PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

EXECUTIVE DIRECTOR
RIVER TO SEA TRANSPORTATION PLANNING ORGANIZATION

July 2021

(This proposal is valid for 90 days)

Strategic Government Resources

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

JJ Peters, President of Executive Recruitment
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July 30, 2021

Executive Director Search Committee
River to Sea Transportation Planning Organization

Dear Members of the Executive Director Search Committee:

Thank you for the opportunity to submit this proposal to assist the River to Sea TPO in your recruitment for a new Executive Director. 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 and allow us to reach the most extensive and diverse pool of applicants:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and Best Management Practices.

- SGR's Servant Leadership e-newsletter, where all recruitments conducted by SGR are announced, reaches nearly 50,000 subscribers in all 50 states.

- SGR will send targeted emails to our opt-in Job Alert subscriber database and provide a comprehensive social media marketing campaign, in addition to extended outreach to passive candidates.

We recognize that the COVID-19 pandemic has created unique operating challenges for local governments in a myriad of ways, including recruitment efforts. SGR has invested in a variety of technologies that will allow a safe social distancing recruitment process, and we will continue to provide alternatives to in-person meetings, to the extent your organization desires, during this uncertain time.

We are excited about the prospect of conducting this recruitment for the River to Sea TPO, and we are available to visit with you at your convenience.

Respectfully submitted,

Ron Holifield, Chief Executive Officer
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Company Profile

Background

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, and Authentic Leaders. SGR was incorporated in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

SGR is a **full-service firm**, specializing in executive recruitment, interim placements, online training, onsite training, leadership development, psychometric assessments, strategic visioning retreats, one-on-one employee coaching, and other consulting services designed to promote innovation, team building, collaboration, and continuous improvement in local governments. SGR has approximately 700 local government clients in 47 states for all of our business lines combined. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR has 24 full-time employees, 2 part-time employees, 17 recruiters, and a number of consultants who function as subject matter experts on a variety of projects.

SGR's corporate headquarters is in the Dallas/Fort Worth Metroplex. SGR also has virtual offices in California, Colorado, Florida, Minnesota, New York, North Carolina, Ohio, Oklahoma, Oregon, and Pennsylvania.

SGR Executive Leadership – Recruitment
- Ron Holifield, Chief Executive Officer
- Jennifer Fadden, Chief Operating Officer
- JJ Peters, President of Executive Recruitment

View all SGR team members and bios at: governmentresource.com/about-us/meet-the-team

SGR's Unique Qualifications

Extensive Network of Prospects

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. SGR reaches an extensive and diverse pool of prospects by utilizing our unequaled network of prospects.

- SGR's Servant Leadership e-newsletter, where your position will be announced, reaches nearly 50,000 subscribers in all 50 states.

- We will send targeted emails to opt-in subscribers to SGR's Job Alerts.

- Your position will be posted on SGR's Website, GovernmentResource.com, which has more than 36,000 visitors per month.

- Your position will be posted on SGR's Job Board, SGRjobs.com, which averages more than 16,000 unique visitors per month and has over 1,600 jobs listed at any given time.

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

- SGR frequently partners with local government associations including League of Women in Government and the Local Government Hispanic Network.

- Approximately 65% of semifinalists selected by our clients learned about the open recruitment through via our website, servant leadership e-newsletter, job board, social media, job alert emails, or personal contact.

Collective Local Government Experience

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. SGR can navigate all of the relevant networks as both a peer and insider.

Equal Opportunity Commitment

SGR strongly believes in equal employment 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 encourage qualified applicants from underrepresented demographic groups to apply. Although SGR obviously cannot, and would not, guarantee the makeup of the semifinalist or finalist groups, SGR does have relationships and contacts nationwide to encourage the meaningful participation of underrepresented minority groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs

SGR devotes a significant amount of time to actively listening to your organization and helping you define and articulate your needs. 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 often able to get exceptional prospects to become candidates, even if they have declined to become involved in other recruitment processes. Candidates trust SGR to assess the situation well, communicate honestly and bluntly, and maintain their confidentiality to the greatest extent possible.

Accessibility & Communication

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. In addition, the recruiter communicates with active applicants on a weekly basis and sends Google alerts articles to keep the applicants informed about the community and opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a candidate screening process that prevents surprises and ensures in-depth understanding. Our vetting process includes:

- Prescreening questions and technical review of resumes

- Cross communication between our recruiters about candidates who have been in previous searches for greater understanding of background and skills

- Comprehensive written questionnaires to gain different insights than typically available on a resume

- Online pre-recorded video interviews that allow search committee members, at their convenience, to view candidates in an interview setting prior to the finalist stage of the recruitment process

- Comprehensive media reports that go far beyond automated Google/LexisNexis searches and are customized to each candidate based on where they have lived and worked

- Comprehensive automated and anonymous reference checks that provide deep insights on candidates' soft skills from a well-rounded group of references

- Psychometric assessments (supplemental cost)

- Comprehensive background checks completed by a licensed private investigation firm

- Advanced exercise, customized to the organization, for finalist candidates

Project Personnel

Doug Thomas, Senior Vice President

DouglasThomas@GovernmentResource.com
Cell: 863-860-9314

Doug has close to 35 years of senior local government executive management experience. He joined Strategic Government Resources (SGR) in 2015 to serve as their first Regional Director to serve both Florida and the southeast, and subsequently as Senior Vice President. He assists clients nationwide in the areas of executive recruitment, governing body/senior staff governance and servant leadership training, strategic visioning, and priority-based budgeting, evaluation of the Chief Executive, and is a regular speaker at local government state and national conferences.

