

FIRE DEPARTMENT

August 1, 2018

To Whom It May Concern &  
To My Fire Service Peers

RE: Letter of Reference - Firefighters ABC's -Russell Hayden

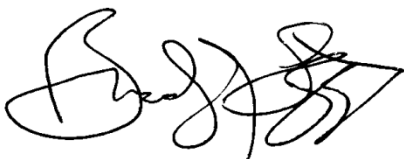
Dear Friends:

I recently had the honor to work with Russell Hayden in hosting a 21<sup>st</sup> Century Diversity Conference. Our department was in need of a direction and pace to make a difference in our future. We were given a golden opportunity to spend one on one time with Russell before the event. We received honest, insightful evaluation and advice that will help us be successful in our recruiting efforts. He provided immediate mentorship and coaching, and set the example of how easy 24/7 recruiting can be implemented.

Russell Hayden is experienced, thoughtful, honest, hardworking, and he has proven results. He presents the information in a format that is immediately impactful. He creates an atmosphere of inclusion and he draws out the issues that need to be addressed by our profession. Russell was one of the most prepared presenters I have ever met. The research he was able to put together in order to tie his presentation to the local community and registered attendees provided real time scenarios for us to contemplate and problem solve. Group exercises engaged us in intimate discussions that challenged the paradigms we have grown to be accustomed and gave us all an opportunity to network with other departments gathering ideas.

Please do not pass up this opportunity. Russell and Firefighters ABC's is exactly what the fire service needs, we just need to listen. This information is so important; we don't know what we don't know. I promise you will know what you need to know when you spend some time with Russell.

Sincerely and fraternally yours,



Bradley J. Liggett  
Fire Chief &  
Director of Emergency Management