PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES
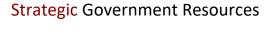
CITY MANAGER
CITY OF COCOA, FLORIDA

March 2020

(This proposal is valid until June 30, 2020)

Strategic Government Resources

P.O. Box 1642, Keller, Texas 76244
Office: 817-337-8581

Jennifer Fadden, President of Executive Recruitment
and Interim Management
JenniferFadden@GovernmentResource.com

March 23, 2020

Tammy Gemmati, Administrative Services Director
City of Cocoa, Florida
tgemmati@cocoafl.org

Dear Ms. Gemmati:

Thank you for the opportunity to submit this proposal to assist the City of Cocoa in your search for a new City Manager.

SGR has the unique ability to provide a personalized and comprehensive recruitment to meet your needs. I would like to draw your attention to a few key items that distinguish SGR from other recruitment firms:

- SGR has over 50,000 email subscribers to our weekly "10 in 10 Update on Leadership and Innovation" e-newsletter.

- SGR will send targeted emails to our database of over 4,000 senior executives in local government.

- SGR's job board (a separate website), where this position would also be posted, is the 2nd largest local government job board in the nation, with an average of over 15,000 unique visits each month and over 1,600 jobs listed at any given time.

- SGR is intent on being a leader in executive recruitment, and we believe it is imperative to be proactive in our mission to build a workforce that represents the communities we serve. We have a full-time Diversity and Partner Collaboration Manager on staff, and we continue to evaluate and improve our processes by embedding an equity and inclusion lens to our recruitment practices.

- SGR provides a comprehensive social media marketing campaign that includes custom-made graphics, and distribution on Facebook, Twitter, Instagram, and LinkedIn.

We recognize that the COVID-19 pandemic has created unique operating challenges for local governments in a myriad of ways, including recruitment efforts. SGR is rapidly investing in a variety of technology that allows a safe social distancing recruitment process. As just one example, we can accommodate multiple interview panels all conducting a live interview from their individual homes with our technology platform so that we can accommodate both the hesitation of candidates to fly and work at home dynamics on your part. We are well-equipped to modify our standard process to meet your needs in our current pandemic environment in ways that no other firm is equipped to do.

No other firm can touch our reputation for being trusted by both clients and candidates. We are excited about the prospect of doing this recruitment for the City of Cocoa, and we are available to visit with you at your convenience.

Respectfully submitted,

Ron Holifield, Chief Executive Officer
Strategic Government Resources
Ron@GovernmentResource.com
Cell: 214-676-1691

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TAB 1

COMPANY PROFILE

Background

Strategic Government Resources, Inc. (SGR) was incorporated in 1999 and is fully owned by former City Manager Ron Holifield. Ron spent two high-profile decades in city management, which included service as City Manager in several cities. He founded SGR for the express purpose of helping local governments be more successful by recruiting, assessing, and developing innovative, collaborative, authentic leaders. We specialize in executive recruitment, training, leadership development, assessments, consulting, and various other services geared to promote innovation in local governments.

Mission & Core Values

SGR's mission is to facilitate innovative leadership in local government. The simple fact is that in today's world of limited resources, local governments must innovate to survive. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR's core values are:

- Customer Service
- Integrity; Philanthropy
- Continuous Improvement
- Flexibility

- The Golden Rule
- Collaboration
- Protecting Relationships.

Office Locations

SGR's corporate headquarters is in **Keller, Texas, in the Dallas/Fort Worth Metroplex**. SGR also has virtual offices in:

Arizona	**Nevada**	**Pennsylvania**	**Texas (cont'd)**
Phoenix	Las Vegas	Philadelphia	Granbury
			Greenville
Florida	**North Carolina**	**Texas**	Lubbock
Kissimmee	Mooresville	Arlington	Murchison
Lakeland		Bryan/College Station	North Richland Hills
	Oklahoma	Coppell	Richardson
Massachusetts	Stillwater	Corpus Christi	Sugar Land
Boston		Forney	

Executive Recruitment Team

- Ron Holifield, Chief Executive Officer
- Jennifer Fadden, President of Executive Recruitment and Interim Services
- Melissa Valentine, Managing Director of Recruitment and Human Resources
- Cindy Stanfield, Proposal & Contracts Manager
- Katie Babits, Manager of Diversity and Partner Collaboration
- Muriel Call, Research Manager
- Delena Franklin, Lead Recruitment Coordinator
- Ashley Hall, Recruitment Coordinator
- Courtney Ware, Recruitment Coordinator
- Andra Henson, Research Specialist
- Doug Thomas, Senior Vice President
- Bill Peterson, Senior Vice President
- David Leininger, Senior Vice President
- Gary Holland, Senior Vice President
- Heather Johnston, Senior Vice President
- Kurt Hodgen, Senior Vice President
- Larry Bell, Senior Vice President
- Larry Boyd, Senior Vice President
- Larry Gilley, Senior Vice President
- Lissa Barker, Senior Vice President
- Lynn Barboza, Senior Vice President
- Margie Rose, Senior Vice President
- Mike Hinnenkamp, Senior Vice President
- Mike Tanner, Senior Vice President
- Price Robinson, Senior Vice President

To view all SGR team members, visit: www.governmentresource.com/about-us/meet-the-team

UNIQUE QUALIFICATIONS

Marketing and Networking
Our recruiters have years of experience in local government and both regional and national networks of relationships. The entire executive recruitment group works as a team to leverage their networks to assist with each recruitment. SGR team members are active on a national basis, in both local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. Only SGR can work all of the relevant networks as a peer and insider, resulting in better recruitment, better investigation, better intelligence, better information, and better final decisions.

How SGR reaches the most extensive and diverse pool of applicants:

- SGR's 10 in 10 Update on Leadership and Innovation e-newsletter, where all recruitments conducted by SGR are announced, reaches **over 50,000 subscribers.**

- SGR has an opt-in subscriber database of **over 4,000 senior local government executives.**

- SGR's marketing includes **custom-made graphics** and **targeted ad placement on LinkedIn** users' pages who are selected by LinkedIn's algorithms to be a match for your job posting. This helps **recruit passive candidates** who might otherwise not be aware of the opening.

- SGR has a social media expert on staff, who provides a **comprehensive social media marketing campaign** that includes email, Facebook, Twitter, Instagram, and LinkedIn.

- SGR has formal collaborative partnerships with:
  - League of Women in Government (LWG)
  - Florida City and County Management Association (FCCMA)
  - Louisiana Municipal Association (LMA)
  - Missouri Municipal League (MML)
  - Oklahoma Municipal League (OML)
  - City Management Association of Oklahoma (CMAO)
  - National Public Employers Labor Relations Association (NPELRA)
  - Texas Fire Chiefs Association (TFCA)

- SGR has 700 local government clients in 47 states for our recruitment, training, and leadership development business lines combined.

Listening to Your Unique Needs
SGR devotes tremendous energy to actively listening to your organization and helping you define and articulate your needs. SGR does not just go through the motions and then provide you with a list of qualified names from a stable of regulars. We work hard to conduct a comprehensive recruitment that is unique to you. SGR devotes a tremendous amount of energy to understanding

your organization's unique culture, environment, and local issues to ensure a great "fit" from values, philosophy, and management style perspectives.

Trust of Candidates
SGR has a track record of remarkable confidentiality and providing wise counsel to candidates and next generation leaders; we have earned their trust. As a result, SGR is typically able to get exceptional prospects to become candidates, even if they have declined to become involved in other recruitment processes, because candidates trust SGR to assess the situation well, communicate honestly and bluntly, and maintain their confidentiality.

Comprehensive Needs Assessment
SGR's executive recruiting services are unequaled. Our role is to find the candidate who is the best match for your organization.

Finding qualified candidates is not difficult; the hard part is finding qualified candidates who are the right fit for your organization. A leading-edge candidate and a safe harbor candidate often look the same on paper but will have profoundly different impacts on your organization. As detailed in our Project Methodology our search process is the most comprehensive in the industry.

Recorded Online Interviews with Candidates
SGR's unique online recorded interview process allows the search committee to see candidates in an interview setting prior to the finalist stage of the recruitment process, and without having to pay travel expenses.

Comprehensive Media Reports
One of the worst things that can happen for your organization is to be surprised by undisclosed information about a finalist. SGR produces a comprehensive media report on each candidate during the semifinalist and finalist stages which is further detailed in the Project Methodology.

Accessibility
Your executive recruiter is accessible at all times throughout the recruitment process and can be reached by candidates or clients, even at night and on weekends, by cell phone or email.

Equal Opportunity Commitment
SGR strongly believes in equal opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR quite simply will not enter into an engagement with an entity or organization that directs, or expects, that bias should, or will be, demonstrated on any basis other than those factors that have a bearing on the ability of the candidate to do the job. You can anticipate that SGR will make a serious and sincere effort to include qualified women and minority candidates in the finalist pool. Although SGR obviously cannot, and would not, guarantee the makeup of the finalist group, SGR does have relationships and contacts nationwide to encourage the meaningful participation of women and minority candidates.

TAB 2

KEY PERSONNEL FOR THIS RECRUITMENT

Doug Thomas, Senior Vice President
Doug Thomas joined SGR in 2015 and focuses on executive recruitment, leadership development, and training for local governments.

Prior to joining SGR, Doug served as City Manager for the City of Lakeland, Florida, where he has vast experience working with state and local government leaders, private partnerships, and is a charter member of Florida Business Watch. Doug is a regular presenter at national, state and local association conferences and meetings featuring topics ranging from electric utilities, park and recreational developments, legislative advocacy, strategic planning and budgeting, performance reviews for the Chief Executive, and other municipal programs and practices.

Doug served as City Manager for the City of Alma, Michigan, and Assistant City Manager for the City of Grand Haven Michigan. He also served with the Maryland cities of Rockville, and Landover Hills. Doug holds a Bachelor of Arts in Political Science and History from Bowling Green State University, and an MPA from The American University, Washington, D.C.

Ron Holifield, CEO
Ron Holifield served almost two decades in City Management, including Assistant City Manager in Plano, Texas, as well as City Manager in Garland, DeSoto, Farmersville and Sundown, and on the City Manager's staff in Lubbock. In 1996, he left city management and purchased Government Relations Specialists, where he provided strategic marketing consultation for many of the leading corporations in America, including Space Imaging, American Express, IBM, Xerox and over 50 other Fortune 500 companies, as well as NASA. In 1999, Ron sold that company and founded Strategic Government Resources to specialize in Recruiting, Assessing and Developing Innovative, Collaborative, Authentic Leaders for local governments nationwide.

Today, Ron speaks at over 50 state and national conferences and workshops each year and remains high profile in the city management profession. SGR is the third largest local government executive search firm in the nation, operates the second largest local government job board in the nation, and provides live and online leadership development to more local government executives and midlevel managers than any other company in the nation.

Ron holds a Bachelor of Arts in Government from Abilene Christian University and a Master of Public Administration from Texas Tech University.

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Douglas B. Thomas
874 Summerfield Drive
Lakeland, Florida 33803
Cell (863) 860-9314

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PROFESSIONAL EXPERIENCE

Senior Vice President (October 2015 to current)
Strategic Government Resources

Based in Keller Texas, Strategic Government Resources (SGR) exists to help local governments be more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, Authentic Leaders.

Examples of experience:

Coordinate executive search functions for City Managers, City Attorneys, and Department Head positions for local governments across the country. Provide various services to clients including leadership development, assessments, governing body and senior leadership team retreats, community and organizational strategic visioning, and Priority-Based Budgeting, and other related services to promote innovation in local governments. Represent SGR as a regular presenter at national, state, and local association conferences and meetings on topics ranging from electric utilities, park & recreational developments, legislative advocacy, strategic planning, Priority-Based Budgeting, performance reviews for the Chief Executive, and other municipal programs.