Prior to his work with SGR, Doug served as City Manager for the City of Lakeland, Florida for roughly 12 years. Lakeland is centrally located along the I-4 corridor between Tampa and Orlando with a resident population of over 100,000 and a service population of over 250,000. The City provides its residents a full array of municipal services, including a municipal-owned electric generation and distribution utility that is the 3rd largest in the state and among the top 25 nationwide. The organization has an annual budget of approximately $600 million and employs roughly 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 opened in the fall of 2014.

Prior to Lakeland, Doug previously served as City Manager for the City of Alma, Michigan for close to 15 years. Prior to his service in Alma, he represented the City of Grand Haven, Michigan as Assistant City Manager, (1986-1989) and as Administrative Assistant to the City Manager (1984-1985). He also has held local government posts with the City of Rockville, Maryland, and the Town of Landover Hills, Maryland.

His academic credentials include attainment of a Master of Public Administration from the American University, Washington, D.C. in 1983 with a concentration in Urban Affairs, and a Bachelor of Arts in Political Science and History from Bowling Green State University, Ohio in 1981.

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 Experime**ntal 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 12**th 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 c**ity'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 t**he 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 re**claimed 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 e**nable 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 communi**ty'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 a**nd 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   B.A.   Bowling Green State University
Washington, D.C. (1983)   Bowling Green, Ohio (1981)
Concentration: Urban Affairs   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

Recruitment Methodology

A full-service recruitment typically entails the following steps:

1. **Organizational Inquiry and Analysis**
   - Develop Recruitment Plan and Timeline
   - Individual Interviews with Key Stakeholders
   - Development of Position Profile Brochure

2. **Advertising and Marketing, Communication with Applicants and Prospects**

3. **Initial Screening and Review**

4. **Search Committee Briefing to Facilitate Selection of Semifinalists**

5. **Evaluation of Semifinalist Candidates**
   - Written Questionnaires
   - Recorded Online Interviews
   - Media Searches - Stage 1

6. **Search Committee Briefing to Facilitate Selection of Finalists**

7. **Evaluation of Finalist Candidates**
   - Comprehensive Media Searches - Stage 2
   - Comprehensive Background Investigation Reports
   - DiSC Management Assessments (supplemental service)
   - First Year Game Plan or Other Advanced Exercise

8. **Interview Process**
   - Face-to-Face Interviews
   - Stakeholder Engagement (may occur earlier in process)
   - Deliberations
   - Reference Checks (may occur earlier in process)

9. **Negotiations and Hiring Process**
   - Determine the Terms of an Offer
   - Negotiate Terms and Conditions of Employment
   - Press Release (if requested)

Step 1: Organizational Inquiry and Analysis

Develop Recruitment Plan and Timeline
SGR will meet with the client at the outset of the project to finalize the recruitment plan and timeline. At this time, SGR will also request that the client provide us with photos and information on the community, organization, and position to assist us in drafting the position profile brochure.

Individual Interviews with Key Stakeholders
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. Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. In consultation with the Search Committee, SGR will develop a list of individuals to meet with about the position. Individual interviews may include members of the Search Committee, key staff members, peers in other organizations, and/or community leaders to find out more about the position, special considerations, and the political environment. These interviews last approximately 30-60 minutes each and identify 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.

Development of Position Profile Brochure
Following the individual interviews, SGR will develop a draft position profile brochure that is reviewed and revised in partnership with your organization until we are in agreement that it accurately reflects the sought-after leadership and management characteristics.

Step 2: Advertising and Marketing, Communication with Applicants and Prospects

Advertising and Marketing
The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, where your position will be announced, reaches nearly 50,000 subscribers in all 50 states. We will also send targeted emails to opt-in subscribers to SGR's Job Alerts. Your position will be posted on SGR's Website, GovernmentResource.com, and on SGR's Job Board, SGRjobs.com. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn. Ads are also typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

Communication with Prospects
SGR communicates with interested prospects on ongoing basis during the recruitment process. 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 the organization, and it is an area in which SGR excels.

Communication with Active Applicants

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. SGR communicates frequently with applicants to ensure they stay enthusiastic and informed about the opportunity. SGR utilizes Google Alerts and sends weekly update emails to active applicants regarding the organization and community.

Step 3: Initial Screening and Review

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.

Step 4: Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report and 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, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

Step 5: 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. 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 Questionnaires

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 cover letters and resumes submitted by the candidates.

Recorded Online Interviews

SGR will ask semifinalist candidates to complete online interviews. This provides a very insightful, efficient and cost-effective way to gain additional insights to utilize in selecting finalists you want to invite for an onsite interview. The recorded 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. Links to view the online interviews are emailed to the Search Committee members for viewing at their convenience prior to selection of finalist candidates.

Media Searches - Stage 1

"Stage 1" of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" to the Search Committee immediately upon discovery.

Step 6: 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 includes cover letters, resumes, and completed questionnaires. The link to view the online interviews is emailed separately to Search Committee members. The purpose of this briefing is to facilitate narrowing the list to up to 5 finalists who will be invited for personal interviews.

Step 7: Evaluation of Finalist Candidates

Comprehensive Media Searches - Stage 2

"Stage 2" of our media search process includes the web-based interface Nexis Diligence™ along with Google as a supplementary tool. By utilizing both, we can provide our clients with an enhanced due diligence process to help vet potential candidates in an efficient and comprehensive manner, which reduces the risk of overlooking important information.

The Stage 2 media search consists of a more complex search, which also includes social media platforms, and has proven helpful in analyzing possible adverse news about the candidate by uncovering issues that may not have been previously disclosed by the candidate. The media search gives the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of their career. View a sample media report at: http://bit.ly/SGRSampleMediaReport.

