City of Angleton, Texas
City Council Special Meeting
Tuesday, March 15, 2016
@ 5:30 p.m.

The City of Angleton, Texas, City Council will conduct a Special Meeting beginning at 5:30 p.m., Tuesday, March 15, 2016 at the City Council Chambers, 120 S. Chenango, Angleton, TX, for the purpose of considering the following agenda items.

The City Council reserves the right to meet in a closed session on any agenda item should the need arise and if applicable pursuant to authorization by Title 5, Chapter 551 of the Texas Government Code. The description of an item in "Executive Sessions" constitutes the written interpretation by the City Attorney of Chapter 551 of the Texas Government Code and her determination that said item may be legally discussed in Closed Meeting in compliance with Chapter 551 of the Texas Government Code.

1. Declaration of quorum and call to order.

2. Pledge of Allegiance.

3. Moment of silent reflection or prayer.

4. Citizens Wishing to Address Council.

5. Requests to Address Council Other Than Citizenry.

6. Presentation and Discussion on the Proposal from Strategic Government Resources for Executive Search Services (Michael Stoldt, City Manager).

7. Presentation and Discussion on the Proposal from Mercer Group Inc. for Executive Search Services (Michael Stoldt, City Manager).

8. Discussion and Possible Action on Selection of an Executive Search Firm (Michael Stoldt, City Manager).

9. Council Will Adjourn Into Executive Session as Authorized by Texas Government Code Section 551.074 (Personnel Matters) to deliberate the appointment, employment, evaluation, reassignment, duties, discipline, or dismissal of the City Manager, with possible discussion and action related thereto in open session.

10. Adjourn.

The City Council reserves the right to meet in Executive Session on any agenda item should the need arise and if applicable pursuant to authorization by Title 5, Chapter 551 of the Texas Government Code, Sections 551.071 (consultation with attorney), 551.072 (deliberations about real property), 551.073 (deliberations about gifts and donations), 551.074 (personnel matters), 551.076 (deliberations about security devices) and 551.087 (economic development). The description of an item in "Executive Sessions" constitutes the written interpretation by the City Attorney of Chapter 551 of the Texas Government Code and her determination that said item may be legally discussed in Closed Meeting in compliance with Chapter 551 of the Texas Government Code. In compliance with the Americans with Disabilities Act, the City of Angleton will provide for reasonable accommodations for persons attending City Council meetings. To better serve you, requests should be received 24 hours prior to the meetings. Please contact Shelly Deisher, City Secretary, at 979-849-4364, extension 2115.

CERTIFICATION

I certify that copies of this agenda of items to be considered by the City of Angleton City Council were posted in the following locations:

City Hall Bulletin Board: Date:_____ Time:_____

City of Angleton Website: Date: _____ Time:_____

_____
Shelly Deisher,
City Secretary

Executive Search Services for City Manager RFP Proposal Evaluation Matrix

City of Angleton - City Council

Evaluation Criteria Breakdown	Points	MG	W&C	SGR
A. Compliance with RFP	**10 Points**			
ALL required schedules, forms and informational items have been submitted.	**0-10**	10	10	10
B. Qualifications of Firm and Personnel	**35 Points**			
Name and address of consulting firm	**0-5**	5	5	5
Description of firm and history	**0-5**	5	4	4
Resume for principal team member and assistants who will conduct the search, to include expertise directly related to the scope of services	**0-10**	10	10	10
List of 6 references (name of community, individual contact name, and telephone)	**0-5**	5	5	5
Projects by City, State and Position for last 12 months	**0-10**	10	10	10
C. Merits of the Proposal	**35 Points**			
Detailed proposal of the scope of work defining and outlining the services to be provided by the firm	**0-10**	10	10	10
Project schedule	**0-10**	10	10	10
Additional useful activities or techniques for the recruitment and selection process	**0-5**	3	4	5
Services or resources to be supplied by the City and any assumptions made in regards to the City's capabilities	**0-10**	10	9	10
D. Cost of Service	**20 Points**			
Per item cost breakdown with total cost for all services described	**0-10**	10	9	9
Separate itemized cost schedule for reimburseable expenses not included in total, and an estimate with proposed ceiling amount for each item of expense	**0-5**	5	4	4
Any additional costs that may be invoiced to the City not covered in list	**0-4**	4	4	4
Per item cost breakdown for any additional activities and techniques based on item B.3 from RFP	**0-0.5**	0.5	0.5	0.5
Number of meetings in Angleton on which total cost based	**0-0.5**	0.5	0.5	0.5
TOTAL	**100 Points**	**98.0**	**95.0**	**97.0**

Proposal for Executive Search Services

City Manager
City of Angleton, Texas

February 2016

Strategic Government Resources

Ron Holifield, CEO
PO Box 1642
Keller, Texas 76244
214-676-1691
Ron@GovernmentResource.com

SGR

February 3, 2016

City of Angleton
121 S. Velasco
Angleton, Texas 77515
Attn: Shelly Deisher, City Secretary

Dear Ms. Deisher:

Thank you for the opportunity to submit this full service executive search proposal to assist the City of Angleton in your recruitment for a new City Manager.

SGR is one of the top three local government executive search firms in the nation and has the unique ability to provide a personalized and comprehensive search service to meet your needs.

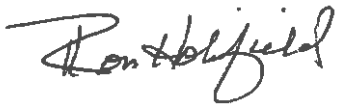
I would like to draw your attention to a few key items that distinguish SGR from other search firms:

- SGR has over 75,000 email subscribers to my weekly "10 in 10 Update on Leadership and Innovation" e-newsletter.
- SGR will also send targeted emails to our database of over 4,300 city/county management professionals.
- SGR's website, where this position would be posted, receives over 23,000 visitors each month, with over 210,000 page hits per month – more than any other local government search firm website in the nation.
- SGR's job board (www.SGRjobs.com), where this position would also be posted, is the 2nd largest local government job board in the nation, with over 16,000 visitors each month, and over 1,200 local government jobs listed at any given time.
- SGR is the only search firm with a social media expert on staff, which provides a comprehensive social media marketing campaign that includes email, Facebook, Twitter, and LinkedIn.

The simple fact is that no other firm can touch our reputation for being trusted by both clients and candidates, and for successful long term placements.

We are truly excited about the prospect of doing this search for the City of Angleton. I look forward to discussing in more detail how we can help you select an exceptional City Manager and am available to visit in person with you at your convenience.