City Manager (December 2003 to September 2015)
Lakeland, Florida

Serve as Chief Executive Officer for the city which is centrally located along the I-4 corridor between Tampa and Orlando with a population of over 100,000. Lakeland offers its residents a full array of municipal services, including a municipal-owned electric generation and distribution utility that is ranked as the 3rd largest in the state and among the top 25 nationwide. The organization's annual budget is approximately $600 million and employs approximately 2,500 personnel. The city is home to the Detroit Tigers during Major League Baseball's Spring Training; the Experimental Aircraft Association's Annual Sun 'n Fun Fly-in, recognized as America's second largest aviation event of its type, Florida Southern College, which features the world's largest one-site collection of buildings designed by the legendary architect, Frank Lloyd Wright and the state's 12th university, Florida Polytechnic University, which will start its inaugural class in the fall of 2014.

Examples of experience:

Financial:

Implementation of innovative and award winning Performance Budget that aligns the city's Strategic Planning processes into the annual financial and operational document. The approach involves a robust forward looking process, adoption of Actionable Items and tracking of Key Success Indicators to track progress on initiatives and benchmark services to comparable communities.

One of the first municipalities in the country to enact a Budget by Priorities fiscal model to ensure strategic resource allocation are made in areas that advance the Vision, Mission and Goals of the community. The innovative approach was presented in 2013 at an International City/County Management Association & Alliance for Innovation Priority Based Budgeting Conference "Summit of Leading Practices."

Developed fiscal and operational strategies to address an inherited wholesale power supply contract that failed to fully cover fuel costs which ultimately resulted in a $92 million loss over its term. The multifaceted response involved negotiations to shorten the original term, coupled with utility-wide restructured operations; strategic short and long term maintenance and capital planning; a smaller and more efficient workforce; implementation of a quarterly fuel adjustment process and revisions to fuel hedging programs; creation of a Risk Oversight Committee; a new governance oversight structure involving representatives from all rate classes along with elected officials; and adoption of a formalized methodology for calculating the transfer of dividends to the host government. Collectively, these improvements positioned the electric utility from being one of Florida's highest cost providers to the lowest cost provider across almost all rate classes.

Restructured local municipal employee pension plans, including bifurcation of Police and Fire Plans from the General Employee Plan, in addition to being a frontrunner community to offer a hybrid defined benefit-defined contribution plan option to better meet the varying needs of employees in a fiscally sustainable manner.

Improved City's bond ratings through sound financial management and regular meetings with rating agencies, with City General Obligation currently rated AA by Fitch; Lakeland Electric at AA with Standard & Poor's and AA- by both Fitch and Moody's, and Water/Wastewater Utilities at AA+ with Fitch.

Successfully merged numerous stand-alone departments and divisions including Facilities, Fleet, Records Retention, Information Technology, Purchasing, and Civil Service/Retirement Services into more efficient consolidated operations

Public/Private Partnerships:

Partnered with private medical provider for the implementation of the City's HealthStat Employee Wellness Clinic, representing one of the first local government implemented in Florida, to address increasing costs in the city's self-insured medical plans. In 2013, the Clinic saved an estimated $3.7 million on medical and Workers Compensation claims through provided services. The program has resulted in a 4-1 return on investment and is regularly used as a benchmark for many other communities and corporate wellness program start-ups.

Charter member of Florida Business Watch, which is an organization designed to connect private sector partners with local government officials to share knowledge, goals and opportunities for the betterment of our communities. It is a truly unique group designed to promote good public policy and opportunities across the State of Florida. I was pleased and honored to receive their inaugural "Essential Piece Award" in May, 2014.

Award winning Fleet partnership with NAPA resulting in cost avoidance of over $200,000 per year in parts inventory, coupled with privatized tire services with GCR Tire Centers which yields annual savings of $111,000. The Fleet Division was recognized in 2013 as "100 Best Fleets" by Government Fleet Magazine for third straight year.

Partnership with SunEdison, LLC for the development of solar photovoltaic generation facilities to leverage private capital financing and tax credits that would otherwise be unavailable to a municipal electric utility. The agreement involved privately financed, ownership and operation of up to 24 MW of ground and rooftop solar farms in return for a 25 year purchased power agreement with Lakeland Electric. The largest installation involved a 5.3 MW facility on 45 acres at the city's airport which required special approval from the FAA which was the first of its kind in the southeast region. As host of the facility, the airport received a discount on its electric bill enabling it to finance a variety of HVAC and lighting energy efficiency upgrades that further reduced energy costs.

Negotiation of innovative 30-year agreement with Tampa Electric Company (TECO), the Southwest Florida Water Management District (SWFWMD) and Lakeland's Water Utilities Department for the use of reclaimed water from the city's wetland's facility involving the construction of $65 million pumping station and 15 mile transmission pipeline to supply 5 MGD of alternative water supply to TECO's Polk Power Station for cooling purposes. In conjunction with the agreement, Lakeland secured a 20-year water groundwater permit from SWFWMD and eliminated the need for ongoing NPDES permit costs and requirements for discharge from the wetlands into the Alafia River.

Economic Development:

Proven track record of economic development success with personal involvement in roughly 50 industrial and high tech projects resulting in 7 million square feet of new development, $510 million in capital investment and approximately 5,000 new jobs. Projects include leading companies in the areas of high tech, health care, medical supplies and packaging, pharmaceuticals, aviation, call centers, brewing and wine/spirits, food processing, flavorings, warehousing/logistics, in addition to a diverse range of industrial operations.

Economic development approach has involved the configuration of a "One Stop Shop" consolidating all city utilities and permitting, coupled with a dedicated ombudsman to overcome any challenges and to ensure projects meet their desired development schedule with certainty.

Creative development approaches ranging from the negotiation of an economic development electric rate to secure a $45 million air separation plant that became the utility's 2nd largest customer including locating the development on city-owned land adjacent to the power plant for reliability purposes and utilization of re-use water to crafting a proposed $37 million baseball stadium improvement and associated training campus agreement in support of the Detroit Tigers Major League Baseball organization.

Innovation/Technology:

Development and implementation of new "form-based" zoning code which involves emphasis on physical design, building scale and neighborhood character in contrast to traditional zoning code approach.

Implementation of Lakeland Electric's $35 million Smart Grid initiative to enable customers to view and control their energy consumption and costs with time of use rates through web-based portal, reduced distribution system operations and maintenance costs, and improved system reliability and outage management. Initiative was supported with a $20 million federal grant for the installation of 124,000 smart meters, automated meter infrastructure and highly protected data management/security system.

Conversion of manual system to new weekly Pay-As-You-Throw EZ Can solid waste and recycling automated collection system. Program has become recognized as an industry leader by public and private waste management entities across the U.S. for driving best practices in full implementation and utilization of Radio Frequency Identification (RFID) technologies

Implementation of Rapid Process Improvement (RPI) Teams to assist departments in identifying potential projects and quickly develop low to no cost solutions to improve operational efficiencies. Process involves trained RPI employees working with key individuals involved in a project to break out the individual steps of process over the course of a week to eliminate bottlenecks and streamline operations.

Development of unique combined municipal and Aircraft Rescue Fire Fighting (ARFF) fire station in support of the airport's FAA requirements coupled with cost effective method to improve the city's ISO rating in southwest Lakeland from class 10 to class 3.

Development of Power Academies with the Polk County School Board to expose high school students to careers in the electric industry The innovative program has been featured in numerous state and national conferences as an industry model in response to the electric utility industry aging workforce challenges.

Intergovernmental Relations:

Member of the Florida League of Cities 'Keys to the City" Task Force which was comprised of 37 municipal officials from across the state to develop a state policy agenda that was presented to newly-elected Governor Rick Scott to remove barriers that prevent cities from prospering; developing policies that promote local self-governance; invest in the economic vitality of cities as incubators or progress and allow cities to protect their community's quality of life.

Outsourced the City's utility bill and business tax processing operations with the Polk County Tax Collector, resulting in one-time capital savings $100,000 and elimination of $200,000 in annual costs.

Extensive successful federal and state advocacy to advance the City's Annual Legislative Agenda, including a wide range of topics including passenger and freight rail, pension reform, local and intergovernmental revenues, municipal bonds, funding for local capital projects and initiatives, airport and convention operations, Major League Baseball Spring Training, red light camera programs in addition to general government and utility matters.

Regular presenter at various national, state and local association conferences and meetings on topics ranging from electric utilities, park & recreational developments, legislative advocacy, strategic planning and budgeting, performance reviews for the Chief Executive and other City of Lakeland programs and practices.

City Manager (June 1989 to November 2003)
Alma, Michigan

Served as Chief Executive Officer for a full service city centrally located in the State of Michigan. Alma is the core community within the area where many of the county's 42,000 residents work, shop and rely upon the community's recreational, retail and cultural facilities. The city is also home to Alma College, and is also known as "Scotland, USA" for hosting the annual Alma Highland Festival and Games, recognized as one of North America's most popular Scottish events.

Examples of experience:

Public/Private Partnerships:

Organized the city's first Tax Increment Financing Authority that resulted in a public investment of roughly $1.2 million that leveraged over $20 million in private funds and maintained one of the city's largest industries and employers.

Coordinated the investigation and strategy of establishing a competitive municipal electric utility estimated to save the community an estimated $40 million over ten years. Project received national attention and was one of the country's first municipal electric deregulation cases before the Federal Energy Regulatory Commission (FERC). Issue involved direct testimony, extensive legislative monitoring and advocacy at both the federal and state level.

Secured a "Covenant not to Sue" from the State of Michigan to provide legal protection to both the city and a new industry as part of a project to redevelop a former ethanol plant to an asphalt emulsion production and distribution facility. Development resulted in the conversion of a delinquent property tax reverted property into one of the city's top ten taxpaying entities.

Negotiated a multi-year, multi-million dollar tax appeal involving a petroleum refinery that comprised 20% of the community's tax base. The settlement involved a uniquely structured agreement that provided stability to the city's tax base, satisfied the company and included a refund to cover all public defense costs associated with the appeal.

Served as a member of the Gratiot Technical Educational Center (GTEC) Development Committee which led to the development of a new job training and educational center to assist area businesses and industries attract and retain skilled personnel.

Negotiated the groundwork agreement to relocate a scrap yard operation from a site adjacent to a riverfront and the central business district to a former industrial "brownfield" site and facilitate the redevelopment of the former scrap yard property to a mixed-use commercial/office, and recreational area.

Intergovernmental Relations:

Played a leadership role in the consolidation of four separate jurisdictional public safety dispatch operations into a countywide E-911 Central Dispatch Center. Project involved union negotiations, equipment financing, development of an intergovernmental contribution formula and public information campaign.

Initiated and co-chaired a multi-jurisdictional committee to address traffic, safety and development concerns along the city's busiest transportation corridor. Process led to the establishment of a corridor master plan and subsequent construction of service drives, numerous roadway extensions, traffic signal installations and future design standards. Negotiated unique property acquisitions and development agreements to implement the plan.

Steering committee member of the Gratiot County Strategic Planning Committee and Co-Chaired the Intra-Intergovernmental Subcommittee. The effort has led to improved cooperative strategies between the various local governmental units within the county.

Negotiated Conditional Land Transfer Agreements with neighboring townships to enlarge the city by approximately 400 acres.   One such agreement established the framework for the development of an Urban Growth Boundary to define the parameters for future land transfers to the city.

Nurtured the creation of the Mid-Michigan Area CATV Consortium that includes eleven communities served by a common cable operator in an effort to consolidate franchise negotiation strategies and costs, pool franchise fees to expand public access programming and resources, and implement common telecommunication ordinances and permit processes throughout the area.

Development of a proposed multi-jurisdictional recreational authority involving multiple public school systems and local governments within the county. Proposal involved the creation of an Interlocal Agreement and cost sharing financial model.