Comprehensive Background Investigation Reports
Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below. View a sample background report at: bit.ly/SGRSampleBackgroundReport.
- 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 civil and criminal search (for every county in which candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

DiSC Management Assessments (supplemental service)
SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment 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. View a sample report at: bit.ly/SGRDiscProfileSample. For assessments of more than two candidates, a DiSC Management Comparison Report is included, which provides a side-by-side view of each candidate's preferred management style. View a sample comparison report at: bit.ly/SGRDiscTeamReport.

First Year Game Plan or Other Advanced Exercise
SGR will work with your organization, if desired, to develop an advanced exercise for the finalist candidates. One example of such an exercise is a "First Year Game Plan," a process where finalist candidates are provided with the contact information for elected officials, key staff, and community leaders and then 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.

Step 8: Interview Process

Face-to-Face 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 and assist in developing the interview schedule and timeline. SGR will prepare sample interview questions and will participate throughout the process to make it smooth and efficient.

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.
- Stakeholder survey (supplemental service, can be provided at an additional cost)
- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- 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.

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

Reference Checks
SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, which is proven to encourage more candid and truthful responses, in turn providing organizations with more meaningful and insightful information on candidates. SGR provides a written summary report to the organization once all reference checks are completed. The timing of reference

checks may vary depending on the specific search process and situation. If the names of the finalists are made public prior to interviews, SGR will typically contact references prior to the interview process. If the names of the finalists are not made public prior to interviews, SGR will typically wait until the organization has selected its top candidate before calling references in order to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine the Terms of an Offer
Upon request, SGR will provide appropriate employment agreement language and other helpful 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."

Press Release (if requested)
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.

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 Service: Post-Hire Team Building Workshop

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. This service can be provided at an additional cost. View sample I-OPT reports at: bit.ly/sampleIOPTreports.

Projected Schedule

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

Task	Weeks

- Contract Executed — **Week 1**
- Develop Recruitment Plan, Timeline
- <u>Individual Interviews with Key Stakeholders</u>

- <u>Deliverable</u>: Position Profile Brochure — **Weeks 2-3**
- Search Committee Reviews and Approves Brochure

- Advertising and Marketing — **Weeks 4-7**
- Accept Applications
- Communication with Prospects and Applicants

- Initial Screening and Review — **Week 8**

- <u>Search Committee Briefing</u> / Select Semifinalists — **Week 9**
- Questionnaires and Recorded Online Interviews
- Media Searches - Stage 1

- <u>Deliverable</u>: Semifinalist Briefing Books and Online Interviews — **Week 10**

- <u>Search Committee Briefing</u> / Select Finalist Candidates — **Week 11**

- Comprehensive Media Searches - Stage 2 — **Weeks 12-13**
- Comprehensive Background Investigation Reports
- DiSC Management Assessments (supplemental service)
- First Year Game Plan or Other Advanced Exercise

- <u>Deliverable</u>: Finalist Briefing Books — **Week 14**

- <u>Face-to-Face Interviews</u> — **Week 15**
- Stakeholder Engagement (may occur earlier in process)
- Deliberations
- Reference Checks (may occur earlier in process)
- Negotiations and Hiring Process

Recruitment Costs & Service Guarantee

Not-to-Exceed Price: $24,900

Not-to-exceed price includes:

- **Professional Service Fee - $18,500**

- **Expenses:**

    - **Position Profile Brochure & Marketing - $1,500**
        - Production of a professional position profile brochure
        - Custom-designed graphics for social media and email marketing
        - Announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
        - Two (2) email blasts to SGR's opt-in Job Alert subscribers for the relevant job category
        - Featured job placement on SGR's website
        - Featured ad on SGR's job board
        - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, and Instagram

    - **Semifinalist Recorded Online interviews** for up to twelve (12) semifinalists - **$225 each**

    - **Comprehensive Media Reports** for up to five (5) finalists - **$500 each**

    - **Comprehensive Background Investigation Reports** for up to five (5) finalists - **$400 each**

    - **Comprehensive Reference Checks** with individual reports for up to five (5) finalists - **$225 each**

    - **Up to Two (2) onsite visits** by the Recruiter to the Organization. Meals are billed back 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. **Travel will be dependent on COVID restrictions in place at the time and take into consideration the health and safety of team members of both SGR and the Organization.**

Supplemental Services

The supplemental services listed below are not included in the not-to-exceed price:

- **Ad placements, as approved by the organization, will be billed back at actual cost with no markup for overhead.**

- There may be an additional charge for changes made to the Position Profile Brochure after the brochure has been approved by the organization and the position has been posted online.

- Additional online interviews (over and above the twelve (12) included in the not-to-exceed price above) are offered for $225 per candidate.

- Additional comprehensive media reports (over and above the five (5) included in the not-to-exceed price above) are offered for $500 per candidate.

- Additional background investigation reports (over and above the five (5) included in the not-to-exceed price above) are offered for $400 per candidate.

- Additional reference checks (over and above the five (5) included in the not-to-exceed price above) are offered for $225 per candidate.

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

- Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link. Should the organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.

- Additional in-person visits (over and above the two (2) in-person visits included in the not-to-exceed price above) by the Recruiter will be billed over and above the not-to-exceed price. Meals are billed back 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.

- Candidates are reimbursed directly by the organization for travel expenses.

- 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. A written summary of results is provided to the organization.

- If desired, the 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. Meals are billed back 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.

- A half-day onsite post-hire team building workshop is offered for $4,000, plus travel expenses and $150 per person for I-OPT reports.