Respectfully submitted,



Ron Holifield
Chief Executive Officer
SGR Executive Search
Ron@GovernmentResource.com
214-676-1691

CONFLICT OF INTEREST QUESTIONNAIRE

FORM CIQ

For vendor doing business with local governmental entity

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. *See* Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 **Name of vendor who has a business relationship with local governmental entity.**

Strategic Government Resources, Inc.

2 ☐ **Check this box if you are filing an update to a previously filed questionnaire.**

(The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 **Name of local government officer about whom the information in this section is being disclosed.**

N/A

Name of Officer

This section (item 3 including subparts A, B, C, & D) must be completed for each officer with whom the vendor has an employment or other business relationship as defined by Section 176.001(1-a), Local Government Code. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer named in this section receiving or likely to receive taxable income, other than investment income, from the vendor?

☐ Yes ☑ No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer named in this section AND the taxable income is not received from the local governmental entity?

☐ Yes ☑ No

C. Is the filer of this questionnaire employed by a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more?

☐ Yes ☑ No

D. Describe each employment or business and family relationship with the local government officer named in this section.

4

Cindy Brown

Signature of vendor doing business with the governmental entity

2/3/2016

Date

Adopted 8/7/2015

Form **W-9**
(Rev. August 2013)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

Give Form to the requester. Do not send to the IRS.

Print or type
See Specific Instructions on page 2.

Name (as shown on your income tax return)
Strategic Government Resources, Inc.

Business name/disregarded entity name, if different from above

Check appropriate box for federal tax classification:
☐ Individual/sole proprietor ☐ C Corporation ☑ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=partnership) ▶

☐ Other (see instructions) ▶

Exemptions (see instructions):
Exempt payee code (if any)
Exemption from FATCA reporting code (if any)

Address (number, street, and apt. or suite no.)
1854 E. Keller Parkway, Suite A

Requester's name and address (optional)

City, state, and ZIP code
Keller, TX 76248

List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on the "Name" line to avoid backup withholding. For individuals, this is your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the Part I instructions on page 3. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN* on page 3.

Note. If the account is in more than one name, see the chart on page 4 for guidelines on whose number to enter.

Social security number
[ ][ ][ ] - [ ][ ] - [ ][ ][ ][ ]

Employer identification number
4 6 - 0 5 0 1 5 8 5

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me), and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding, and
3. I am a U.S. citizen or other U.S. person (defined below), and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions on page 3.

Sign Here Signature of U.S. person ▶ Date ▶ 1/1/16

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. The IRS has created a page on IRS.gov for information about Form W-9, at *www.irs.gov/w9*. Information about any future developments affecting Form W-9 (such as legislation enacted after we release it) will be posted on that page.

Purpose of Form

A person who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) to report, for example, income paid to you, payments made to you in settlement of payment card and third party network transactions, real estate transactions, mortgage interest you paid, acquisition or abandonment of secured property, cancellation of debt, or contributions you made to an IRA.

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN to the person requesting it (the requester) and, when applicable, to:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),
2. Certify that you are not subject to backup withholding, or
3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and
4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct.

Note. If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien,
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States,
- An estate (other than a foreign estate), or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

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Contact Information

Contact Information for Binding Official / Primary Contact

Cyndy Brown, Managing Director of Recruitment & Administration
Strategic Government Resources

Address: P.O. Box 1642, Keller, TX 76244
Office: 817-337-8581
Fax: 817-796-1228
Email: CyndyBrown@GovernmentResource.com
Website: www.governmentresource.com

Alternate Contact

Ron Holifield, CEO
Strategic Government Resources

Address: P.O. Box 1642, Keller, TX 76244
Cell: 214-676-1691
Office: 817-337-8581
Fax: 817-796-1228
Email: Ron@GovernmentResource.com
Website: www.governmentresource.com

Company Profile

Background
Strategic Government Resources (SGR) was founded 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, live training, online 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 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; and, Protecting Relationships.

Office Locations
SGR's corporate headquarters is in the Dallas/Fort Worth Metro area in Keller, Texas. SGR also has satellite offices in:

Arizona	Texas	Florida	Louisiana	Oklahoma
Gilbert	*Abilene*	*Kissimmee*	*Baton Rouge*	*Stillwater*
	Coppell	*Lakeland*		
	Dallas	*Sarasota*		
	Greenville			
	Murchison			
	New Braunfels			
	Seabrook			
	Sugar Land			

Executive Search Team
- Ron Holifield, Chief Executive Officer
- Cyndy Brown, Managing Director of Recruitment and Administration
- Melissa Valentine, Managing Director of Executive Search Operations and Human Resources
- Lori Philyaw, Managing Director of Interim Management Services and Executive Coaching
- Cindy Hanna, Executive Search Manager
- Katie Corder, Executive Search Manager
- Abi Compton, Executive Search Coordinator
- Muriel Call, Research Coordinator
- Doug Thomas, Regional Director

Executive Search Team (continued)

- Bill Peterson, Senior Vice President, Executive Search
- Gary Holland, Senior Vice President, Executive Search
- Mark Boynton, Senior Vice President, Executive Search
- Marlin Price, Senior Vice President, Executive Search
- Mike Tanner, Senior Vice President, Executive Search
- Molly Deckert, Senior Vice President, Executive Search
- Ron Robinson, Senior Vice President, Executive Search
- Tommy Ingram, Senior Vice President, Executive Search

Unique Qualifications

Marketing and Networking

- SGR's 10 in 10 Update on Leadership and Innovation e-newsletter, where all executive searches conducted by SGR are announced, reaches over 75,000 subscribers.
- SGR has a database of over 4,300 city/county management professionals.
- SGR has formal collaborative partnerships with Maryland Municipal League, Ohio City/County Management Association, Missouri Municipal League, Oklahoma Municipal League, National Public Employers Labor Relations Association, Emerging Leaders in Local Government, City Management Association of Oklahoma, and Texas Fire Chiefs Association.
- SGR trains approximately 800 local government employees each month in live training classes.
- SGR has almost 300 local government clients in 41 states for our recruitment, training, and leadership development business lines combined.

Each executive recruiter has many years of experience in local government and a national network of relationships. The entire executive search group works as a team to leverage their networks to assist with each search. SGR team members are active on a national basis, in both local government organization 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.

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. 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.

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.

Accessibility

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

Responsive to You

If a problem arises, or you have questions, you can count on SGR staff to be available, prepared, and prompt.

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 search processes, because candidates trust SGR to assess the situation well, communicate honestly and bluntly, and maintain their confidentiality.