Financial:

Directed the conversion of the historical annual financial plan to a performance based Program Budget that is policy oriented for review by the City Commission and public in their oversight and analysis of the municipal operations. Document has consistently received the "Distinguished Budget Presentation Award" from the Government Finance Officers Association.

Management of financial and operational plan in response to the closure of the city's largest industry. Plan involved the development of an Early Retirement Incentive Program that allowed the city to reduce its workforce by approximately 11% without the need for layoffs, implementation of organization-wide restructuring plans and maintenance of subsequent budgets at historical millage levels.

Initiated annual strategic planning and budget goal setting sessions for the City Commission and department staff utilizing statistical trends and forecasts to support long-range visioning.

Participated in the financial and administrative analysis associated with the re-rating of the organization that resulted in an upgrade from Baa1 to A-, with bond interest rate proposals typically reflecting A rated entities.

Coordinated and oversaw the filing of various project applications which resulted in over $7 million of federal, state and local grant supported projects for park improvements, infrastructure developments, housing rehabilitation programs, brownfield redevelopments, library automation and airport capital improvements.

Developed the organization's first Capital Improvement Plan which provides a five-year development and financial strategy associated with significant public improvements and equipment purchases.

Innovation/Technology:

Initiated the selection and development of computerization technology throughout the organization resulting in new hardware and software in every department, a municipal Local Area Network linking common data, a municipal website, an automated circulation and Internet access program for the library and the implementation of a geographical information system.

Coordinated the effort to eliminate fueling stations at both the municipal and public school maintenance garages which resulted in the development of a private automated attendant system that serves both entities in addition to a number of other area businesses.

Converted a limited bi-weekly residential recycling program to a weekly curbside program which includes an extensive list of eligible items, a multi-jurisdictional annual household hazardous waste program and a seasonal yard waste collection/disposal program.

Foundation Experience:

Grand Haven, Michigan:
  -**Assistant City Manager** (1986 to 1989)
  -**Administrative Assistant to the City Manager** (1984 to 1985)

Rockville, Maryland (1982 to 1984)

Landover Hills, Maryland (1982)

EDUCATION

M.P.A.   The American University
Washington, D.C. (1983)
Concentration: Urban Affairs

B.A.   Bowling Green State University
Bowling Green, Ohio (1981)
Majors: Political Science & History

PROFESSIONAL AFFILIATIONS & HONORS

International City/County Management Association 30-year member
Florida City & County Management Association 10-year member
      District VIII Director (2009 – 2012)
      Co-Chair Public Policy Committee (2010-2013)
      Technology & Public Information Committee (Co-Chair 2009-2010)
      Strategic Planning Committee (2008-2009)
Florida League of Cities
      Legislative Committee (2011)
      "Keys to the Cities" Task Force Member (2011)
      Finance & Taxation Committee (2007-2009)
      Home Rule Administration Council (2006)
Michigan Local Government Management Association (1984-2004)
      President (2000)
      Board of Directors (1995-1997)
      Chair, Winter Institute Planning Committee (1996)
      Public Policy Committee
      Nominating Committee
Michigan Municipal League (MML)
      Trustee (1997-2000)
      Public Policy Committee (1996-2003)
      Chair, Region IV (1992)
      Chair, Local Energy Aggregation Program (2000-2003)
National League of Cities (NLC)
      Energy & Technology Committee (2000-2003)
Greater Gratiot Development Incorporated Board of Directors, 1992- 2003
Chair, Gratiot County Central Dispatch Authority, 1993 - 2003
Executive Director, Alma Local Development Authority, 1989 to 2003

Community Service

Lakeland Area Chamber of Commerce
      Board Member (2003-present)
      Governmental Affairs Committee
Leadership Lakeland, Class XXII (2004-2005)
Lakeland Volunteers in Medicine (2007-present)
      Board Member
Mid-Michigan Industries Board of Directors, 1993-2003
Vice Chair, 1998; Treasurer, 1997
Gratiot Area Chamber of Commerce Board of Directors, 1995-2003
Alma Kiwanis Club, (1989-2003)
      President, 1992-1993

Special Honors

Michigan Municipal League's "Special Award of Merit"
Michigan Municipal League's "Excellence in Service Award"
Florida Business Watch "Essential Piece" Inaugural Award Winner

Ron Holifield
Resume – March, 2020

Strategic Government Resources, P.O. Box 1642, Keller, Texas 76248
Cell: 214-676-1691, Ron@GovernmentResource.com

PROFESSIONAL HISTORY

SGR – Owner & CEO
January 1999 to Present

- Owner and CEO of this strategic management firm, helping over 700 local governments in 47 states Recruit, Assess and Develop Innovative, Collaborative and Authentic Leaders.

- SGR is the largest provider of live and online training in the nation designed specifically for local government, training up to 1,000 employees/officials every month.

- SGR is the second largest local government executive search firm in the nation.

- SGR is the third largest local government interim placement firm in the nation.

- Interviewed and/or quoted by numerous news publications and media outlets including: National Public Radio, Entrepreneur Magazine, Government Technology, GovWire, Federal Computer Week, CIO Magazine, Dallas Business Journal, DFW Tech Biz, D Magazine, International Association of Chiefs of Police Journal, as well as numerous newspapers and broadcast news outlets in a wide variety of national media markets.

Government Relations Specialists – Owner & CEO
August 1996 to September 2001

- Owner and CEO of this consulting firm which represented businesses doing business with government and in legislative advocacy efforts.

- Doubled it in size, becoming the 49th largest lobby firm in Texas, and then sold it to an employee to focus all efforts on the launch of SGR.

- Major clients included over 40 Fortune 500 firms including American Express, Aramark, Automated Licensing Systems, Children's Comprehensive Services, IBM, Quorum Health Group, Library Systems and Services, PeopleSoft, SCT, Space Imaging, TXI, Verizon, Xerox and many others.

City of DeSoto, Texas – City Manager
October 1994 to August 1996

- Significant accomplishments include:
  - Named by Texas Business Magazine as a top 20 Texas city to relocate a business.
  - Named by Texas Outlook Magazine as a top 25 city for economic development.
  - Named by Texas Business Magazine as one of the "Best Run Cities in Texas."

- Increase in commercial building permits in excess of 1,000% over previous year.
- Lowest crime rate of any major city in the Dallas-Fort Worth Metroplex.

City of Garland, Texas – City Manager
November 1991 to June 1994

- City Manager of this rapidly growing city, which owns and operates an electric production and distribution system, a regional wastewater treatment system, a regional landfill, and a heliport, and offers a variety of social services and strong cultural arts. The ninth largest city in Texas, Garland's population was in excess of 220,000 with over 2,300 employees, and an annual operating and capital budget in excess of $350 million.
- Hired to take this very traditional manufacturing-based community and rapidly position it as a statewide leader, transforming its one-dimensional image and reputation as a blue-collar suburb into that of a leading first tier city.

City of Plano, Texas – Assistant City Manager, Assistant to the City Manager
November 1986 to November 1991

- Served in a variety of capacities in this rapidly growing, premier city, including: Assistant City Manager of Community Services, Assistant City Manager of Administration, Acting Assistant City Manager for Development, and Assistant to the City Manager.

City of Farmersville, Texas – City Manager
1984 to 1986

- First City Manager of this full service city operating an electric system and two lakes.

City of Sundown, Texas – City Manager
1982 to 1984

- City Manager of this full service city operating a natural gas system and a golf course.

City of Lubbock, Texas – City Administrative Intern to the City Manager
1981 to 1982

- Administrative Intern to the City Manager.

EDUCATION

- Texas Tech University – Masters of Public Administration
- Abilene Christian University – Bachelor of Arts, Government Major / Student Association President

MAJOR AWARDS for Municipal Organizations Managed

- 3CMA Economic Development Marketing Campaign Savvy Award Certificate of Excellence for International Development and Local Realtor Ads - Garland
- International Association of Chiefs of Police, Excellence in Policing Award for Neighborhood Service Team - Garland
- Finalist, Governor's Environmental Excellence Award - Garland
- Texas Natural Resource Conservation Commission Award for Excellence - Garland
- American Society of Landscape Architects, Texas Chapter, Environmental Stewardship Award for Garland's Spring Creek Forest Preserve - Garland
- Dallas Business Journal, "Metroplex Real Estate Deal of the Year (Existing Building)," – Garland
- Dallas Business Journal "Metroplex Real Estate Deal of the Year (New Construction)," - Garland
- GFOA Award for Distinguished Budget Presentation, every year, 1987-1996
- GFOA Certificate of Achievement for Excellence in Financial Reporting, 1987-1991

CURRENT PROFESSIONAL PARTICIPATION

- Member, Texas Fire Chief's Association Best Practices Recognition Board, 2014-present
- Missouri Municipal League Governance Institute Fellow, 2013-present
- Member, International City/County Management Association (ICMA), 1982-present
- Member, Texas City Management Association (TCMA), 1982-present
- Member, Texas Municipal Human Resources Association, 2006 - present
- Member, Governmental Finance Officers Association, 2010 - present

PREVIOUS PROFESSIONAL PARTICIPATION

- Co Author with Stacy Schweikart of *Building Brands and Creating Cultures of Authentic Servant Leadership*
- ICMA Committee on the Model Employment Agreement, 2018-19

- Author of *4th Dimension Leadership – a Radical Strategy for Creating An Authentic Servant Leadership Culture*
- Author of a Monthly Column in Texas City Manager Magazine on "Innovations that Make a Difference"
- Author, "the 16%" weekly blog
- ICMA Task Force on Employment Agreements
- ICMA Task Force on Inclusiveness
- ICMA Conference Evaluation Committee
- ICMA Management Innovations Panel
- ICMA Conference Evaluation Committee
- ICMA/Innovation Groups National Management Practices Panel
- Texas Police Chief's Association Training Advisory Committee
- National Institute for Governmental Purchasing Talent Management Council
- Texas City Management Association Task Force on Professional Development
- Author, "The Public Executive's Complete Guide to Employment Agreements", book published by ICMA and the Innovation Groups
- Texas Innovation Groups Executive Committee
- Author, "Crossing Department Lines – Garland's Neighborhood Service Team", article published in the International Association of Chiefs of Police National Journal
- Author, "Redefining Thinking, Structures and the Rules of the Game in Government", article published in Texas Town and City Magazine
- Contributor, State Comptroller Bob Bullock's handbook for municipalities: "Standard Financial Management System for Texas Cities"
- Texas Municipal League Advisory Committee on Legislative Affairs – Personnel Issues
- TCMA Ethics and Professional Standards Committee
- TCMA Annual Conference Committee

MAJOR SPEAKING ENGAGEMENTS

- Southeastern Loss Control Group, 2020
- Louisiana Muncipal Association Conference, 2020
- West Texas Mayor's Luncheon, 2020
- International City Management Association Conference, 2019
- National League of Cities Risk Management and Information Sharing Consoritium, 2019
- NFBPA EMERGE 2019
- National Forum For Black Public Administrators, 2019
- Missouri Municipal League Conference, 2019
- Minnesota Public Employers Labor Relations Association Conference, 2019
- City Manager's Association of Oklahoma Conference, 2019
- National Public Employers Labor Relations Conference, 2019