- In the unexpected event the organization requests 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 organization 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

The professional service fee for the recruitment is billed in three equal installments during the course of the recruitment. The initial installment is billed after the position profile brochure has been created. The second installment is billed after semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expenses 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 full service recruitment process, or we will repeat the entire process one additional time and charge only for expenses. 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 one additional time and charge only for expenses. 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.

City of DeLand, Florida
Population: 32,000
Michael Pleus, City Manager
pleusm@deland.org
386-626-7107
Recruitments: Public Works Director, in progress; Public Services Director, 2021

City of Ormond Beach, Florida
Population: 41,000
Claire Whitley, Assistant City Manager
claire.whitley@ormondbeach.org
386-676-3202
Recruitments: City Engineer, in progress; IT Manager, 2021; Utilities Manager, 2020

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

Nassau County, Florida
Population: 88,000
Taco Pope, Assistant County Manager
tpope@nassaucountyfl.com
904-530-6010
*Recruitments: Deputy County Manager-Community Development, in progress; Assistant County
Attorney, 2021; Assistant County Manager, 2021; Planning Director, 2020*

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

Recruitments for Positions Reporting to a Board/Governing Body, 2016-Present

In Progress

- Briarcliff Manor, New York (pop. 8,000) – Village Manager
- Bridgeport, Texas (pop. 7,000) – City Manager
- Chandler, Arizona (pop. 260,000) - City Manager
- City Center Waco, Texas – Executive Director
- Chickasha, Oklahoma (pop. 16,000) – City Manager
- Clermont, Florida (pop. 44,000) – City Manager
- Flower Mound, Texas (pop. 80,000) – Town Manager
- Grove, Oklahoma (pop. 7,000) – City Manager
- Johnson City, Tennessee (pop. 66,000) – City Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager
- Klamath Falls, Oregon (pop. 21,000) – City Manager
- Lamar, Colorado (pop. 7,500) – City Administrator
- Nevada Housing Authority, Missouri - Executive Director
- North Central Texas Council of Governments – Workforce Solutions Executive Director
- North Port, Florida (pop. 70,000) - City Manager
- Pecos City, Texas (pop. 10,000) – City Manager
- Sherwood, Oregon (pop. 20,000) – City Manager
- Snoqualmie, Washington (pop. 13,000) – City Administrator
- Tarrant County 911, Texas – Executive Director

2021

- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Breckenridge, Texas (pop. 5,000) - City Manager
- Capital Area of Texas Regional Advisory Council - Executive Director
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Citizens for Progress, Texas - Executive Director
- Lago Vista, Texas (pop. 8,000) - City Manager
- Lane Regional Air Protection Agency, Oregon - Executive Director
- Monett, Missouri (pop. 9,000) - City Administrator
- Port Chester, New York (pop. 30,000) - Village Manager
- Spokane, Washington (pop. 220,000) - City Administrator
- Spokane Regional Transportation Council, Washington - Executive Director

2020

- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager
- Castroville, Texas (pop. 3,000) - City Administrator
- Clinton, Connecticut (pop. 13,500) - Town Manager
- Combined Regional Communications Authority, CO (pop. 48,000) - Executive Director
- Commerce, Texas (pop. 9,000) - City Manager
- Covington, Georgia (pop. 14,000) - City Manager
- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Hutto, Texas (pop. 30,000) - City Manager
- Iola, Kansas (pop. 5,500) - City Administrator
- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Miami, Oklahoma (pop. 13,500) - City Manager
- Mission Hills, Kansas (pop. 3,500) - City Administrator
- Nacogdoches, Texas (pop. 33,000) - City Manager
- San Patricio County, Texas (pop, 80,000) - Executive Director of Economic Development Corporation
- Santa Fe, Texas (pop. 13,000) - City Manager
- Tigard, Oregon (pop. 53,000) - City Manager
- Westworth Village, Texas (pop. 3,000) - City Administrator

2019

- Bastrop, Texas (pop. 9,000) - Executive Director of Economic Development Corporation
- BCFS Health & Human Services, Texas - Executive Director
- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager
- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager
- Kingsville, Texas (pop. 26,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator

- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- Royse City, Texas (pop. 15,000) - Executive Director of Community Development Corporation
- Sherman, Texas (pop. 40,000) - President/CEO of Economic Development Corporation
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator
- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator

2018

- Anna, Texas (pop. 14,000) - City Manager
- Bethany, Oklahoma (pop. 19,000) - City Manager
- Cameron, Missouri (pop. 10,000) - City Manager
- Clackamas County, Oregon (pop. 400,000) - County Administrator
- Clallam County, Washington (pop. 75,000) - County Administrator
- Clark County, Washington (pop. 471,000) - County Manager
- Coffeyville, Kansas (9,500) - City Manager
- Craig, Colorado (pop. 9,000) - City Manager
- Erie, Colorado (pop. 26,000) - Town Administrator
- Forney, Texas (pop. 19,000) - City Manager
- Freeport, Texas (pop. 12,000) - City Manager
- Fulshear, Texas (pop. 9,500) - City Manager
- Georgetown, Texas (pop. 67,000) - President of Chamber of Commerce
- Green Cove Springs, Florida (pop. 7,500) - City Manager
- Humble, Texas (pop. 15,000) - City Manager
- Jacksonville, Texas (pop. 14,000) - City Manager
- Jupiter, Florida (pop. 60,000) - Town Manager
- Lawton, Oklahoma (pop. 94,000) - City Manager
- Lebanon, Missouri (pop. 15,000) - City Administrator
- Lockhart, Texas (pop. 13,500) - City Manager
- Marshall, Texas (pop. 24,000) - City Manager