Listening to Your Unique Needs
SGR is more interested in listening than in talking. Some firms depend on their tried and true stable of reliable candidates. These firms do not really need to listen to the client because the search will result in the same list of finalists, no matter the type of information they receive from the client. 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 search that is unique to you.

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 search 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, especially if the surprise comes in the form of a newspaper article that is found by your critics. SGR has never had a client embarrassed by surprises about a candidate. SGR produces a comprehensive media search report on each finalist candidate. Each Media Report is compiled from information gathered using our proprietary online search process. This is not an automated process, and produces far superior results than a standard Google search which is typically utilized by other search firms. The report length may be as long as 350 pages per candidate and may include news articles, links to video interviews, blog posts by residents, etc. No other firm provides such comprehensive media reports.

Comprehensive Background Investigation Reports
SGR provides the most comprehensive background investigations in the industry, and we are the only search firm to use a licensed private investigation firm for these services.

Psychometric Assessments
SGR uses the DiSC Management psychometric assessment to provide a detailed understanding of how candidates will lead and manage an organization. The psychometric assessment report also provides valuable information regarding candidates' strengths and weaknesses.

Recruitment Videos

SGR offers the option of developing a custom video recruitment ad for posting on YouTube and linking to the video in other media sources. A sample SGR recruitment video for the City of Owasso, Oklahoma, can be viewed at http://bit.ly/OwassoOKCM.

Equal Opportunity Commitment

SGR strongly believes in equal opportunity. SGR does not discriminate and is careful to follow both the letter and the spirit of laws regarding equal employment opportunities and non-discrimination. More importantly, however, SGR 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.

Value

For a variety of reasons that are detailed in this proposal, SGR will provide the most cost-effective executive search for your city. Some firms low ball their price, and make up for it by reducing the amount of time they commit, or charging extra for additional time required. SGR gives you a fixed price, and we are with you until the end of the process regardless of how many hours are required.

Emerging Leaders

SGR has a unique and unparalleled reputation of engaging and mentoring emerging leaders and young professionals. We will utilize our frequent personal interaction with emerging leaders, as well as our entire team's social media networks, to market this position and to identify potential applicants.

Five Way Guarantee

SGR provides the strongest guarantee in the industry.

1. Our price is our price. You will never be charged an additional fee because we need to come to another meeting or spend extra time.
2. You always have 24/7 cell phone and email access to the executive recruiter and SGR's CEO.
3. If you do not find the right candidate, we will start the process over with no additional professional fees.
4. If we place a candidate, that we have fully vetted, who stays less than two years, we will conduct the search again with no additional professional fees.
5. If we place a candidate with you, we will not directly solicit them for another job.

Key Personnel for this Project

Mike Tanner, Senior Vice President
Mike Tanner became part of the SGR team in October 2013. He has 35 years of Texas municipal government experience. During 31 of those years, Mike served as the city manager of Portland, West University Place, Flower Mound, Universal City and Ingleside.

He is recognized for the practice of governance, strategic planning, growth management, organizational development and customer service.

Mike received his BA from the University of Texas in 1976 and his MPA from Southwest Texas State University in 1978.

Ron Holifield, CEO
Ron Holifield is the Founder and CEO of SGR. He previously served as 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 which he grew into the 49th largest lobby firm in Texas, before selling it to an employee. In 1999, Ron founded Strategic Government Resources to specialize in facilitating collaboration among local governments, with a particular emphasis in employee training and development of next generation leaders.

He has grown SGR into the largest private sector training company that specializes in leadership, management and customer service for local governments in the nation. He is a frequent speaker at state and national conferences and remains high profile in the city management profession.

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

RESUME OF
MIKE TANNER

9007 Morningstar, Sugar Land, Texas 77479
(361) 813-3707
miketanner@governmentresource.com

CAREER SUMMARY

Thirty-five (35) years of municipal government service in Texas beginning in 1977 and ending with voluntary retirement on 7/23/13

Thirty-one (31) years of service as city manager:

- Portland 1/96 - 8/13 (Finest bedroom community in Texas Coastal Bend)
- West University Place 8/90 - 12/95 (Elite bedroom community with "country club" customer service located near Rice University and Houston Medical Center)
- Flower Mound 11/87 - 8/90 (Fastest growing city in southwestern U.S. at time, issuing up to 175 single-family building permits per month)
- Universal City 1/83 - 10/87 (Gateway to Randolph Air Force Base and bedroom community for military families, active duty as well as retired)
- Ingleside 12/78 - 6/80 (Workforce community serving adjacent petrochemical plants and offshore drilling)

Specialist in management of high quality, growth oriented suburb cities under 20,000 population

Recognized for practice of governance, strategic planning, growth management, economic development, organizational development and customer service

Never been terminated nor required to resign

DETAILED EXPERIENCE

- **City Manager - City of Portland:** Directed 155 employees (F/P/S) with $20,341,203.00 annual operating budget and $15,610,750.00 capital budget during final fiscal year. Major achievements follow:

  - Transformed under-performing municipality into model for small city government in South Texas (committed city council to "modified" Carver Policy Governance Model, choreographed meetings/workshops, reorganized advisory bodies, implemented continuous strategic planning process, utilized performance based budgeting, implemented comprehensive customer service program, adopted regulatory-compliant comprehensive plan, adopted economic development incentive guide, enacted unified development ordinance, implemented capital facilities plan, etc.).
  - Reorganized city government to increase efficiency and improve overall effectiveness (privatized sanitation services, privatized emergency medical services, privatized new construction plan review/inspections, privatized economic development services, replaced a

volunteer fire department with a professional fire department, expanded police department, created full-service park and recreation department, etc.)
- Employed 54 fewer full-time employees "on average" than comparable size Texas cities despite an expanded and high-quality service menu (direct and indirect savings during final fiscal year were estimated to be $4,072,525.00).
- Improved overall financial position (the city that wasn't sure it could afford to install basketball goals in the new Community Center gym in 1996, had reserves that totaled $9,365,961.00 during final fiscal year), gained GFOA recognition (budget and CAFR) and secured 5 separate bond rating upgrades.
- Directed or coordinated approximately $100,000,000,00 in capital improvements (City Hall, Police Station, Community Center, Fire Station No. 2, Public Works Center, Senior Services Center, Wastewater Treatment Plant, 4 water storage tanks, 2 water pump stations, 18 sanitary sewer lift stations, multiple sports complexes, 4 additional major parks, Aquatics Center, Festival Site, Skate Park, thoroughfare improvements, major drainage improvements, water line replacement, sanitary sewer line replacement, etc.).
- Successfully recruited major businesses (Super Wal-Mart, Academy Sports, Movie Theater, etc.) and played significant role in recruitment of nearby industry ($700,000,000.00 Voestalpine steel processing plant, $1,400,000,000.00 Tianjin Pipe Corporation-America steel pipe plant and $10,000,000,000.00 Chenier liquefaction plant).
- Effectively mitigated 1,500 to 2,000 population decrease when Naval Station Ingleside closed (Redeployment began in 2009 and was completed in 2010).