- Las Vegas Values Conference, 2019
- Illinois Environmental Health Association, 2018
- Government Finance Officers Association of Texas, 2018
- Tennessee IPMA Conference, 2018
- Regional Vision Workshop in Englewood, CO, 2018
- Colorado Municipal League Elected Officials Luncheon, 2018
- Missouri Municipal League Elected Officials Conference, 2018
- National Public Employers Labor Relations Association, 2018
- Tennessee City Management Association, 2018
- Ohio City Management Association/International City Management Association Midwest Joint Winter Conference , 2018
- Louisiana Municipal Association, 2018
- Florida City County Management Association Winter Summit, 2018
- SGR Servant Leadership Conference, 2018
- Texas Recreation and Parks Society, 2017
- Illinois Public Health Association, 2017
- Tennessee Governmental Finance Officers Association, 2017
- Texas Municipal HR Association, 2017
- Washington Public Employers Labor Relations Association, 2017
- International Personnel Management Association, 2017
- Oklahoma Municipal League, 2017
- Missouri Municipal League, 2017
- Florida League of Cities, 2017
- Michigan City Management Association, 2017
- Texas Municipal Utilities Association, 2017
- Florida City County Management Association, 2017
- International Personnel Management Association Midwest, 2017
- Missouri City Management Association, 2017
- National Public Employers Labor Relations Association, 2017
- Texas Municipal Clerks Association Annual School, 2017
- SGR Leadership Conference, 2017
- Texas City Management Association Regional Meeting, 2016
- Colorado Governmental Finance Officers Association, 2016
- Ohio City Management Association/Ohio Parks and Recreation Association Joint Conference, 2016
- Illinois Public Employer's Labor Relations Association, 2016
- Urban Management Assistant's/Emerging Local Government Leaders Pop Up Conference, 2016
- Texas Fire Marshall's, 2016
- Kentucky League of Cities, 2016
- Missouri Municipal League, 2016
- Florida League of Cities, 2016
- Arizona Parks and Recreation Association Conference, 2016

- Association of Public Safety Communications, 2016
- Texas City Management Association, 2016
- Florida City County Manager's Conference, 2016
- Colorado Emerging Leaders Conference, 2016
- Texas Municipal HR Association, 2016
- Florida City County Management Association, 2016
- Speak at National Public Employers Labor Relations Association, 2016
- Georgia City Management Association, 2016
- New Mexico Society of Human Resource Management, 2016
- Colorado Chapter of International Personnel Management Association, 2016
- Colorado City County Management Conference, 2016
- CPS Annual Conference, 2016
- Ohio Public Employer's Labor Relations Association, 2016
- Emerging Local Government Leaders, 2015
- National Purchasing Institute, 2015
- Public Libraries Association of North Texas, 2015
- Washington Public Employers Labor Relations Association, 2015
- Oregon City Management Association, 2015
- Colorado City Management Association Emerging Leaders, 2015
- Texas Municipal HR Association Nuts and Bolts Workshop, 2015
- National Association of County Clerks and Recorders, 2015
- Gettysburg Leadership Workshop, 2015
- Association of Washington Cities, 2015
- Texas City Manager's Associationl, 2015
- International Personnel Management Association Midwest Conference, 2015
- East Texas City Manager's Association, 2015
- Missouri Association of Purchasing Professionals, 2015
- Association of Washington Cities Labor Relations Institute, 2015
- Texas Public Employers Labor Relations Association, 2015
- Dallas Office of the FBI on Valuing Workplace Diversity and the Difference Between Bias and Prejudice, 2015
- Government Finance Officers Association of Texas, 2015
- National Public Employers Labor Relations Association, 2015
- Tennessee Government Finance Officers Association, 2015
- Missouri City Clerks, 2015
- Texas Fire Educators Association, 2015
- SGR Servant Leadership Conference, 2015
- National Forum for Black Public Administrators DFW Chapter, 2014
- Public Purchasing Association of North Texas, 2014
- Missouri Intergovernmental Risk Association, 2014
- Texas City Management Association, 2014
- American Public Works Association Midwest, 2014
- Governmental Finance Officers Association, 2014

- National Public Employers Labor Relations Association, 2014
- North Texas Municipal Clerks Association, 2014
- National Institute for Governmental Purchasing Lone Star Conference, 2014
- Missouri Municipal Clerks and Finance Officers Association, 2014
- South Texas City Manager's Association 2014
- Urban Counties Annual Conference, 2014
- SGR Annual Conference on Creating a Learning Organization, 2014
- National Public Employers Labor Relations Association Annual Conference, 2013
- National Parks and Recreation Annual Conference 2013
- Missouri Municipal League Annual Conference, 2013
- Washington City/County Management Association Annual Conference, 2013
- Nebraska City/County Management Association Annual Conference, 2013
- Tennessee Municipal League Annual Conference, 2013
- Texas City Manager's Association Annual Conference, 2013
- Government Finance Officers Association of Texas Annual Conference, 2013
- American Public Works Association Regional Conference, 2013
- Kansas Public Works Association Annual Conference, 2013
- Texas Recreation and Parks Association Annual Conference, 2013
- Texas Public Purchasing Association Annual Conference, 2013
- Colorado City County Management Association Annual Conference, 2013
- Kansas City County Management Association Annual Conference, 2012
- National Parks and Recreation Management School, 2012
- Texas City Management Study Group, 2012
- International City County Management Association Annual Conference, 2012
- National Procurement Institute, 2012
- Missouri Municipal League Annual Conference, 2012
- Texas City Clerk's Association Annual School, 2012
- Texas County Clerk's Association Annual School, 2012
- Kansas Governmental Finance Officers Association Annual Conference, 2011
- Texas City Management Association Annual Conference, 2010
- Public Risk Management Assoc. Annual Conference, 2010
- Oklahoma City Manager's Association Annual Conference, 2010
- Northwest States City Management Association Annual Conference, 2010
- Ohio City/County Management Assoc. Annual Conference, 2009
- West Texas City Management Association Annual Training Conference, 2009
- Texas Municipal League Regional Meeting, 2009
- Texas Municipal Human Resources Association Annual Nuts and Bolts Conference, 2009
- East Texas City Management Association Annual Training Conference, 2008
- East Texas City Management Association Annual Training Conference, 2007
- International City/County Management Association Conference, 2006
- Certified Public Manager Program, 2006
- North Texas Municipal Clerks Association Management Institute, 2006
- City of Carrollton, Texas, Leadership Academy, 2006

- City of Arlington, Texas, Leadership Academy, 2005
- Urban Management Assistants of North Texas Annual One Day Conference, 2005
- Leadership Southwest, 2004, 2006, 2008
- International City/County Management Association Annual Conference, 2003
- Keynote Speaker (along with the Deputy Secretary of Defense), Government Electronics and Information Technology Association Information Technology and Defense Electronics Forecast Annual Conference – State and Local Homeland Security, 2002
- Transforming Local Government Conference, 2001
- National Association of Counties Annual Conference, 1999
- World Services Congress – Building Public Private Partnerships, 1999
- Central Texas City Management Association, 1999
- Carolinas-Virginia Hospital Trustee/Physician Conference, 1999
- Quorum Ohio CEO Conference, 1999
- Chairman of the Board In-Service Training, Quorum, 1999
- Quorum Foundations for the Future, 1999
- Quorum Chairman of the Board Training, 1998
- International City County Management Association, 1998
- Iowa Municipal Management Institute, 1997
- Quorum Foundations for the Future, 1997
- Quorum Board of Trustees Training, 1997
- Urban Management Assistants of North Texas, Conference of Minority Public Administrators, and National Forum for Black Public Administrators Workshop – 1996
- Innovation Groups Regional Conference, 1996
- Texas City Management Association Annual Conference, 1996
- Florida City/County Management Assoc. Annual Conference, 1996
- North Carolina City/County Management Association Annual Conference, 1996
- Quorum Foundations for the Future, 1996
- International City/County Management Association Conference, 1996
- Texas City Management Association Conference, 1995
- Kansas Innovation Groups Regional Workshop, 1995
- City-County Communications & Marketing Association National Conference, 1994
- National League of Cities Innovations in Government National Conference, 1994
- Innovation Groups Regional Workshop, 1994
- Texas Foundation for the Improvement of Local Government Institute, 1994

WEBINARS CONDUCTED

- Local Government Hispanic Network and League of Women in Government Career Management Webinar Series, 2020
- Digital Talent Marketing 2018 Granicus
- Legacy Leadership 2018 Missouri Municipal League

OTHER HONORS AND ACTIVITIES

- American MENSA member
- Distinguished Alumni, Abilene Christian University
- Abilene Christian University Public Administration Visiting Committee
- Texas Tech University, Center for Public Service, Alumni of the Year

TAB 3

PROJECT METHODOLOGY

A full-service recruitment typically entails the following steps:

1. **Organizational Inquiry and Analysis**
   - Develop Project Plan and Timeline
   - Individual Interviews with Search Committee / Key Personnel / Community Leaders (if desired)
   - Development of Position Profile and Professional Production of Brochure

2. **Advertising and Recruitment**
   - Ad Placement
   - Social Media and Marketing of Position

3. **Initial Screening and Review**
   - Management of Applications
   - Evaluation of Resumes
   - Search Committee Briefing to Facilitate Selection of Semifinalists

4. **Evaluation of Semifinalist Candidates**
   - Written Questionnaire
   - Recorded Online Interviews
   - Media Search Stage 1
   - Search Committee Briefing to Facilitate Selection of Finalists

5. **Evaluation of Finalist Candidates**
   - Comprehensive Media Search Stage 2
   - Comprehensive Background Investigation Report
   - First Year Game Plan (if desired)

6. **Interview Process**
   - Conduct Interviews
   - Deliberations
   - Reference Checks

7. **Negotiations and Hiring Process**
   - Determine the Terms of an Offer
   - Negotiate Terms and Conditions of Employment

8. **Satisfaction Surveys**

Step 1: Organizational Inquiry and Analysis

In the Organizational Inquiry and Analysis Stage, SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs.

Outline Project Plan and Timeline

SGR will meet with the client at the outset of the project to finalize the recruitment plans and timeline. At this time, SGR will also request that the client provide additional information about the community, organization, and position. Information requested will include general information and available resources about the community, school district, economic vitality, political leadership, organization, strategic plan, governing body goals and objectives, budget information, major projects, job description, salary range, benefits package, etc.

Individual Interviews with Search Committee and Key Personnel (if desired)

Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. SGR conducts individual interviews with the Search Committee, key staff, and/or direct reports to find out more about the position, special considerations, and the political environment. These interviews last approximately 30 minutes to one hour each and identify individual issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the organization's preferences. This process helps with organizational buy-in and will assist us in developing the Position Profile as we look for any significant staff issues or major disconnects that may not otherwise be apparent.

Development of Position Profile Brochure

Following the individual interviews and internal analysis, SGR will develop a draft Position Profile Brochure that is reviewed and revised in partnership with your organization until everyone agrees it accurately reflects the sought-after leadership and management characteristics. A sample brochure is included with this proposal document.

Step 2: Advertising and Recruitment

The Advertising and Recruitment stage includes ad placements, email distribution of the Position Profile, responding to inquiries about the position, and ongoing communication with applicants and prospects.

Ad Placement / Social Media and Marketing of Position

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. Ads are typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

SGR's preferred strategy is to rely on email distribution of the Position Profile Brochure to key opinion leaders and potential prospects across the country. The position will be announced in our "10 in 10" e-newsletter, which reaches over 50,000 local government professionals, in addition to a targeted email announcement to specific professional categories and/or areas of

the country. By utilizing an email distribution strategy, these brochures tend to "get legs" of their own, resulting in a very high penetration rate at minimal cost.

SGR will utilize Facebook, Twitter, personal phone calls, personal emails, LinkedIn, Instagram, and Pinterest to promote the position. This communication is both to solicit high potential candidates and to encourage key local government professionals to share information within their professional circles.

Ongoing Communication with Applicants and Prospects

SGR communicates with all applicants on a frequent and ongoing basis to ensure applicants stay enthusiastic about the opportunity. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast, accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about organization, and it is an area in which SGR excels. SGR also utilizes Google Alerts for each client organization and provides updates to our Executive Recruiters and applicants of any references made regarding the client organization in various media outlets.