- Mount Pleasant, Texas (pop. 16,000) - Executive Director of Economic Development Corporation
- Murfreesboro, Tennessee (pop. 130,000) - City Manager
- Nixa, Missouri (pop. 21,000) - City Administrator
- Paducah, Kentucky (pop. 25,000) - City Manager
- Pflugerville, Texas (pop. 60,000) - City Manager
- Plant City, Florida (pop. 38,000) - City Manager
- Riverside, Missouri (pop. 3,000) - City Administrator
- Rockwall, Texas (pop. 43,000) - President of Economic Development Corporation
- Smithville, Missouri (pop. 10,000) - City Administrator
- Springfield, Missouri (pop. 167,000) - City Manager
- Sunnyvale, Texas (pop. 6,500) - Town Manager
- Tarrant County 911 District, Texas (pop. 1.9M) - Executive Director
- West University Place, Texas (pop. 14,000) - City Manager
- Wethersfield, Connecticut (pop. 26,000) - Town Manager

2017

- Amarillo, Texas (pop. 200,000) - City Manager
- Bastrop, Texas (pop. 8,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Bozeman, Montana (pop. 45,000) - City Manager
- Brenham, Texas (pop. 17,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clute, Texas (pop. 12,000) - City Manager
- Colleyville, Texas (pop. 23,000) - City Manager
- Denison, Texas (pop. 23,000) - President and Director of Tourism of Chamber of Commerce
- Forney, Texas (pop. 19,000) - City Manager
- Grandview, Missouri (pop. 26,000) - City Administrator
- Killeen, Texas (pop. 140,000) - City Manager
- Midland, Michigan (pop. 42,000) - City Manager
- Oklahoma Municipal League - Executive Director
- Parkville, Missouri (pop. 7,000) - City Administrator
- Saginaw, Texas (pop. 21,000) - City Manager
- San Marcos, Texas (pop. 60,000) - City Manager
- Sealy, Texas (pop. 6,500) - City Manager
- Stephenville, Texas (pop. 20,000) - City Administrator
- Temple, Texas (pop. 75,000) - City Manager

- Topeka, Kansas (pop. 127,000) - City Manager
- Vail, Colorado (pop. 5,000) - Town Manager

2016

- Angleton, Texas (pop. 20,000) - City Manager
- Beavercreek, Ohio (pop. 45,000) - City Manager
- Bethany, Oklahoma (pop. 19,000) - City Manager
- Canadian, Texas (pop. 2,600) - City Manager
- Carrollton, Texas (pop. 130,000) - City Manager
- Clarksville, Indiana (pop. 20,000) - Town Manager
- Craig, Colorado (pop. 9,000) - City Manager
- Davenport, Iowa (pop. 100,000) - City Administrator
- Des Moines, Washington (pop. 30,000) - City Manager
- Elgin, Texas (pop. 10,000) - City Manager
- Forney, Texas (pop. 17,000) - City Manager
- Gunnison, Colorado (pop. 6,000) - City Manager
- Hancock County, MS (pop. 47,000) - CEO of Port and Harbor Commission Hot Springs, Arkansas (35,000) - City Manager
- Lake Dallas, Texas (pop. 7,000) - City Manager
- Lake Worth, Texas (pop. 4,500) - City Manager
- Longview, Texas (pop. 81,000) - President of Economic Development Corporation
- McKinney, Texas (pop. 162,000) - President of Economic Development Corporation
- Miami, OK (pop. 13,000) - President/CEO of Office of Economic Development
- Muskegon Heights, Michigan (pop. 11,000) - City Manager
- Northglenn, Colorado (pop. 37,000) - City Manager
- North Texas Emergency Communications Center (pop. 220,000) - Executive Director
- Palestine, Texas (pop. 19,000) - City Manager
- Piney Point Village, Texas (pop. 3,000) - City Administrator
- Port Lavaca, Texas (pop. 12,000) - City Manager
- San Juan County, NM (pop. 118,000) - President/CEO of Four Corners Economic Development (4CED)
- Spokane Valley, Washington (pop. 95,000) - City Manager
- St. Charles, Missouri (pop. 67,000) - Director of Administration
- Stillwater, Oklahoma (pop. 50,000) - City Manager
- Sweetwater, Texas (pop. 11,000) - City Manager
- Valley Center, Kansas (pop. 7,000) - City Administrator
- Williston, North Dakota (pop. 27,000) - City Administrator

Population number is approximate population at the time the recruitment took place.

SGR Executive Recruitment Clients 2013 to Present Include:

Arizona
- Avondale
- Chandler

Arkansas
- Fort Smith
- Hot Springs

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

Connecticut
- Clinton
- Fairfield
- Hartford
- Manchester
- South Windsor
- Tolland
- Wethersfield

Florida
- Boynton Beach
- Brevard County
- Clermont
- DeLand
- Fernandina Beach
- Fort Lauderdale
- Government Services Group, Inc.
- Green Cove Springs
- Jupiter
- Lakeland
- Lee County
- Nassau County
- North Port
- Ormond Beach
- Palm Coast
- Plant City
- Port St. Lucie
- Sarasota County
- Tamarac
- Winter Haven

Georgia
- Albany
- Alpharetta
- Covington
- Johns Creek

Indiana
- Clarksville

Iowa
- Ames
- Davenport
- Des Moines Water Works

Kansas

- Coffeyville
- Hutchinson
- Iola
- Johnson County
- Johnson County Park & Recreation District
- Lawrence
- Lenexa
- Mission Hills
- Olathe
- Overland Park
- Shawnee
- Topeka
- Wyandotte County/Kansas City, Kansas
- Valley Center

Kentucky

- Paducah

Louisiana

- Shreveport

Maryland

- Cecil County Government

Michigan

- Ann Arbor
- Kalamazoo County Consolidated Dispatch Authority
- Midland
- Muskegon Heights