- **City Manager - City of West University Place:** Directed 150 employees (F/P/S) with $12,704,180.00 annual operating budget. Major achievements follow:

  - Reorganized city government to increase efficiency and improve overall effectiveness (closed sanitary landfill, modified sanitation services, privatized park/grounds maintenance, privatized facility maintenance, etc.)
  - Improved overall financial position and secured 2 bond rating upgrades
  - Developed and implemented Comprehensive Municipal Facility Improvement Plan as well as Comprehensive Park Development Plan
  - Developed and implemented $86,000,000.00 "High Impact" Infrastructure Replacement Program (every street, water line and sewer line in "West U" has since been replaced)
  - Directed $20,000,000.00 in miscellaneous capital improvements (street, drainage, sanitary sewer, water, public works center, park and recreation facility projects)
  - Directed city charter review and amendment
  - Converted sanitary landfill to "pay to play" golf course

- **Town Manager - Town of Flower Mound:** Directed 111 employees (F/P) with $9,200,000.00 annual operating budget. Major achievements follow:

  - Reorganized town government to accommodate unprecedented growth (20 to 25% annual), increase efficiency and improve overall effectiveness
  - Increased General Fund Reserve from $256,799.00 to $1,400,000 in one year and secured a bond rating upgrade following Wall Street/rating agency presentations. Secured one additional bond rating upgrade later.
  - Successfully negotiated major developments and mediated disputes in transition areas

- Expedited Farm to Market Roads 1171 and 2499 (financed TxDOT engineering costs, secured additional rights-of-way and negotiated necessary zoning changes)
- Directed $10,000,000.00 in capital improvements (Wastewater Treatment Plant expansion and street improvements)

- **City Manager - City of Universal City:** Directed 95 employees (F) with $4,800,000 annual operating budget. Major achievements follow:

  - Reorganized city government to increase efficiency, improve effectiveness and overall financial position
  - Directed construction of new Municipal Building, Central Fire Station, Public Works Center improvements and Animal Shelter without raising ad valorem tax rate, utility rates or fees
  - Enacted comprehensive zoning ordinance that promoted negotiated land use and development
  - Promoted Universal City industrial sites in Los Angeles Metro Area and San Francisco Bay Area

- **Director of Planning and Community Development - City of Kingsville:** Directed multiple departments (Planning, Building and Community Development), activities and special projects. Major achievements follow:

  - Improved image and customer service of departments
  - Developed, implemented and administered new Subdivision Ordinance
  - Wrote or administered Coastal Environmental Impact Program, Main Street U.S.A. and Urban Development Action grants
  - Coordinated Hurricane Allen debris removal
  - Coordinated downtown holiday decoration

- **City Manager - City of Ingleside:** Directed 60 employees (F/P) with $2,041,000.00 annual operating budget. Major achievements follow:

  - Directed home-rule process that established council-manager form of government (first city administrator and city manager)
  - Reorganized city government to increase efficiency, improve effectiveness and overall financial position
  - Developed as well as implemented new subdivision ordinance, zoning ordinance and building codes
  - Promoted industrial development of Intercoastal Waterway sites via the construction of water lines and storage
  - Constructed first city swimming pool

EDUCATION, TRAINING AND AFFILIATION

- **Undergraduate Degree:** BA - University of Texas 1976 (Government Major, Business Minor)
  Graduate Degree: MPA - Southwest Texas State University 1978 (Planning Concentration)

- **Supplemental Instruction and Training of Note:**
  - Visionary Leadership - Public Executive Institute (TML and LBJ School/University of Texas)

- Mediation - Center for Public Policy Dispute Resolution (University of Texas School of Law)
- Emergency Management - Texas Department of Public Safety
- Law Enforcement - Del Mar Regional Police Academy

- **Affiliation and Membership:**
  - Texas City Management Association : Full Member (former member of Board of Directors, former Chairman of Member/Public Relations Committee, former Vice-Chairman of Ethics Committee, former Regional President, statewide mentor of new city managers and former statewide speaker: strategic planning and performance measurement

Ron Holifield
Resume – July 2014

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

PROFESSIONAL HISTORY

Strategic Government Resources – Owner & CEO
January 1999 to Present

- Owner and CEO of this strategic management firm, helping local governments Recruit, Assess and Develop Innovative, Collaborative and Authentic Leaders. Clients have include over 350 local governments.
- SGR is the largest provider of live and online training in the nation designed specifically for local government, training over 1,000 local government employees every month in 41 states.
- Interviewed and/or quoted by numerous news publications and media outlets including: National Public Radio, Entrepreneur Magazine, Texas City Manager Magazine, Texas Town and City, Government Technology Magazine, GovWire Online Magazine, Federal Computer Week Magazine, CIO Magazine, Dallas Morning News, Dallas Business Journal, Plano Star Courier, DFW Tech Biz, Today Newspapers, Focus on the News, D Magazine, International Association of Chiefs of Police Journal, WOAI TV and KRLD and KTET Radio, as well as the ABC and NBC affiliates in Tulsa and WAMU radio in Washington, DC.

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

- Owner and CEO of this 20 year old governmental 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

- City Manager of this highly diverse suburban community.
- Hired to lead a rapid cultural change at City Hall, into a City known for being aggressively customer service driven, highly successful in the economic development arena, and operating in a very cost effective manner.
- 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.
- Significant accomplishments while with Plano include:
  - Designed a program that doubled mid- and upper-level management minority and female representation in four years.
  - Designed a Disadvantaged Business Purchasing Program that dramatically increased minority business contracts without quotas.
  - Served as Project Manager for a $19.5 million Civic Center Project, bringing it in $2 million under budget.
  - Assisted in negotiating details of the JC Penney headquarters relocation from New York City to Plano.