Step 3: Initial Screening and Review

This stage of the executive recruitment involves managing the flow of resumes, and screening and evaluating resumes.

Management of Applications

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personal responses to any questions or inquiries.

Evaluation and Triage of Resumes

SGR uses a triage process to identify high-probability, medium-probability, and low-probability candidates. The triage ranking is focused on overall assessment based on interaction with the applicant, qualifications, any known issues regarding previous work experience, and evaluation of cultural fit with the organization.

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to make sure that the minimum requirements of the position are met, and which of the preferred requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report via PowerPoint presentation and will facilitate the selection of up to 12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues that

have arisen, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

Step 4: Evaluation of Semifinalist Candidates

Reviewing resumes is an important and valuable step in the executive recruitment process. However, the simple fact is that resumes can be misleading. They tell you nothing about the individual's personal qualities or his/her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments or experience. SGR's responsibility is to go more in-depth than the resume to ensure that those candidates who continue in the process are truly outstanding.

Personal Interaction with Semifinalist Candidates

SGR's goal is to have a clear understanding of the person behind the resume and what makes him/her an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up when appropriate to ask any questions about underlying issues.

Written Questionnaire

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom designed around the priorities identified by the Search Committee and usually includes questions focusing on key areas of particular interest to the client. This written instrument will be included in the semifinalist briefing book along with the cover letters and resumes.

Recorded Online Interviews

SGR will ask semifinalist candidates to complete recorded online interviews. Videos of the candidates answering pre-recorded questions are sent to the Search Committee for review. This provides a very insightful, efficient and cost-effective way to gain additional insights to utilize in selecting finalists you want to come in for live interviews. The online interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Online interviews also convey to candidates that the organization is using leading edge technology in its business processes and provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest. Online interviews are emailed to the Search Committee for viewing prior to selection of finalist candidates.

Media Search Stage 1

Stage 1 of our media search involves a comprehensive review of all newspaper articles on the candidate in major news outlets within the previous two years. These media reports at the semifinalist stage have proven helpful by uncovering issues that were not previously disclosed by prospective candidates. The Executive Recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

Search Committee Briefing / Selection of Finalist Candidates
Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book will include written questionnaires, online interviews, and any additional information obtained about the candidate. The purpose of this briefing is to facilitate narrowing the list to 4-6 finalists who will be invited for personal interviews.

Step 5: Evaluation of Finalist Candidates

Comprehensive Media Search Stage 2
These Stage 2 Media Reports are compiled by utilizing our proprietary media search process including variations of the candidates' names and states/cities in which they have lived or worked, and searches of local papers where the candidates have lived or worked. We also search social media sites. The Media Reports typically range from 20-300 pages per candidate and may include news articles, links to video interviews, blog posts by residents, etc. The Media Reports are put into an easy-to-read format and recorded onto flash drives for the Search Committee. The candidate's name is highlighted each time it appears.

These media reports have proven helpful to Search Committees by uncovering issues that were not previously disclosed by candidates and that would likely not have been discovered through an automated search or Google search, typically used by other recruitment firms. The Media Reports also give the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of his/her career.

A sample media report can be viewed at the following link:
www.governmentresource.com/Sample_Media_Search_Redacted.pdf.

Comprehensive Background Investigation Reports
Through SGR's partnership with FirstCheck, a licensed private investigations company, we are able to provide our clients with comprehensive background screening reports that include detailed information such as:
- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report
- Federal criminal search
- National criminal search
- County wants and warrants for previous 10 years
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County criminal search (for every county in which candidate has lived or worked) for previous 10 years

- County civil search (for every county in which the candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

First Year Game Plan (if desired)
The "First Year Game Plan" is a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders, and candidates are given free rein to make contact with all of them in advance and use those insights to develop a "first year game plan" based on what they know so far. Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews. This exercise provides the opportunity to evaluate candidates' written and interpersonal communication skills, as well as critical analysis skills.

- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- Facilitating a Q&A series in the local newspaper with finalist candidates. This would run a week or two prior to the interviews;
- Utilize a citizen committee to conduct the early stage candidate screening and then turn over a semifinalist list to the City Council (if applicable);
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- "Round Robin" forum meetings with various community groups during a multi-day interview process.

Step 6: Interview Process

Conduct Interviews
SGR will schedule interviews at a date/time convenient to your organization. This process can be as simple, or as complex, as your organization desires. SGR will help you determine the specifics you need. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

Deliberations
SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a hiring decision or on whether to bring back one or more candidates for a second interview.

Reference Checks
Our reference checks are the most comprehensive in the industry. We will talk to as many professional contacts as necessary for a given candidate including elected officials, direct

supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. We always seek out the candidate's greatest critics and greatest fans to ensure a complete, yet balanced, perspective and overview of each candidate.

Step 7: Negotiations and Hiring Process

Once the organization is ready to make an offer, SGR can provide additional assistance to the client in the following areas.

Determine the Terms of an Offer

Upon request, SGR will provide comparative data for selected organizations, appropriate employment agreement language, and other similar information to assist you in determining an appropriate offer to extend to your candidate of choice.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will determine and define any special needs or concerns of the chosen candidate, including anything that could be a complicating factor. SGR is experienced and prepared to help craft win-win-solutions to negotiation "log-jams."

Step 8: Satisfaction Surveys

SGR is committed to authentically following the golden rule by providing prompt, professional and excellent communication and always treating every client with honor, dignity and respect. We ask clients and candidates to complete a brief and confidential survey after the completion of their recruitment. This helps us strive to continuously improve our processes and meet the changing needs of the workforce.

Supplemental Services if Desired (see Tab 4 for further explanation)

DiSC Management Assessments

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management Profile analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager.

Press Release

Until you have "sealed the deal," you need to be cautious in order to avoid the embarrassment of a premature announcement that does not work out. You also want to try to notify all senior staff and unsuccessful candidates before they read about it in the newspaper. SGR will assist with this coordination and with drafting any announcements or press releases.

Stakeholder Engagement

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a

specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. We will collaborate with your organization to determine which option, or combination of options, will be the most effective for the unique needs of the organization.

Post-Hire Team Building Analysis
SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people "see" different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues' I-OPT Profiles will enable you to work much more effectively as a team. The price is $4,000 for a half-day onsite workshop, plus travel expenses, and $150 per person for I-OPT reports.

STANDARD TIMELINE

Timeline will be adjusted at the outset of the search to meet the organization's needs.

Task	Weeks

- Contract Executed   **Week 1**
- Outline Project Plan, Timeline
- Individual Interviews with Search Committee / Key Personnel / Community Leaders (if desired)
- Deliverable: Position Profile Brochure   **Weeks 2-3**
- Search Committee Reviews and Approves Brochure

- Ad Placements   **Weeks 4-7**
- Accept Applications
- Email Distribution and Marketing of Position Profile

- Triage and Scoring of Resumes   **Week 8**

- Search Committee Briefing (Slide Presentation) / Select Semifinalists   **Week 9**
- Candidates Complete Questionnaire and Online Interviews
- Stage 1 Media Searches

- Deliverable: Semifinalist Briefing Books   **Week 10**

- Search Committee Briefing / Select Finalist Candidates   **Week 11**

- Comprehensive Media Search Stage 2   **Weeks 12-13**
- Comprehensive Background Screening Report
- DiSC Management Assessment (supplemental service if desired)

- Deliverable: Finalist Briefing Books   **Week 14**

- Stakeholder Engagement (if desired)   **Week 15**
- Conduct Interviews
- Deliberations
- Reference Checks
- Negotiations
- Announcement / Press Release (if desired)

TAB 4

PROJECT COST

All-Inclusive Maximum Price

Professional Services Fee:	$ 18,500
Expenses Not-to-Exceed:	$ 8,000
All-Inclusive, Not-to-Exceed Maximum Price:	**$ 26,500***

Expenses Not-to Exceed

SGR does not bill the client for any expenses except for those explicitly detailed herein. Items included in the Expenses Not-to-Exceed include:

- Professional production of a high-quality brochure. This brochure is produced by SGR's graphic designer for a flat fee of $1,500. *A discount of $500 will apply on subsequent searches completed within the same calendar year.*

- Marketing and Ad Placements:
    - Announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
    - Email blast to SGR's profession-specific opt-in subscriber list
    - Featured post on SGR's website
    - Featured ad on SGR's job board
    - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, Instagram
    - Targeted ad placements on LinkedIn users' pages who have been selected by LinkedIn's algorithm to be a match for your job posting.
    - Ad placements with one national association and one state association. These two ads are billed at actual cost, with no markup for overhead. Additional ad placements, or the organization's choice, will be billed over and above the not-to-exceed maximum price.

- Online interviews. There is a cost of $200 for each recorded online interview. SGR recommends conducting online interviews at the semifinalist stage (up to 12 semifinalists).

- Comprehensive Media Reports – Stage 2. There is a cost of $500 per candidate. SGR will conduct Stage 2 media searches on the finalist candidates (up to 6 finalists).

- Comprehensive Background Investigation Reports. There is a cost of $400 per candidate for comprehensive background screening reports prepared by our licensed private investigations provider. SGR will conduct comprehensive background investigations on the finalist candidates (up to 6 finalists).

- Travel for the Executive Recruiter (incurred for the benefit of the client). Meals are billed at a per diem rate of $10 for breakfast, $15 for lunch, and $25 for dinner. Mileage will be

reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.

- Up to four (4) visits/trips by the Recruiter to the Organization. Any additional visits/trips by the Recruiter to the Organization will be billed over and above the not-to-exceed maximum price.

*Supplemental Services
The supplemental services listed below are not included in the maximum price above. These supplemental services include:

- Printing of documents and materials. The reproduction costs for briefing materials for the governing body and/or search committee up to 10 binders, which include semifinalist and finalist materials are billed at 26 cents per copy, plus the cost of binders and shipping. Flash drives are billed at $10 each.

- Candidate Travel. Candidates are typically reimbursed directly by the client for travel expenses. If the client prefers a different arrangement for candidate travel, SGR will be glad to accommodate the client's wishes.

- Stakeholder Survey. SGR will conduct a Stakeholder Survey for $1,000. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. Written summary of results is provided to the organization.

- Additional Ad Placements. Additional ad placements, as approved by the organization, that are not included in the not-to-exceed expenses will be billed back at actual cost with no markup for overhead.

- DiSC Assessments. There is a cost of $175 per candidate for the DiSC Management Profile.

- Post-Hire Team Building Analysis. A half-day onsite workshop is $4,000, plus travel expenses, and $150 per person for I-OPT reports.

- Site Visits to Communities of Finalist Candidates. If desired, the Executive Recruiter will travel to the communities of the finalist candidates to conduct onsite visits. Site visits will be charged at a day rate of $1,000 per day, plus travel expenses.

- In the unexpected event the client shall request that unusual out of pocket expenses be incurred, said expenses will be reimbursed at the actual cost with no mark up for overhead.

- If the client desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed out at $250 per hour.

Billing

Professional fees for the recruitment are billed in three equal installments during the course of the recruitment. The initial installment is billed after the Organizational Inquiry and Analysis is completed and the position profile has been created. The second installment is billed when semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expense (reimbursable) items and supplemental services will be billed with each of the three installments, as appropriate.