Minnesota

- Blaine
- Chanhassen

Mississippi

- Hancock County Port and Harbor Commission

Missouri

- Ballwin
- Cameron
- Cape Girardeau
- Grandview
- Joplin
- Lebanon
- Monett
- Nevada Housing Authority
- Nixa
- Parkville
- Riverside
- Sikeston
- Smithville
- Springfield
- St. Charles

Montana

- Bozeman
- Great Falls

Nevada

- Clark County
- Las Vegas
- Washoe County

New Mexico

- Farmington
- Four Corners Economic Development Corp.
- Lea County

New York
- Briarcliff Manor
- Port Chester

North Dakota
- Mountrail-Williams Electric Cooperative
- Williston

Ohio
- Beavercreek
- Franklin County

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

Oregon
- Clackamas County
- Eugene
- Eugene-Springfield Fire and EMS
- Klamath Falls
- Lane Regional Air Protection Agency
- Sandy
- Sherwood
- Springfield
- Tigard

Pennsylvania
- Kennett Square

Tennessee
- Johnson City
- Murfreesboro

Texas
- Abilene
- Addison
- Alamo Heights
- Alice
- Allen
- Alvin
- Amarillo
- Angleton
- Anna
- Argyle
- Arlington
- Austin
- Azle
- Bastrop
- Bastrop Economic Development Corp.
- Bay City
- Baytown
- BCFS Health & Human Services
- Bedford
- Bell County
- Bellaire
- Belton
- Boerne
- Breckenridge
- Brenham
- Bridgeport
- Brownsville
- Brushy Creek Regional Utility Authority
- Bullard

Texas, continued

- Burkburnett
- Burleson
- Canadian
- Canyon
- Capital Area of Texas Regional Advisory Council (CATRAC)
- Carrollton
- Castroville
- Cedar Park
- Celina
- Citizens for Progress
- Clute
- Coleman
- College Station
- Colleyville
- Commerce
- Copperas Cove
- Corpus Christi
- Dallas County
- Dallas County Park Cities M.U.D.
- Del Rio
- Denison
- Denison Area Chamber of Commerce
- Denton
- Denton County Fresh Water Supply District 1-A
- Denton County Transportation Authority (DCTA)
- DeSoto
- Dickinson
- Duncanville
- Edinburg
- El Paso
- El Paso Metropolitan Planning Organization
- Elgin

Texas, continued

- Ennis
- Euless
- Fairview
- Farmers Branch
- Fate
- Ferris
- Flower Mound
- Forney
- Fort Worth
- Freeport
- Fulshear
- Garland
- Georgetown
- Georgetown Chamber of Commerce
- Gonzales Economic Development Corp.
- Granbury
- Grand Prairie
- Grapevine
- Green Valley Special Utility District
- Harris County ESD No. 48
- Henderson
- Highland Park
- Humble
- Hutto
- Hutto Community Development Corp.
- HJV Associates
- Irving
- Jacksonville
- Jacksonville Economic Development Corp.
- Joshua
- Katy
- Kaufman
- Kilgore
- Killeen
- Kingsville

Texas, continued

- Kyle
- Lago Vista
- Lake Dallas
- Lake Worth
- Lakeway
- Lamesa
- Lancaster
- League City
- Leander
- Levelland
- Levelland Economic Development Corp.
- Liberty Hill
- Lindale
- Little Elm
- Lockhart
- Longview
- Longview Economic Development Corp.
- Lubbock
- Lubbock Power & Light
- Marble Falls
- Marshall
- McKinney
- McKinney Economic Development Corp.
- Memorial Villages Police Department
- Mesquite
- Messer Rockefeller & Fort
- Midland
- Mineral Wells
- Missouri City
- Montgomery
- Mount Pleasant
- Mount Pleasant Economic Development Corp.
- MPACT CDC
- Nacogdoches
- Nederland

Texas, continued

- New Braunfels
- North Central Texas Council of Governments (NCTCOG)
- North East Texas Regional Mobility Authority
- North Hays County Emergency Services District No. 1
- North Texas Municipal Water District
- North Richland Hills
- North Texas Emergency Communications Center (NTECC)
- Odessa
- Orange
- Palestine
- Paris
- Pearland
- Pecos City
- Pflugerville
- Piney Point Village
- Plainview
- Plano
- Port Arthur
- Port Lavaca
- Port Neches
- Portland
- Princeton
- Red Oak
- Reeves County
- Richardson
- Riverbend Water District
- Rockwall Economic Development Corp.
- Round Rock
- Round Rock ISD
- Rowlett
- Royse City Community Development Corp.

- Saginaw
- San Angelo
- San Marcos
- San Marcos/Hays County EMS
- San Patricio County Economic Development Corp.
- Santa Fe
- Seagoville
- Sealy
- Sherman Economic Development Corp.
- Snyder
- Socorro
- South Grayson Special Utility District
- South Padre Island
- Southlake
- Stephenville
- Sunnyvale
- Sweetwater
- Tarrant County 9-1-1 District
- Taylor
- Temple
- Terrell
- TexAmericas Center
- Texas City
- The Colony
- Trophy Club Municipal Utility District
- Tyler
- Upper Brushy Creek Water Control & Improvement District
- Venus
- Victoria
- Waco
- Waxahachie
- Weatherford
- Webster
- West Lake Hills

- West University Place
- Westworth Village
- Wichita Falls
- Willow Park
- Wills Point
- Wilmer