- Created Plano's first Convention/Visitor's Bureau that exceeded year six sales and bookings projections in the first year.
- Initiated Plano's first Neighborhood Integrity Program.
- Creatively designed construction projects for EDS and JC Penney to achieve a $750,000 sales tax windfall for the city.
- Designed an Employee Wellness Program which resulted in participant health care costs equaling only one-third those of non-participants.

City of Farmersville, Texas – City Manager
1984 to 1986

- First City Manager of this full service city, which operates an electric distribution system and two city lakes.

City of Sundown, Texas – City Manager
1982 to 1984

- City Manager of this full service city, which operates a natural gas distribution system and a municipal golf course.

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

- Administrative Intern to the City Manager of this major city, which operates a municipally owned electric utility.

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

- ICMA Task Force on Inclusiveness
- National Institute for Governmental Purchasing Talent Management Council
- Missouri Municipal League Governance Institute Fellow
- Member, Texas Fire Chief's Association Best Practices Recognition Board
- Author, "the 16%" weekly blog, 2013-present
- Author, "Fourth Dimension Leadership", 2010
- 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

- Author of a Monthly Column in Texas City Manager Magazine on "Innovations that Make a Difference"
- ICMA Task Force on Employment Agreements
- ICMA Management Innovations Panel
- ICMA Conference Evaluation Committee
- ICMA/Innovation Groups National Management Practices Panel
- 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

SPEAKING ENGAGEMENTS

- National Forum for Black Public Administrators DFW Chapter Conference, 2014
- Public Purchasing Association of North Texas, 2014
- Missouri Intergovernmental Risk Association Annual Conference, 2014
- Texas City Management Association Annual Conference, 2014
- American Public Works Association Midwest Annual Conference, 2014
- Governmental Finance Officers Association Annual Conference, 2014
- National Public Employers Labor Relations Association Annual Conference, 2014
- North Texas Municipal Clerks Association, 2014
- National Institute for Governmental Purchasing Lone Star Conference, 2014
- Missouri Municipal Clerks and Finance Officers Association Annual Conference, 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

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

Project Methodology

SGR provides a comprehensive scope of executive search services, and each executive search service contract is tailored to meet the client's specific needs. However, a full service executive search typically entails the following:

1. **Organizational Inquiry and Analysis**
   - Outline 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
   - Recruitment Video (optional)
   - Social Media and Marketing of Position
   - Ongoing Communication with Applicants and Prospects

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

4. **Evaluation of Semifinalist Candidates**
   - Personal Interaction with Semifinalist Candidates
   - Written Questionnaire
   - Recorded Online Interviews
   - Media Search Stage 1
   - Semifinalist Briefing Books
   - Search Committee Briefing to Select Finalists

5. **Evaluation of Finalist Candidates**
   - Comprehensive Media Search Stage 2
   - Comprehensive Background Investigation Report
   - DiSC Management Assessment
   - I-OPT Assessment
   - Finalist Briefing Books
   - Press Release (if desired)
   - Stakeholder Engagement (if desired)

6. **Interview Process**
   - First Year Game Plan (if desired)
   - Conduct Interviews
   - Deliberations
   - Reference Checks

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

8. **Post-Hire Team Building Workshop (supplemental service, if desired)**
   - I-OPT Team Building Workshop

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 search 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 search. 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 search, 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 placement, 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 75,000 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, and LinkedIn 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.

Recruitment Video

SGR offers the option of developing a custom video recruitment ad, which can be posted on YouTube and linked to other media sources. It is estimated that job postings with video icons are viewed 12 percent more than traditional job postings, and that the job application rate increases by an average of 34 percent when video is added. A sample SGR recruitment video for the City of Owasso, Oklahoma, can be viewed at: http://bit.ly/OwassoOKCM.

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 provide 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 search 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 approximately 8 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 search 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 by phone 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 about 20 questions focusing on 5-6 key areas of particular interest to the client. This written instrument will be included with the semifinalist briefing book with the cover letters and resumes.

Recorded Online Interviews
SGR offers recorded online videos of candidates answering pre-recorded questions. 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 finalists who will be invited for personal interviews.

Step 5: Evaluation of Finalist Candidates

Once the finalists have been selected, SGR will coordinate with you to schedule interviews.

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 search 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.

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

- 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)
- County civil search (for every county in which the candidate has lived or worked)
- Education verification

A sample Background Investigation Report is included with this proposal document.

Assessments (DiSC and I-OPT)

It is critical for you to know as much as you can about your new executive before hiring him/her. Historically, employers have depended upon resumes, references, and interviews as sources of information for making hiring decisions. In practice, these sources have often proved inadequate for consistently selecting successful employees. The use of assessments has become essential for employers who want to place the right people in the right positions.

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.

The I-OPT Assessment is a tool that measure how a person perceives and processes information. How someone perceives and processes information has a profound impact on what motivates a person, how a person sees an issue, and how that person interacts with others on team projects. Understanding one's own I-OPT Profile makes it possible to be more self-aware. Understanding another's I-OPT Profile helps predict how he or she will approach any given situation. (In a City Manager search, this will include I-OPT reports of the finalist candidates, direct reports, and city council. In department head searches, this will include I-OPT reports of the finalist candidates, City Manager, Assistant City Manager, peer department heads, and direct reports.)

Press Release (if desired)

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 (if desired)

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. Below is an array of options we have used in the past, but 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.

- Interviewing community leaders at the outset of the search;
- Holding a public forum for citizen engagement at the outset of the search;
- 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;
- 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; and,
- Site visits by citizen committee members to the finalist candidates' communities to report back.

Step 6: Interview Process

Once the finalists have been selected, SGR will coordinate with you to schedule interviews.

First Year Game Plan (if desired)

"First Year Game Plan" process where finalist candidates are provided with elected official, key staff, and community leader contact information, and the 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.

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

At this meeting, SGR will facilitate a discussion about the finalist interviews and assist the Search Committee in making a decision 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 place very little confidence on the references provided by the candidates since those can be expected to be biased. Instead, we will typically talk to as many as 20 professional contacts for a given

candidate including elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, civic leaders, and media representatives. 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."

Transition Strategy

There are a variety of transition issues when hiring a new executive. SGR will brief the client on transition issues that need to be addressed and will provide a recommendation on what actions to take. Together, we will create a transition strategy that builds the foundation for a successful long-term relationship.

Step 8: Post-Hire Team Building Analysis (supplemental service)

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. Price is $4,000 for a half-day onsite workshop, plus travel expenses, and $150 per person for I-OPT reports (if not previously completed as part of the search process), which include Individual Analysis Report, Emotional Impact Management Report, Change Management Report, and Team Management Report. Two-Person Reports can be ordered for an additional fee of $50 per report.