Service Guarantee

SGR guarantees that you will be satisfied with the results of the recruitment process, or we will repeat the entire process at no additional professional fee until you find a candidate that you desire. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process at no additional professional fee to the client. If the Organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

TAB 5

City/County Manager, Deputy, and Assistant Searches, 2014 to Date

2020

- Boerne, Texas (pop. 16,000) Assistant City Manager-General Services
- DeSoto, Texas (pop. 54,000), City Manager
- Venus, Texas (pop. 4,000), City Administrator

2019

- Allen, Texas (pop. 101,000), Deputy City Manager
- Blaine, Minnesota (pop. 61,200), City Manager
- Bullard, Texas (pop. 3,000), City Manager
- Campbell County, Wyoming (pop. 49,000), Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000), City Manager
- Clinton, Connecticut (pop. 3,000), Town Manager
- Copperas Cove, Texas (pop. 33,000), City Manager
- Killeen, Texas (pop. 138,000), City Manager
- Kingsville, Texas (pop. 25,000), City Manager
- Lamar, Colorado (pop. 7,600), City Administrator
- Orange, Texas (pop. 19,000), City Manager
- Portland, Texas (pop. 16,000), Assistant City Manager
- Santa Fe, Texas (pop. 13,000), City Manager
- Terrell, Texas (pop. 17,000), City Manager
- Vail, Colorado (pop. 5,300), Town Manager
- Victoria, Texas (pop. 67,600), Assistant City Manager
- Victoria, Texas (pop. 67,600), City Manager
- Waco, Texas (pop. 126,000), Assistant City Manager

- Addison, Texas (15,000), Deputy City Manager

- Anna, Texas (pop. 11,000), City Manager

- Arlington, Texas (pop. 380,000), Deputy City Manager

- Bethany, Oklahoma (pop. 19,600), City Manager

- Boerne, Texas (pop. 12,000), Assistant City Manager

- Cameron, Missouri (pop. 10,000), City Manager

- Castroville, Texas (pop. 3,000), City Administrator

- Clackamas County, Oregon (pop. 408,000), County Administrator

- Clallam County, Washington (pop. 75,000), County Administrator

- Clark County, Washington (pop. 345,000), County Manager

- Coffeyville, Kansas (9,800), City Manager

- Craig, Colorado (pop. 8,800), City Manager

- Erie, Colorado (pop. 26,000), Town Administrator

- Forney, Texas (pop. 17,500), City Manager

- Freeport, Texas (pop. 12,000), City Manager

- Fulshear, Texas (pop. 4,000), City Manager

- Green Cove Springs, Florida (pop. 7,000), City Manager

- Humble, Texas (pop. 15,000), City Manager

- Irving, Texas (pop. 238,000), Assistant City Manager

- Jacksonville, Texas (pop. 14,600), City Manager

- Killeen, Texas (pop. 119,000), Assistant City Manager

- Lawton, Oklahoma (pop. 94,600) – City Manager

- Leander, Texas (pop. 34,000), Assistant City Manager

- Lebanon, Missouri (pop. 14,300), City Administrator

- Lenexa, Kansas (pop. 51,000), City Administrator

- Lockhart, Texas (pop. 13,000), City Manager

- Lubbock, Texas (pop. 250,000), Assistant City Manager

- Marshall, Texas (pop. 24,700), City Manager

- Mineral Wells, Texas (pop. 15,000), City Manager

- Murfreesboro, Tennessee (pop. 131,900), City Manager

- Nixa, Missouri (pop. 20,500), City Administrator
- Odessa, Texas (pop. 117,000), Assistant City Manager
- Paducah, Kentucky (pop. 25,000), City Manager
- Palm Coast, Florida (pop. 88,000), City Manager
- Pflugerville, Texas (pop. 54,600), City Manager
- Plano, Texas (pop. 286,000), Deputy City Manager
- Red Oak, Texas (pop. 11,000), Assistant City Manager
- Riverside, Missouri (pop. 3,000), City Administrator
- Rowlett, Texas (pop. 58,000), Assistant City Manager
- Smithville, Missouri (pop. 9,000), City Administrator
- South Windsor, Connecticut (pop. 26,000), Town Manager
- Springfield, Missouri (pop. 167,300), City Manager
- Sunnyvale, Texas (pop. 5,700), Town Manager
- Temple, Texas (pop. 73,000), Assistant City Manager
- Tolland, Connecticut (pop. 15,000), Town Manager, in process
- Waxahachie, Texas (pop. 30,000), Assistant City Manager
- West University Place, Texas (pop. 14,000), City Manager
- Wethersfield, Connecticut (pop. 26,000), Town Manager

2017

- Amarillo, Texas (pop. 189,000), City Manager
- Amarillo, Texas (pop. 189,000), Assistant City Manager
- Bastrop, Texas (pop. 8,400), City Manager
- Bedford, Texas (pop. 49,000), City Manager
- Bozeman, Montana (pop. 41,600), City Manager
- Brenham, Texas (pop. 16,300), City Manager
- Chandler, Arizona (pop. 255,000), Assistant City Manager
- Clute, Texas (pop. 11,000), City Manager
- Choctaw, Oklahoma (pop. 11,500), City Manager
- Colleyville, Texas (pop. 24,500), City Manager
- Grandview, Missouri (pop. 25,300), City Administrator

- Hutto, Texas (pop. 21,000), Assistant City Manager
- Irving, Texas (pop. 238,000), Assistant City Manager
- Jupiter, Florida (pop. 60,700), Town Manager
- Killeen, Texas (pop. 119,000), City Manager
- Midland, Michigan (pop. 40,800), City Manager
- Parkville, Missouri (pop. 5,400), City Administrator
- Plant City, Florida (pop. 33,000), City Manager
- Saginaw, Texas (pop. 21,700), City Manager
- San Marcos, Texas (pop. 53,000), City Manager
- Sealy, Texas (pop. 6,400), City Manager
- Stephenville, Texas (pop. 17,400), City Administrator
- Taylor, Texas (pop. 16,000), Assistant City Manager
- Temple, Texas (pop. 70,000), City Manager
- Topeka, Kansas (pop. 127,000), City Manager
- Vail, Colorado (pop. 4,800), Town Manager
- Waco, Texas (pop. 126,000), Assistant City Manager
- Wichita Falls, Texas (pop. 105,000), Assistant City Manager

2016

- Addison, Texas (pop. 15,000), Deputy City Manager
- Angleton, Texas (pop. 19,000), City Manager
- Beavercreek, Ohio (pop. 45,000), City Manager
- Bethany, Oklahoma (pop. 19,500), City Manager
- Canadian, Texas (pop. 2,900), City Manager
- Carrollton, Texas (pop. 128,000), City Manager
- Clarksville, Indiana (pop. 22,000), Town Manager
- Craig, Colorado (pop. 9,300), City Manager
- Davenport, Iowa (pop. 101,000), City Administrator
- Des Moines, Washington (pop. 29,000), City Manager
- Elgin, Texas (pop. 10,000), City Manager
- Forney, Texas (pop. 16,000), City Manager
- Gunnison, Colorado (pop. 5,500), City Manager

- Hot Springs, Arkansas (39,000), City Manager
- Lake Dallas, Texas (pop. 8,000), City Manager
- Lake Worth, Texas (pop. 4,000), City Manager
- Muskegon Heights, Michigan (pop. 11,500), City Manager
- Northglenn, Colorado (pop. 34,000), City Manager
- Palestine, Texas (pop. 18,000), City Manager
- Piney Point Village, Texas (pop. 3,500), City Administrator
- Port Lavaca, Texas (pop. 11,000), City Manager
- Spokane Valley, Washington (pop. 90,600), City Manager
- Stillwater, Oklahoma (pop. 46,000), City Manager
- Sweetwater, Texas (pop. 10,000), City Manager
- Valley Center, Kansas (pop. 5,000), City Administrator
- Williston, North Dakota (pop. 13,000), City Administrator

2015

- Abilene, Texas (pop. 118,000), City Manager
- Altus, Oklahoma (pop. 19,000), City Manager
- Alvin, Texas (pop. 23,000), City Manager
- Azle, Texas (pop. 11,500), City Manager
- Baytown, Texas (pop. 70,000), City Manager
- Ballwin, Missouri (pop. 30,000), City Administrator
- Bellevue, Washington (140,000), Deputy City Manager
- Bridgeport, Texas (pop. 6,000), City Administrator
- Casper, Wyoming (pop. 53,500), City Manager
- Duncanville, Texas (pop. 36,400), City Manager
- Fort Worth, Texas (pop. 790,000), Assistant City Manager
- Georgetown, Texas (pop. 50,000), City Manager
- Georgetown, Texas (pop. 50,000), Assistant City Manager
- Granbury, Texas (pop. 6,800), City Manager
- Kaufman, Texas (pop. 8,900), City Manager
- Kilgore, Texas (pop. 13,000), City Manager

- Lamesa, Texas (pop. 9,300), City Manager

- Missouri City, Texas (pop. 74,500), City Manager

- Montgomery, Texas (pop. 800) – City Administrator

- Sealy, Texas (pop. 6,400), City Manager

- Waco, Texas (pop. 126,000), Assistant City Manager

2014

- Addison, Texas (pop. 15,000), Deputy City Manager

- Burien, Washington (pop. 50,000), City Manager

- Denison, Texas (pop. 24,000), Assistant City Manager

- Fate, Texas (pop. 7,000), City Manager

- Henderson, Texas (pop. 14,000), City Manager

- Joshua, Texas (pop. 6,000), City Manager

- Kyle, Texas (pop. 30,500), City Manager

- League City, Texas (pop. 88,000), City Manager

- Lindale, Texas (pop. 5,000), City Manager

- Miami, Oklahoma (pop. 13,500), City Manager

- Port Arthur, Texas (pop. 56,700), City Manager

- Pearland, Texas (pop 96,000), City Manager

- South Padre Island, Texas (pop. 3,000), City Manager

- Stephenville, Texas (pop. 17,400), City Administrator

- Tyler, Texas (pop. 98,800), City Manager

Population numbers are approximate.

TAB 6

References

City of Plant City, Florida
Population: 38,000
Contact: Rick A. Lott, Mayor
Email: rlott@plantcitygov.com
Phone: 813-267-3005
Recruitment: City Manager, 2018

City of Green Cove Springs, Florida
Population: 7,700
Contact: Mary Jane Lundy, Human Resources Director
Email: mjlundy@greencovesprings.com
Phone: 904-297-7500, Option 6
Recruitment: City Manager, 2018

City of Jupiter, Florida
Population: 60,000
Contact: Todd Wodraska, Mayor
Email: toddw@jupiter.fl.us
Phone: 561-741-2214
Recruitment: Town Manager, 2017

City of Fernandina Beach, Florida
Population: 12,000
Dale Martin, City Manager
Email: dmartin@fbfl.org
Phone: 904-310-3100
Recruitments:
- Human Resources Director, 2020
- Deputy City Manager/City Engineer, 2020
- Comptroller, 2018

TAB 7

CITY MANAGER
PALM COAST, FLORIDA

THE COMMUNITY

Boasting beautiful natural vistas and endless recreational opportunities, the City of Palm Coast, Florida, is situated on 96 square miles along saltwater and freshwater canals and the Intracoastal Waterway, just minutes from pristine Atlantic Ocean beaches. The growing, dynamic community of 86,516 is located in Flagler County, with Interstate 95 running through the City and intersecting with Interstate 4, providing convenient connectivity with Daytona Beach and Tampa.

One of Florida's newest cities, Palm Coast was incorporated in 1999 and offers a vibrant lifestyle in a scenic natural environment. The City was originally developed by ITT Community Development Corporation beginning in the 1970s. It was marketed as a retirement community in the early years but is now home to many families and people of all ages. Palm Coast was one of the fastest-growing cities in the United States in the early 2000s and growth is expected to continue.

The City has a dozen beautiful parks, 125+ miles of connecting trails and paths for walking/bicycling, abundant fishing and boating, world-class tennis and golf, birding along Great Florida Birding & Wildlife Trails, and recreational programming for residents and visitors of all ages. The Indian Trails Sports Complex hosts soccer, lacrosse, baseball, and other athletic tournaments for teams throughout the Southeast. Special events include the Arbor Day celebration, the Birds of a Feather Fest, the Intracoastal Waterway Cleanup, Movies in the Park, Food Truck Tuesdays, the Palm Coast & the Flagler Beaches Senior Games, the Starlight Event & Parade, and much more.

