the project. |
| <b>Project Manager: Jeff Hoyer</b>  | Mr. Hoyer will provide oversight for project assignments, as well as manage the timeline and budget for all project assignments throughout the duration of the project.                                   |

| <b>Role/Staff</b>  | <b>Responsibilities</b>   |
|--|---|
| <b>Project Education and Mentoring Team Leader: Jacques Whitfield</b>  | Mr. Whitfield will be the education lead providing curriculum development, training and facilitation of focus groups and other learning opportunities as well as consulting with leadership on planning and goal achievement. |
| <b>Project Training Manager: Karen Evans</b>                           | Dr. Evans will provide oversight and resources for the training program design and source and assign appropriate facilitators and educators for this project.   |
| <b>Project Assessment Consultant/Senior HR Consultant: Paula North</b> | Ms. North will provide oversight and management to any and all data analysis, performance metrics creation and subsequent assessments/pulse surveys needed for performance tracking and reporting.                            |

## Appendix A – Resumes

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### **Regina Romeo, M.P.A.**

Project Leader

CHRO

Years of Experience: **20**

### **SUMMARY**

Ms. Romeo has provided training for executives, new supervisors, emerging leaders, and front-line staff on an assortment of topics including leadership, performance management, employment law, diversity, process improvement and succession planning. She specializes in change management, transforming, creating efficiencies in daily operational processes, business procedure analyses, organizational redesign and re-engineering.

Ms. Romeo works as an HR expert witness for plaintiffs and defendants in labor and employment litigation. She has been retained in over 70 state and federal cases. She also produces and hosts “Office Politics Radio”, a podcast that focuses on HR related matters. Ms. Romeo is a frequent contributor to the Forbes HR Council.

### **EDUCATION & CERTIFICATIONS**

- Ph.D., Organization and Management (HR Specialization), Capella University, In Progress (~2020)
- M.P.A. (HR Specialization), National University
- B.A., Behavioral Science (Criminal Justice minor)



**Jeffrey T. Hoyer, M.B.A.**

Project Manager  
Senior Practice Leader

Years of Experience: **35**

**SUMMARY**

Mr. Hoyer is the leader of the organizational strategy practice for CPS HR Consulting. Prior to joining CPS HR, he was founder and managing partner for a national consulting firm. Mr. Hoyer has a deep knowledge from experience gained in the areas of system-wide change devoted entirely to major improvements in productivity, team-based process delivery processes, and other people-based, technologically oriented projects both in the profit and non-profit arenas.

Mr. Hoyer is a certified Change Management Professional (CMP) through the Association for Change Management Professionals and holds a Lean Master Certification. He possesses more than 24 years of experience directing and delivering professional consulting services in human resource systems change, change management, business process design and reengineering, organizational behavior, customer-oriented strategy deployment, process modeling, lean process methodologies, and a balanced scorecard approach to monitor ongoing performance.

Major clients served include: United States Western Leadership Center, U.S. Army-War College, County of Sacramento, Federal Reserve Bank, Freddie Mac, CA Board of Equalization, CA Franchise Tax Board, CA Earthquake Authority, and the Texas Health and Human Services Commission.

**EDUCATION & CERTIFICATIONS**

- M.B.A., University of Colorado, Denver
- B.A., Finance; B.A., Accounting, University of S. Florida
- Lean Master Certification
- Change Management Professional (CMP)
- ToP Digital Strategic Planning Certification



**Jacques Whitfield, J.D.**

Project Leader

Senior HR Consultant

Years of Experience: **19**

**SUMMARY**

Mr. Whitfield recently completed a six-year tenure as the Chief Human Resources Officer for the Yuba Community College District. He was responsible for the management and oversight of the human resources operations for the district and is credited with revitalizing and streamlining the Human Resource Operations for the Yuba Community College District. Mr. Whitfield is a subject matter expert in diversity, equity and inclusion, performance management, employee engagement and state and federal EEO compliance matters. He has created and presented effective workshops to train employees on everything from effective performance management, EEO and nondiscrimination best practices, diversity and cultural competency in the workplace, effective communication of difficult information, conflict resolution strategies and exemplary customer service.

**EDUCATION & CERTIFICATIONS**

- J.D., University of North Carolina, Chapel Hill, NC
- B.A., Wake Forest University, Winston-Salem, NC



**Deanna R. Heyn, SPHR (Colorado)**

Regional Account Manager

Years of Experience: **25**

### **SUMMARY**

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.

### **EDUCATION & CERTIFICATIONS**

- B.S., Business Administration; Colorado State University, Ft. Collins, CO
- Certified Senior Professional in Human Resources (SPHR)
- Special District Association Leadership Fellow



**Paula North, M.A.**

Assessment Consultant/Senior HR Consultant

Years of Experience: **15**

### **SUMMARY**

Ms. North has 15+ years of experience in workload studies, organizational assessment of baseline and subsequent performance measurements, employee satisfaction and engagement surveys, job analyses, work process analysis and revision, test development, merit recruitments, and a wide variety of survey design, data collection, and analyses for public sector agencies. She has taught research methods and statistics lab classes at California State University, Sacramento. Ms. North has completed courses in job analyses, test selection, recruitment, and organizational theories.

### **EDUCATION**

- M.A., Industrial/Organizational Psychology, California State University, Sacramento
- B.A., Psychology, California State University, Sacramento