Timeline (Standard Search)

Task	Weeks
• Contract Executed • Outline Project Plan, Timeline • Individual Interviews with Search Committee/ Key Personnel/ Community Leaders (if desired)	Weeks 1
• Development of Position Profile Brochure • Search Committee Reviews and Approves Brochure	Weeks 2-3
• Ad Placements • Accept Applications • Email Distribution and Marketing of Position Profile	Weeks 4-7
• Triage and Scoring of Resumes	Week 8
• Search Committee Briefing (Slide Presentation)/Select Semifinalists • Candidates Complete Questionnaire and Online Interviews • Stage 1 Media Searches	Week 9
• Deliverable: Semifinalist Briefing Books	Week 10
• Search Committee Briefing/Select Finalist Candidates	Week 11
• Comprehensive Media Search Stage 2 • Comprehensive Background Screening Report • Candidates Complete DiSC Management Assessment • Candidates Complete I-OPT Assessment	Weeks 12-13
• Deliverable: Finalist Briefing Books	Week 14
• Stakeholder Engagement (if desired) • Conduct Interviews • Deliberations • Reference Checks • Negotiations • Announcement/Press Release	Week 15

Each search timeline is different based on the particular needs of the organization. SGR has completed searches in as little as 45 days, although this is not the recommended approach. We have also extended searches well beyond 15 weeks, based on the preference of the client.

Project Cost

All-Inclusive Maximum Price

Professional Services Fee:	$ 18,500
Expenses Not-to-Exceed:	$ 6,500
All-Inclusive, Not-to-Exceed Maximum Price:	**$ 25,000***

Expense Items (*Included in Not-to-Exceed Price Above*)

SGR considers incidentals to be covered by the professional services fee, and we do not bill the client for any expenses except for those explicitly detailed herein.

Expense items include:

- Professional production of a high quality brochure. This brochure (typically 3-4 pages) is produced by SGR's graphic designer for a flat fee of $1,500.
- Ad placement in appropriate professional publications, including trade journals and websites, and related advertising to announce the position. This is billed at actual cost, with no markup for overhead.
- Printing of documents and materials. Reproduction costs for reports and briefing books presented to the client at 23 cents per copy, plus the cost of binders/binding. Flash drives are billed at $10 each.
- Online interviews. There is a cost of $200 for each recorded online interview. SGR recommends conducting online interviews at the semifinalist stage (up to 8 semifinalists).
- Psychometric Assessments. There is a cost of $150 per candidate for the DiSC Management Profile. There is a cost of $150 per candidate for the I-OPT Assessment as well (up to 4 finalists).
- Comprehensive Media Reports – Stage 2. There is a cost of $350 per candidate. SGR recommends conducting Stage 2 media searches on the finalist candidates (up to 4 finalists).
- Comprehensive Background Investigation Reports. There is a cost of $300 per candidate for comprehensive background screening reports prepared by our licensed private investigations provider. SGR recommends conducting comprehensive background investigations on the finalist candidates (up to 4 finalists).
- Travel and related costs for the Project Manager incurred for the benefit of the client. 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.

*Supplemental Services

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

- 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.
- Recruitment video. SGR offers the option of a customized recruitment video for a cost of $5,000.
- Post-Hire Team Building Analysis. A half-day onsite workshop is $4,000, plus travel expenses, and $150 per person for I-OPT reports (if reports were not previously completed as part of the search process), which include Individual Analysis Report, Emotional Impact Management Report, Change Management Report, and Team Management Report. Two-Person Reports can be ordered for an additional fee of $50 per report.
- Site Visits to Communities of Finalist Candidates. If desired, the Project Manager 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 search are billed in three equal installments during the course of the search. 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 search. Expense (reimbursable) items and supplemental services will be billed with each of the three installments, as appropriate.

Provision of Service Guarantee

SGR guarantees that you will be satisfied with the results of the search 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 24 months of their hire date, SGR will repeat the process at no additional professional fee to the client. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

References

Jon Amundson, Assistant City Manager
City of Richland, Washington (pop. 47,000)
Email: jamundson@ci.richland.wa.us
Phone: 509-942-7380

Lynn Barboza, Human Resources Manager
City of Las Vegas, Nevada (pop. 567,000)
Email: lbarboza@lasvegasnevada.gov
Phone: 702-229-4879

Matt Mueller, Town Manager
Town of Little Elm, Texas (pop. 5,100)
Email: mmueller@littleelm.org
Phone: 214-975-0405

Tom Hayden, Mayor
Town of Flower Mound, Texas (pop. 67,000)
Email: mayor@flower-mound.com
Phone: 214-384-1105

Randy Rhoads, Mayor
City of Lee's Summit, Missouri (pop. 92,000)
Email: randy.rhoads@cityofls.net
Phone: 816-969-1030

Alan Guard, City Manager
City of Chickasha, Oklahoma (pop. 17,000)
Email: aguard@chickasha.org
Phone: 405-222-6045

Tim Pogue, Mayor
Haley Morrison, HR Director
City of Ballwin, Missouri (pop. 30,000)
Email: tpogue@ballwin.mo.us
Email: hmorrison@ballwin.mo.us
Phone: 314-605-8714

Recent City Manager and Deputy/Assistant City Manager Searches

2015

City/Town Manager

- Abilene, Texas (pop. 118,000)
- Altus, Oklahoma (pop. 19,000)
- Alvin, Texas (pop. 23,000)
- Arcadia, Florida (pop. 7,500)*
- Azle, Texas (pop. 11,500)
- Baytown, Texas (pop. 70,000)
- Ballwin, Missouri (pop. 30,000)
- Bedford, Texas (pop. 49,000)
- Bridgeport, Texas (pop. 6,000)
- Casper, Wyoming (pop. 53,500)
- Forney, Texas (pop. 16,000) – in process
- Georgetown, Texas (pop. 50,000)
- Granbury, Texas (pop. 6,800)
- Guthrie, Oklahoma (pop. 10,000)
- Hot Springs, Arkansas (39,000)
- Kaufman, Texas (pop. 8,900)
- Lamesa, Texas (pop. 9,300)
- Missouri City, Texas (pop. 74,500)
- Montgomery, Texas (pop. 600)
- Mount Pleasant, Tennessee (pop. 4,500)*
- Muskegon Heights, Michigan (pop. 11,500) – in process
- Northglenn, Colorado (pop. 34,000) – in process
- Port Lavaca, Texas (pop. 11,000) – in process
- Sealy, Texas (pop. 6,000)
- St. Charles, Missouri (pop. 65,000) – in process
- Stillwater, Oklahoma (pop. 46,000) – in process