Flagler County Schools, Florida Hospital Flagler, Palm Coast Data, Publix Supermarkets, and Hammock Beach Resort are the area's major employers. High profile major development projects underway or recently completed include: Shoppes of Palm Coast (Tractor Supply, Aldi, Starbucks, and Taco Bell), Island Walk Shopping Center (Hobby Lobby, Tuesday Morning, Publix, IHOP, etc.), FPL Category 5-rated Service Center, Florida Hospital Flagler major expansion, Creekside at Grand Haven (residential), Moonrise Brewery, Grand Landings Phase 3 (residential), and Matanzas Lake subdivision (residential).

Flagler County Public Schools serves approximately 13,000 K-12 students in Palm Coast. The district consists of nine campuses, including five elementary, two middle schools, two high schools, one virtual school, and two charter schools. Flagler Schools leverages a full-range of technology and digital resources for students and has partnered with the community to bring Flagship Choice Programs to all of its schools, allowing students to explore careers from the earliest grade levels. Students can explore and grow in the worlds of agriculture, aerospace, green technology, health science, engineering and computer science, marine research, finance and business, leadership, the arts, and more. Currently there are 22 Flagship Programs spanning grades K-12 that provide an enriched education infused with the essentials for college and career readiness. All schools offer a variety of extracurricular activities and clubs.

THE COMMUNITY
CONTINUED

For those seeking higher education, Daytona State College has a campus in Palm Coast (Flagler/Palm Coast Campus). Regionally, colleges and universities include: Embry-Riddle Aeronautical University and Bethune-Cookman University in Daytona Beach; Stetson University in DeLand; the University of Central Florida in Orlando (with a campus in Daytona Beach); Flagler College and the University of St. Augustine for Health Sciences in St. Augustine; University of North Florida in Jacksonville; and the Florida Coastal School of Law in Jacksonville.

The City has a median household income of $49,207 and an average home value of $211,100.

GOVERNANCE AND ORGANIZATION

MISSION

To provide our residents, visitors, and business community with exceptional government services in order to improve the quality of life, grow the local economy, and protect the natural environment through a planned integrative approach using available technology.

VISION

A multigenerational community recognized as one of Florida's premier cities that values...

- Building a diverse, sustainable economic base to support innovation while providing necessary infrastructure and services

- Providing exceptional amenities and standards that support a high-quality lifestyle

- Protecting the environment and beauty of Palm Coast while conserving natural resources.

VALUES

Pride - Passion in working together for a better tomorrow

Accountability - Accept responsibility for our actions and decisions

Leadership - Courage to shape our City today and into the future in a transparent manner

Motivated - Seek continuous improvement in all services

Collaborative - Dedicated to building partnerships that address community concerns and needs

Ownership - Responsible for our actions and inactions

Achievement - Seek excellence in all that we do

Stewardship - Protectors of our natural environment

Trust - Mindful of our responsibility, we pledge to use taxpayer resources (time, talent, money) efficiently

Palm Coast operates under the council-manager form of government composed of the Mayor and four City Council members who act as the political head of the City and are responsible for setting policy, approving the budget, determining the tax rate, and formulating broad long-term policies that outline the City's public function. The Mayor and Council members are elected at-large, for a term of four years and may serve no more than two consecutive four-year terms in the same seat. The City Manager is appointed by Mayor and Council and implements the policies of the Council, in addition to directing day-to-day operations, preparing the annual budget, overseeing personnel matters, recommending policies or programs to the Council, and keeping the Council fully advised of the financial and other conditions of the City.

The City provides a full-range of municipal services supported by approximately 450 full-time, 4 part-time, and 70 seasonal/temporary employees represented by unions administered under their respective collective bargaining agreements. The FY 2019 annual budget is approximately $143.7 million, including a general fund of $37.4 million, with an ad valorem millage rate of 4.6989.

The City Manager's direct reports include the City Clerk, Administrative Services & Economic Development Director, Finance Director, Information Technology Director, Utility Director, Fire Chief, Parks & Recreation Director, Community Development Director, Public Works Director, Human Resources Director, and Executive Assistant. Police protection is provided through an interlocal agreement with the Flagler County Sheriff's Department.

Palm Coast has a tradition of using cross functional/departmental teams to implement the City Council's targeted objectives, strategies, and goals. The use of a team approach is an effort to foster individual skills and highlight the talent that exists within the City's workforce. There are currently approximately 25 different cross functional teams working on community goals and challenges.

CHALLENGES AND OPPORTUNITIES

Public-Private Partnership (P3) for Palm Coast's "FiberNet"

Palm Coast commissioned the construction of the City's FiberNet, a high-speed fiber-optic backbone to connect all City sites and facilities in 2004. Currently, FiberNet's assets include nearly 60 route miles of conduit and 54 miles of high-count fiber cable. The City's economic development goals include the attraction of dynamic, high-paying technology jobs, bolstered by the enhancement of its advanced world-class public network. A broadband strategic plan with Magellan Advisors was recently completed to map out a public-private partnership whereby the City will focus its efforts on the expansion and maintenance of the fiber network, while its yet to be determined P3 partner focuses on lighting and operating the network for the benefit of the community. The successor City Manager will play a key role in the development of the P3 and the attainment of the City's vision for FiberNet.

Department of Public Works (DPW) Complex Replacement

The City's CIP has identified a growing need to address its aging DPW complex, at an estimated cost of $20 million. There have been some discussions regarding the potential funding source to replace the complex, but a resolution will likely involve the development of proposed funding strategies by the next City Manager.

Economic Diversification & Business Friendly Development

One of Palm Coast's goals is to be recognized as a community that encourages development consistent with its evolving vision; this will likely require innovative strategies that will increase development investment opportunities. The next City Manager will help the City Council and community refine the future vision for Palm Coast and promote the continued transition of the community from a largely residential planned community to a more diverse, mixed-use, residential, commercial, high-tech, and high-skill business center in an effort to diversify the City's tax base.

CHALLENGES AND OPPORTUNITIES

CONTINUED

Infrastructure Improvement

Because of Palm Coast's history as a planned community, virtually all its underground infrastructure and most of its streets were constructed around the same timeframe, resulting in a growing need for repairs and upgrades. Some steps have been taken in anticipation of the reinvestment in infrastructure through identified funding mechanisms; however additional CIP resources will need to be identified and/or re-allocated to address anticipated future capital needs.

Innovation District/Opportunity Zone

Palm Coast's Town Center area has been infrastructure-ready for several years, but its intended vision has yet to be fully realized. The City and Community Redevelopment Area (CRA) recently took a fresh look at the area and made the development of Town Center a high priority through its designation as an "Innovation District." The designation is intended to leverage proximity, density, and authenticity and create an experiential-living hub where residents can live, work, and play. As part of the focus, an Innovation Kick Start Program was established to incentivize development in the district by the end of 2020.

Workforce Housing

Although single-family residential price points exist at all levels in Palm Coast, there is an increasing need to address workforce housing opportunities that support the emerging economic development vision of the community.

IDEAL CANDIDATE

The City of Palm Coast seeks an enthusiastic leader with a commitment to professionalism and a dedication to public service. The ideal candidate will have a demonstrated track record of resourceful, entrepreneurial approaches to development and must be willing to consider creative strategies to address high-growth community issues and challenges. The next City Manager will have a sense of vision for both the organization and community that will ensure sustainable future growth.

A candidate with a strong financial background and sound business acumen, including long-term capital planning and budgeting skills, is strongly desired. An ability to cultivate and maintain a positive relationship with the City Council and help build consensus while guiding the future direction of the City will be essential. Open-minded and flexible, the new City Manager will have a demonstrated commitment to continuous process improvement and the aggressive pursuit of state and federal grant funding opportunities that will help the City continue to provide a high quality of life to residents.

The new City Manager will be a seasoned team-builder with a collaborative, pro-active management style. The City Manager will foster a culture of transparency and accountability throughout the organization. A delegator, as opposed to a micromanager, the ideal candidate will be comfortable allowing senior leadership to manage their respective operations with broad direction. A candidate who has an ability to coach, mentor, motivate, and build a high-performance, results-driven team and a commitment to the professional development of employees will be successful.

The chosen candidate will be accessible and possess exceptional interpersonal and communication skills, with the ability to educate and effectively convey information and ideas to individuals at all educational levels. The City Manager will be highly visible in the community and should be comfortable dealing with a high level of citizen and business engagement. Personable, humble, and easy-going, the ideal candidate will have a strong sense of humor, and the soft skills, emotional intelligence, and public relations experience needed to build strong relationships with staff, Council, citizens, intergovernmental agencies, and the media.

Excellent negotiation skills, collective bargaining experience, and the ability to help stakeholders come to consensus on community issues are essential qualifications. Thorough knowledge of emergency management practices, state/FEMA reimbursement processes, and water, wastewater, and stormwater systems is a plus.
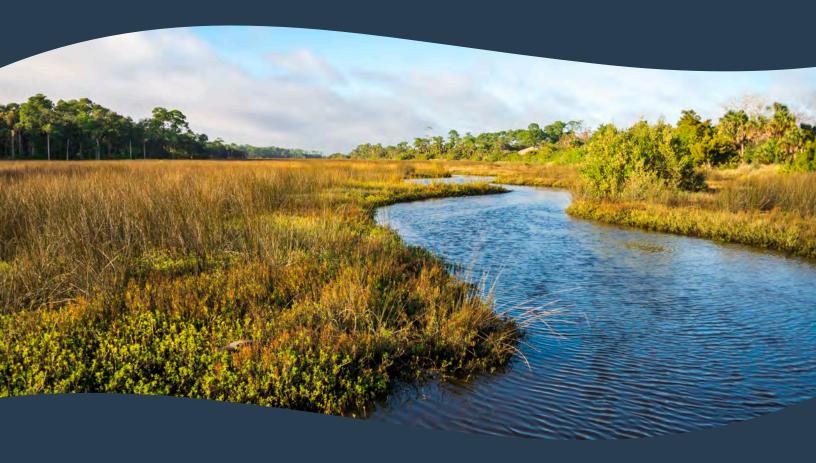
EDUCATION AND EXPERIENCE

The selected candidate must hold a bachelor's degree in public administration, business administration, or a related field; a master's degree is preferred. A minimum of eight years of progressively responsible experience in a city manager's office managing and administering a municipal government and/or as a department head is required. Any combination of education and experience that provides the required knowledge and skills will also be considered.

The final selected candidate shall establish residency within the corporate limits of the City within six (6) months of appointment. Upon request, residency may be extended by the City Council for an additional six-month period.

COMPENSATION AND BENEFITS

The City of Palm Coast offers a competitive salary depending on qualifications and experience. The City provides a generous benefits program including health, dental, life insurance, and paid vacation and sick leave.