Virginia

- Orange County

Washington

- Bainbridge Island
- Bellevue
- Blaine
- Burien
- Des Moines
- Richland
- Shoreline
- Snohomish County Fire District #5
- Snoqualmie
- Spokane
- Spokane Regional Transportation Council
- Spokane Valley
- Whitworth Water District #2
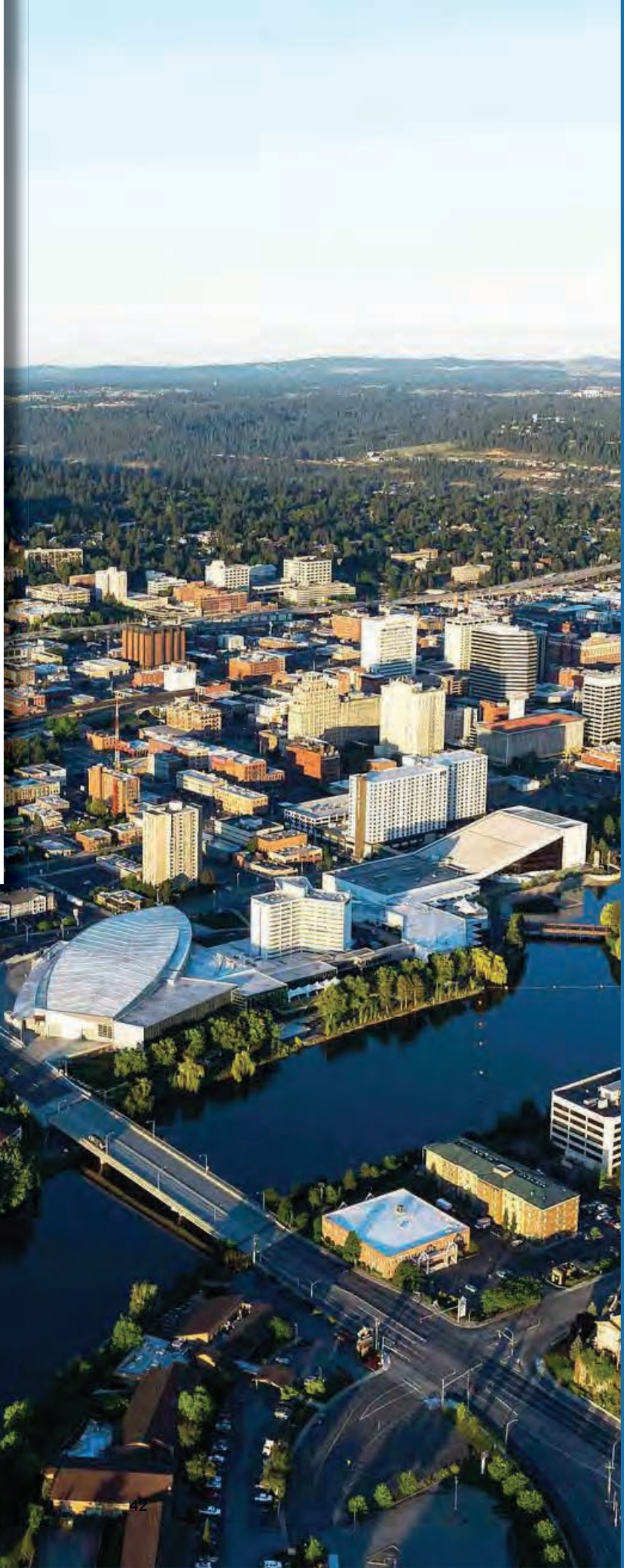
Wyoming

- Campbell County
- Casper

EXECUTIVE DIRECTOR

SPOKANE REGIONAL TRANSPORTATION COUNCIL

SRTC

SPOKANE REGIONAL TRANSPORTATION COUNCIL

EXECUTIVE SEARCH PROVIDED BY

SGR

THE COMMUNITY

Spokane and its scenic surrounding region are located in eastern Washington state. With easy access via multiple interstate and regional highways, the Metro area's more than 500,000 residents enjoy an exceptional quality of life.

The area offers something for everyone from nearby lakes to skiing, camping, shopping, and sporting events, allowing for the enjoyment of four beautiful seasons. Multiple urban amenities abound for outdoor pleasure such as trails and an extensive number of parks. Fine restaurants and wineries are plentiful along with abundant retail shopping. Outstanding colleges and universities augment excellent school systems across the region. In addition to hosting the NCAA tournament, other events include Bloomsday, one of the largest running events in the world; HoopFest, the world's largest 3-on-3 basketball tournament, and the Lilac Festival which annually honors the military, empowers youth, and showcases the region.

Spokane's vibrant local economy has several high-profile development projects currently underway or recently completed. The US 395 North Spokane corridor, when completed, will be a 10.5 mile-long north/south highway that will provide an easily-accessible Interstate 90 connection. City Line, Spokane's first Bus Rapid Transit (BRT) six-mile route will combine frequency and efficiency in a modern streetcar-like experience. The transit route will connect through downtown and the University District. S3R3 Solutions, the Public Development

Authority in the West Plains/Spokane International Airport area, continues to marshal resources of public and private service providers to recruit new and existing businesses while promoting economic prosperity through the creation of jobs.

The median home value in the Spokane region averages $300,000 while the estimated median household income of the region's residents is $59,974.


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GOVERNANCE & ORGANIZATION

The Spokane Regional Transportation Council (SRTC) serves as the lead agency for transportation planning serving as the region's federally-designated Transportation Management Area, and the designated Regional Transportation Planning Organization for Spokane County.

SRTC is governed by a board of directors consisting of 13 voting members and three ex-officio members comprising county commissioners, city mayors and council members, and representatives from the private sector and state and local transportation agencies.