Deputy/Assistant City Manager

- Bellevue, Washington, DCM (126,600) – in process
- Fort Worth, Texas, ACM (pop. 790,000)
- Georgetown, Texas, ACM (50,000)
- Waco, Texas, ACM (pop. 129,000)

2014

City/Town Manager

- Chapel Hill, Tennessee (pop. 1,500)*
- Converse, Texas (pop. 19,500)*
- Duncanville, Texas (pop. 36,400)
- Fate, Texas (pop. 7,000)
- Galveston, Texas (pop. 56,000)*
- Joshua, Texas (pop. 6,000)
- Kilgore, Texas (pop. 13,000)
- Kyle, Texas (pop. 30,500)
- Lindale, Texas (pop. 5,000)
- Miami, Oklahoma (pop. 13,500)
- Nolensville, Tennessee (pop. 3,100)*
- Port Arthur, Texas (pop. 56,700)
- Port Lavaca, Texas (pop. 11,000)*
- Stephenville, Texas (pop. 17,400)
- Tyler, Texas (pop. 98,800)

Deputy/Assistant City Manager

- Addison, Texas, DCM (pop. 15,700)
- Denison, Texas, ACM (pop. 24,000)
- El Paso, Texas, DCM-Transportation and Public Works (672,000)*
- Manhattan, Kansas, ACM (pop. 56,000)*
- Plainview, Texas, ACM (pop. 3,200)*

2013

City/Town Manager

- Bellaire, Texas (pop. 17,000)
- Big Spring, Texas (pop. 27,500)*
- Burien, Washington (pop. 49,000)
- Burkburnett, Texas (pop. 10,500)
- College Station, Texas (pop. 98,000)
- Delray Beach, Florida (pop. 62,000)*
- Fate, Texas (pop. 800)
- Ferris, Texas (pop. 2,500)
- Henderson, Texas (pop. 14,000)
- League City, Texas (pop. 88,000)
- Manhattan, Kansas (pop. 56,000)*
- Owasso, Oklahoma (pop. 31, 500)
- Pearland, Texas (pop. 96,000)
- San Marcos, Texas (pop. 50,000)
- Sikeston, Missouri (pop. 16,000)
- South Padre Island, Texas (pop. 3,000)
- Wills Point, Texas (pop. 3,500)

Deputy/Assistant City Manager

- Amarillo, Texas, ACM- Development Services (pop. 195,000)
- Cape Girardeau, Missouri, ACM-Development Services (pop. 38,500)*
- Cape Girardeau, Missouri, ACM-Administrative Services (pop. 38,500)*
- McKinney, Texas, DCM (pop. 143,000)*
- Orange County, North Carolina, ACM (pop. 138,000)*

2012

City Manager

- Argyle, Texas (pop. 3,500)
- Bainbridge Island, Washington (pop. 23,000)
- Breckenridge, Texas (pop. 5,500)
- Burkburnett, Texas (pop. 11,000)
- Canton, Texas (pop. 3,500)
- Cleveland, Texas (pop. 7,600)
- Duncanville, Texas (pop. 39,000)
- Elk City, Oklahoma (pop. 12,000)
- Fate, Texas (pop. 7,500)
- Flower Mound, Texas (pop. 67,500)
- Guthrie, Oklahoma (pop. 10,500)*
- Hot Springs, Arkansas (pop. 35,000)
- Huntsville, Texas (pop. 39,500)
- Jacksboro, Texas (pop. 4,000)
- La Porte, Texas (pop. 34,500)
- Little Elm, Texas (pop. 28,500)
- Miami, Oklahoma (pop. 13,500)
- Paris, Texas (pop. 25,000)
- Piney Point Village, Texas (pop. 3,200)*
- Rockwall, Texas (pop. 39,000)
- San Angelo, Texas (pop. 95,500)
- Texarkana, Texas (pop. 37,000)
- Van Alstyne, Texas (pop. 3,000)
- Willow Park, Texas (pop. 4,000)

Deputy/Assistant City Manager

- Brentwood, Tennessee, ACM (pop. 39,000)*
- Cedar Park, Texas, ACM (pop. 58,000)
- Corpus Christi, Texas, ACM (pop. 312,000)
- Victoria, Texas, ACM (pop. 64,000)*

2011

City Manager

- Breckenridge, Texas (pop. 5,500)
- College Station, Texas (pop. 98,000)*
- Gonzales, Texas (pop. 7,000)
- Kilgore, Texas (pop. 13,500)
- Van Alstyne, Texas (pop. 3,000)
- Yoakum, Texas (pop. 5,500)

2010

City Manager

- Amarillo, Texas (pop. 195,000)
- Burkburnett, Texas (pop. 10,500)
- Denison, Texas (pop. 23,000)

Deputy/Assistant City Manager

- Midland, Texas, ACM (pop. 119,000)*

*Component based services include, but are not limited to, social media and marketing, application management, psychometric assessments, background investigation reports, media search reports, reference checks, and resume evaluations.