APPLICATION PROCESS

Please apply online at: http://bit.ly/SGRCurrentSearches

For more information on this position contact:

Doug Thomas, Senior Vice President
Strategic Government Resources
DouglasThomas@GovernmentResource.com
540-820-0531

This position is open until filled. To view the status of this position, please visit:
http://bit.ly/SGRCurrentSearches

The City of Palm Coast is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check. **Pursuant to the Florida Public Records Act, all applications are subject to public disclosure upon receipt; however, public record requests regarding candidates do not typically occur prior to the selection of semifinalists and/or finalists.**

RESOURCES

City of Palm Coast
palmcoastgov.com

Strategic Plan
bit.ly/PalmCoastStrategicPlan

Comprehensive Plan
palmcoastgov.com/about/comp-plan

FY 2019 Annual Budget
palmcoastgov.com/government/
finance/budget-preparation

Flagler County Department of Economic Opportunity
FlaglerCountyEDC.com

Public Schools Website
flaglerschools.com

Follow Us

TAB 8

Executive Recruitment Clients

Arizona
- Chandler

Arkansas
- Fort Smith
- Hot Springs

Colorado
- Arvada
- Aurora
- Brighton
- Combined Regional Communications Authority
- Commerce City
- Craig
- Englewood
- Erie
- Golden
- Gunnison
- Lamar
- Mountain View Fire Protection District
- Northglenn
- Pitkin County
- Trinidad
- Vail
- Wheat Ridge

Connecticut
- Clinton
- South Windsor
- Tolland
- Wethersfield

Florida
- Boca Raton
- Boynton Beach
- DeLand
- Fernandina Beach
- Fort Lauderdale
- Green Cove Springs
- Jupiter
- Lakeland
- Lee County
- North Port
- Palm Coast
- Plant City
- Port St. Lucie
- Tamarac
- Winter Haven

Georgia
- Albany
- Johns Creek

Indiana
- Clarksville

Iowa
- Ames
- Davenport

Kansas
- Coffeyville
- Johnson County
- Lenexa
- Olathe
- Overland Park
- Shawnee
- Topeka
- Unified Government of Wyandotte County/Kansas City
- Valley Center

Kentucky

- Paducah

Louisiana

- Shreveport

Michigan

- Ann Arbor
- Kalamazoo County Consolidated Dispatch Authority (KCCDA)
- Midland
- Muskegon Heights

Minnesota

- Blaine

Mississippi

- Hancock County Port & Harbor Commission

Missouri

- Ballwin
- Cameron
- Cape Girardeau
- Grandview
- Lebanon
- Nixa
- O'Fallon
- Parkville
- Riverside
- Sikeston
- Smithville
- Springfield
- St. Charles

Montana

- Bozeman

Nevada

- Clark County
- Las Vegas
- Washoe County

New Mexico

- Farmington
- Four Corners Economic Development

North Carolina

North Dakota

- Mountrail Williams Electric Cooperative
- Williston

Ohio

- Beavercreek
- Franklin County

Oklahoma

- Altus
- Bethany
- Broken Arrow
- Chickasha
- Choctaw
- Lawton
- Miami
- Miami Office of Economic Development
- Oklahoma Municipal League
- Owasso
- Stillwater

Oregon

- Beaverton
- Clackamas County
- Eugene
- Springfield

Tennessee

- Murfreesboro

Texas

- Abilene
- Addison
- Alamo Heights
- Alice
- Allen
- Alvin
- Amarillo
- Angleton
- Anna
- Argyle
- Arlington
- Atlanta
- Austin
- Azle
- Bastrop
- Bastrop Economic Development Corporation
- Bay City
- Baytown
- BCFS Health & Human Services
- Bedford
- Bellaire
- Boerne
- Brenham
- Bridgeport
- Brushy Creek Regional Utility Authority
- Bullard
- Burkburnett
- Canadian
- Canyon
- Carrollton
- Castroville
- Cedar Park
- Clute
- College Station
- Colleyville
- Colorado River Municipal Water District
- Commerce
- Converse
- Copper Canyon
- Copperas Cove
- Corpus Christi
- Dallas County
- Denison
- Denison Area Chamber of Commerce
- Denton
- Denton County Fresh Water Supply District 1-A
- DeSoto
- Dickinson
- Duncanville
- El Paso
- El Paso MPO
- Elgin
- Fairview
- Farmers Branch
- Fate
- Ferris
- Flower Mound
- Forney
- Fort Worth
- Freeport
- Fulshear
- Garland
- Georgetown
- Georgetown Chamber of Commerce
- Gonzales Economic Development Corporation
- Granbury

- Grapevine
- Gulf Coast Water Authority
- Harris County ESD No. 48
- Henderson
- Highland Park
- Humble
- Hutto
- Hutto EDC
- Irving
- Jacksonville
- Jacksonville Development Corporation (JEDCO)
- Joshua
- Kaufman
- Kilgore
- Killeen
- Kingsville
- Kyle
- Lake Dallas
- Lake Worth
- Lakeway
- Lamesa
- Lancaster
- League City
- Leander
- Levelland
- Levelland EDC
- Lindale
- Little Elm
- Lockhart
- Longview
- Longview EDC
- Lubbock
- Marshall
- McKinney
- McKinney EDC
- Memorial Villages PD
- Messer Rockefeller Fort
- Midland
- Mineral Wells
- Missouri City
- Montgomery
- Mount Pleasant EDC
- MPACT CDC
- Nederland
- North East Texas Regional Mobility Authority
- North Hays County ESD No. 1
- North Richland Hills
- North Texas Emergency Communications Center (NTECC)
- Odessa
- Orange
- Palestine
- Pearland
- Pflugerville
- Piney Point Village
- Plainview
- Plano
- Port Arthur
- Port Lavaca
- Port Neches
- Portland
- Princeton
- Red Oak
- Richardson
- Riverbend Water District
- Rockport
- Rockwall EDC
- Round Rock
- Rowlett
- Royse City
- Saginaw
- San Marcos

- San Marcos/Hays County EMS
- Santa Fe
- Seagoville
- Sealy
- Sherman EDC
- Snyder
- Socorro
- South Padre Island
- Southlake
- Stephenville
- Sugar Land
- Sunnyvale
- Sweetwater
- Tarrant County 9-1-1 District
- Taylor
- Temple
- Terrell
- TexAmericas Center
- Tyler
- Upper Brushy Creek WCID
- Venus
- Victoria
- Waco
- Waxahachie
- Weatherford
- West University Place
- Westworth Village
- Wichita Falls
- Willow Park
- Wills Point

Washington
- Bainbridge Island
- Bellevue
- Burien
- Clallam County
- Clark County

- Des Moines
- Richland
- Shoreline
- Snoqualmie
- Spokane
- Spokane Valley
- West Lake Hills
- Whitworth Water District #2

Wyoming
- Campbell County
- Casper

Other Organizations
- BCFS Health & Human Services
- HVJ Associates
- Institute for Bldg Tech. and Safety (IBTS)

Executive Recruitment Positions (2014 to Date)

Administration

- Assistant City Manager
- Assistant County Manager
- Chief Administrative Officer
- City Administrator
- City Clerk
- City Manager
- City Secretary
- Commissioners' Administrative Director/County Administrator
- County Administrator
- County Manager
- Deputy City Manager
- Director of Administration
- Town Manager

Animal Services

- Animal Services Manager
- Animal Shelter Manager
- Animal Welfare Director
- Animal Welfare Manager
- Assistant Director of Code Compliance/ Animal Welfare
- Director of Animal Care & Control
- Director of Animal Management & Welfare
- Director of Animal Services
- Director of Regional Animal Services
- Executive Director of Animal Services

Aviation

- Airport General Manager

Building Inspection

- Building Official
- Chief Building Official
- Deputy Building Official
- Director of Inspections

Code Enforcement

- Code Compliance Superintendent

Communications

- Communications Manager - 911
- Deputy Director of Emergency Communication Center
- Emergency Dispatch Director
- Executive Director of Emergency Communications Center
- Executive Director of County Consolidated Dispatch Authority
- Executive Director of 911 District

Economic Development/CVB/Tourism

- Assistant Director of Economic Development
- Assistant Director of Housing & Economic Development
- Business Development Director
- CEO of Port & Harbor Commission
- Convention Center Operations Manager
- Convention & Visitors Bureau Manager
- CVB Director
- Director of Economic Development
- Director of the Office of Economic Development
- Economic Development & Tourism Coordinator
- Economic Development Manager
- Executive Director of Economic Development
- Executive Director of EDC
- Executive Director of Port & Harbor Commission
- Executive Vice President/Chief Economic Development Officer

- Main Street Manager
- President of EDC
- President of Chamber of Commerce
- President/CEO of EDC
- President/CEO of Regional Chamber of Commerce and Economic Development
- President/CEO of Office of Economic Development
- Special Events Director

Emergency Management
- Executive Director/Emergency Management (nonprofit)
- Homeland Security & Emergency Management Director

Engineering
- Assistant City Engineer
- Assistant City Engineer for Development
- City Engineer
- Construction Engineer
- Director of Capital Projects and Development Engineering
- Director of Engineering
- Director of Engineering and Environmental Services
- Director of Engineering Services
- Electrical Engineer
- Engineering & Construction Director
- Senior Operations Electrical Engineer
- Traffic Engineer

Finance
- Assistant Finance Director
- Budget Director
- Capital Projects Budget Manager
- Chief Financial Officer
- Comptroller
- Deputy Finance Director
- Financial Services Director

- Finance Director
- Public Works Finance Officer
- Purchasing Director
- Senior Accountant

Fire/EMS
- Assistant Fire Chief
- Battalion Chief
- Emergency Services District Administrator
- Executive Director of EMS
- Fire Chief
- Training Chief
- Training & Education Division Chief

Fleet
- Fleet Services Manager

Human Resources/Risk Management
- Assistant Human Resources Director
- Director of Human Resources & Organizational Development
- Director of Human Resources & Risk Management
- Human Resources/Civil Service Director
- Human Resources Director
- Human Resources Generalist

Information Technology
- Assistant Director-IT Solutions
- Chief Information Officer
- Chief Knowledge Officer
- Chief Technology Officer
- Director of Information Technology
- GIS Manager
- IT Manager
- Police IT Manager

- Senior Software Developer

Legal
- Assistant City Attorney
- Associate or Senior Attorney
- Chief Public Defender
- City Attorney (firm)
- City Attorney (individual)
- First Assistant City Attorney

Libraries
- Chief Librarian
- Director of Libraries
- Library Director

Marketing and Community Engagement
- Director of Community Affairs
- Public Information Officer

Municipal Court
- Director of Municipal Court Services
- Municipal Court Director

Parks & Recreation
- Assistant Director of Parks & Recreation
- Parks & Recreation Director

Planning/Development Services
- Assistant Director of Planning & Development
- Assistant Planning Director
- Building Official
- City Planner
- Community Development Corporation Executive Director
- Community Development Director

- Deputy Director of Development Services
- Development and Neighborhood Services Director
- Development Services Director
- Director of Community and Development Services
- Director of Municipal Development Services
- Director of Planning
- Planning & Development Director
- Redevelopment Project Director
- Senior Redevelopment Project Director

Police
- Assistant Police Chief
- Chief Administrative Officer (police)
- Chief of Police
- Deputy Director-Police Administrative Services
- Safety Services Manager/Police Chief

Public Health/Social Services
- Director of Health & Environment
- Environmental Health Director
- Health & Human Services Director
- Neighborhood Services Manager

Public Works/Utilities
- Assistant Director of Engineering/Public Works (Capital Projects)
- Assistant Director of Public Works - Utilities
- Assistant General Manager-Water Authority
- Assistant Public Works Director
- Assistant Utilities Director
- Deputy Municipal Services Director
- Deputy Director of Utilities
- Development & Public Works Director
- Director of Austin Resource Recovery
- Director of Public Services

- Director of Public Works
- Director of Public Works and Engineering Services
- Director of Solid Waste
- Director of Street Operations
- Drainage Utility Superintendent
- Electric Utility Director
- Executive Director-Water District
- General Manager-Regional Utility Authority
- General Manager-Water District
- Managing Director for Public Works & Utilities
- Municipal Services Director
- Public Works Director/City Engineer
- Sanitation Director
- Solid Waste Superintendent
- Streets & Stormwater Director
- Utilities Director

- Utility Services Director
- Utilities Services Manager
- Water/Wastewater Utilities Director

Transportation
- Assistant Director of Transportation
- Executive Director-Regional Mobility Authority
- MPO Administrator
- Transit Director
- Transportation Manager

Other
- Deputy Chief Medical Examiner
- Executive Director-Municipal League
- Property Management Director