Through an interlocal agreement, SRTC facilitates and encourages coordination and collaboration between planning and transportation departments at member agencies including the City of Spokane, Spokane Valley, Spokane County, the Washington State Department of Transportation, Spokane Transit, the Washington State Transportation Commission, as well as small cities and towns. SRTC also partners with the Spokane Regional Transportation Management Center (SRTMC) to deliver transportation information services to the public.

The mission of the Council is to ensure the region possesses the best multi-modal/multi-jurisdictional transportation network possible for a region of its size to optimize safety, capacity, and efficiency in the movement of people and goods. The Council highly values regional leadership, collaboration, accountability, innovation, transparency, inclusiveness, and integrity.

The Board is supported by 10 staff members, seven of which report directly to the Executive Director including an Administrative Services Manager, four Principal Transportation Planners, three Associate Transportation Planners, and one Administrative Executive Coordinator. The Council's operating budget for 2021 is $2.7 million.
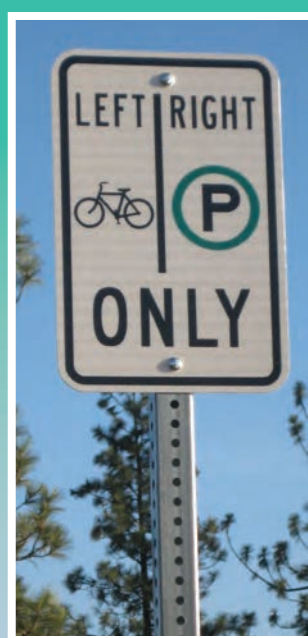
ABOUT THE POSITION

The Executive Director serves as the administrative leader of the agency, carrying out the goals and objectives of the Board and providing strategic and tactical leadership to organize and efficiently direct transportation planning activities regionally. The Director is responsible for effectively managing competing community-based and political transportation interests and initiatives that have far-reaching political implications. To achieve this goal, the Executive Director must actively cultivate strong relationships with a variety of stakeholders to build consensus and ensure the agency maintains a unified regional focus.

The Executive Director is also responsible for ensuring that capital, operations, and maintenance projects that are funded by the SRTC Board are obligated in a timely fashion. It is also the Director's responsibility to ensure the Spokane Regional Transportation Council is "shovel-ready" at all times to take advantage of any available funding and with those funds, successfully balance multi-modal investments.

CHALLENGES AND OPPORTUNITIES

First 60 Days: The new Executive Director must be adept, resourceful, and capable of quickly assuming the position's most critical requirements. It will also be important to gain the trust and confidence of the Board while establishing creditability and rapport with staff. This individual must gain an understanding of the operating budget and current plans, astutely gauging the current political climate, and becoming familiar with area and external stakeholders.

Interlocal Agreement: The incoming Executive Director will be looked upon for direction in renewing/revisioning and ultimately implementing the Interlocal Agreement and integration of new members.

Vision: As a fresh set of eyes, the incoming Director will assist the Board in creating a collective, regional vision, focused on making investments that are efficient, effective, and safe for all users. The Director will be expected to utilize regional alignment and discretion to determine priority project selection criteria, as well as establishing a new process to identify regional transportation funding priorities.

Regional Growth: The Spokane region is growing in both industry and census numbers. This growth is fueled primarily by affordable land, excellent quality of life, and the political environment. As this trend continues, it will create significant challenges on the transportation system.

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IDEAL CANDIDATE

The Spokane Regional Transportation Council desires candidates with a servant leadership management philosophy, who are committed to diversity, and ensuring that transportation investments are geared to bring economic opportunity to all racial and socio-economic classes.

The Executive Director should bring a balanced perspective to the organization and understand that the private sector creates jobs and pays taxes, while government, as a steward of public resources, provides services and systems. The ideal candidate will be an effective facilitator of strong, persuasive, and well-intentioned leaders, both elected and appointed. Therefore, it will be important for the chosen candidate to be politically astute, understand board and community dynamics, and make sound and defendable recommendations.

Establishing strategic goals and objectives and being able to see the big picture and the greater good will be important for the next Executive Director. The agency has a very sound technical staff in place and the Director should be a dynamic individual who can motivate others and oversee their work from a strategic management perspective. By understanding that people skills are more important than technical skills, the ideal candidate will be able to set clear directives and communication of staff responsibilities, and help build staff capacity.

EDUCATION & EXPERIENCE

A bachelor's degree from an accredited college or university in planning, business, engineering, or a related field is required. A Master's degree in business, organizational development, planning, or a related field is preferred if the candidate's undergraduate degree is not transportation-related. The selected candidate must have five to 10 years of local government experience with a minimum of five years at the senior management level involving transportation planning, funding, statutory compliance, and responsibility for successful outcomes. Experience working with a Board of Directors and prior experience hiring, managing, coaching, training, leading, and developing a professional/technical staff is essential. AICP certification and/or prior MPO experience would be ideal.

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COMPENSATION & BENEFITS

The annual salary range for this position is $100,000 - $140,000. The Spokane Regional Transportation Council participates in the Washington Department of Retirement Services (PERS) including employee contribution and an employer matching rate. Additional benefits include a cell phone, STA bus pass, comprehensive medical, dental, and vision coverage, paid vacation and sick leave, life insurance, and twelve paid holidays.

APPLICATION PROCESS

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

For more information on this position contact:
Kurt Hodgen, Senior Vice President
kurthodgen@GovernmentResource.com
540-820-0531

The Spokane Regional Transportation Council is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists will be subject to a comprehensive background check.

RESOURCES

Spokane Regional Transportation Council
srtc.org

Greater Spokane Incorporated
greaterspokane.org

Spokane Valley Chamber of Commerce
spokanevalleychamber.org

West Plains Chamber of Commerce
westplainschamber.org

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