Population numbers are approximate. Resource: www.City-Data.com

Executive Search Clients

Abilene, Texas
Addison, Texas
Alamo Heights, Texas
Alice, Texas
Allen, Texas
Altus, Oklahoma
Alvin, Texas
Amarillo, Texas
Anna, Texas
Arcadia, Florida
Argyle, Texas
Arlington, Texas
Atlanta, Texas
Azle, Texas
Bainbridge Island, Washington
Ballwin, Missouri
Baytown, Texas
Bedford, Texas
Bellaire, Texas
Big Spring, Texas
Breckenridge, Texas
Brentwood, Tennessee
Bridgeport, Texas
Burkburnett, Texas
Burleson, Texas
Burien, Washington
Burnet, Texas
Canton, Texas
Cape Girardeau, Missouri
Casper, Wyoming
Cedar Hill, Texas
Cedar Park, Texas
Chapel Hill, Tennessee
Chickasha, Oklahoma
Cleveland, Texas
College Station, Texas
Colleyville, Texas
Colorado River Municipal Water District, Texas
Commerce, Texas
Converse, Texas
Copper Canyon, Texas
Corpus Christi, Texas
Dalhart, Texas
Delray Beach, Florida
Denison, Texas
Denton, Texas
Denton County Fresh Water Supply District 1-A, Texas
Duncanville, Texas
El Paso, Texas
El Paso MPO, Texas
Elk City, Oklahoma
Fairview, Texas
Farmers Branch, Texas
Farmersville, Texas
Farmington, New Mexico
Fate, Texas
Ferris, Texas
Flower Mound, Texas
Forney, Texas
Fort Worth, Texas
Freeport, Texas
Friendswood, Texas
Gainesville, Texas
Galveston, Texas
Georgetown, Texas
Gonzales, Texas
Granbury, Texas
Grand Prairie, Texas
Grapevine, Texas
Greenville, Texas
Guthrie, Oklahoma
Hancock County Port & Harbor Commission, Mississippi
Harris County ESD No. 48, Texas
Henderson, Texas
Hewitt, Texas
Highland Park, Texas
Hot Springs, Arkansas
Hudson Oaks, Texas
Huntsville, Texas
Hutchinson, Kansas
Hutto EDC, Texas
Irving, Texas
Jacksboro, Texas
Jacksonville Development Corporation, Texas
Joshua, Texas
Kalamazoo County Consolidated Dispatch Authority, Michigan
Kaufman, Texas
Keller, Texas
Kilgore, Texas
Kyle, Texas
La Porte, Texas
Lakeland, Florida

Executive Search Clients

Lakeway, Texas
Lamesa, Texas
Lancaster, Texas
Las Vegas, Nevada
Lawton, Oklahoma
League City, Texas
Leander, Texas
Lenexa, Kansas
Levelland, Texas
Lewisville, Texas
Lindale, Texas
Little Elm, Texas
Longview, Texas
Lorena, Texas
Los Lunas, New Mexico
Lufkin, Texas
Manhattan, Kansas
McKinney, Texas
McKinney EDC, Texas
Memorial Villages PD, Texas
Miami, Oklahoma
Midland, Texas
Midlothian, Texas EDC
Missouri City, Texas
Montgomery, Texas
Mount Pleasant, Tennessee
Mount Pleasant, Texas
Mustang, Oklahoma
Nolensville, Tennessee
North Richland Hills, Texas
North Texas Emergency Communications Center, Texas
Orange County, North Carolina
Overland Park, Kansas
Owasso, Oklahoma
Palestine, Texas
Paris, Texas
Pearland, Texas
Piney Point Village, Texas
Plainview, Texas
Plano, Texas
Port Arthur, Texas
Port Lavaca, Texas
Port Neches, Texas
Prosper, Texas
Red Oak, Texas
Richardson, Texas
Richland, Washington
Richland Hills, Texas
Riverbend Water District, Texas
Rockwall, Texas
Round Rock, Texas
Rowlett, Texas
Royse City, Texas
Sachse, Texas
San Angelo, Texas
San Marcos/Hays County EMS, Texas
San Marcos, Texas
Seabrook, Texas
Seagoville, Texas
Sealy, Texas
Shoreline, Washington
Shreveport, Louisiana
Sikeston, Missouri
Socorro, Texas
Southlake, Texas
South Padre Island, Texas
St. Charles, Missouri
Stephenville, Texas
Sugar Land, Texas
Sunny Isles Beach, Florida
Temple, Texas
Terrell, Texas
Texarkana, Texas
TexAmericas Center, Texas
Thompson's Station, Tennessee
Tomball, Texas
Trophy Club, Texas
Tyler, Texas
Van Alstyne, Texas
Victoria, Texas
Waco, Texas
Washoe County, Nevada
Waxahachie, Texas
Weatherford, Texas
Westlake, Texas
West Lake Hills, Texas
Westworth Village, Texas
Wheat Ridge, Colorado
Willow Park, Texas
Wills Point, Texas
Yoakum, Texas

Executive Search Recruited Positions

Administration
Assistant City Manager
Assistant County Manager
City Manager/City Administrator
City Secretary
Deputy City Manager

Administrative Services/Internal Services
Administrative Services Director
Arts Director
Assistant Municipal Garage Superintendent
Chief Performance Officer
Director of Human Resources & Risk Management
Director of Operations and Maintenance
Facilities Services Manager
Fixed-Base Operator Services
Fleet Equipment Services Manager
Human Resources/Civil Services Director
Intergovernmental Services Manager
Management Assistant
Manager of Town Services

Animal Services/Environmental Health
Animal Services Manager
Animal Shelter Manager
Animal Welfare Director
Animal Welfare Manager
Assistant Director of Code Compliance/Animal Welfare
Chief Medical Examiner
Director of Regional Animal Services
Environmental Health Director
Executive Director of Animal Services

Development Services
Building Official
Chief Building Official
City Inspector
Community Development Director/Manager
Community Services Administrator
Deputy Director of Development Services
Development Services Director
Neighborhood Services Director
New Urbanist
Property Management Director
Senior Building Inspector/Building Inspector
Tourism and Community Development Director

Economic Development, CVB
Assistant Economic Development Director
CVB Executive Director
Downtown Development Director
Economic Development Corporation President/CEO
Economic Development Director/Executive Director
Executive Director of Port & Harbor Commission
Vice President/Chief Econ Development Officer

Finance
Assistant Director of Finance
Budget Officer
Chief Financial Officer
Deputy Director of Finance
Finance Controller/Auditor/Comptroller
Finance Director
Finance Manager
Senior Accountant

Information Technology
Chief Technology Officer/Chief Information Officer
IT Assistant Director
IT Developer
IT Director
IT Manager
IT Manager (Police Department)
GIS Manager
Senior Software Developer

Legal
Assistant City Attorney
City Attorney (Individual and Firm)
Court Administrator
First Assistant City Attorney

Library
Librarian
Library Director

Marketing and Community Engagement
Community Relations Manager
Community Services Director
Director of Marketing and Community Engagement
Public Information Officer
Public Relations Coordinator

Metropolitan Planning Organization
Director of Metropolitan Planning Organization

Museum
Museum Director

Parks and Recreation
Parks and Recreation Director
Park Superintendent
Program Area Manager (Parks)
Recreation Superintendent

Executive Search Recruited Positions

Public Safety/EMS/Emergency Management

Assistant Fire Chief
Assistant Police Chief
Emergency Management Coordinator
EMS Executive Director
Executive Director
Fire Chief
Lieutenant
Police Chief

Public Works/Utilities/ Engineering

Assistant City Engineer
Assistant General Manager for Water District
Assistant Utilities Director
Chief Plant Operator
City Engineer
City Planner
Director of Engineering & Environmental Services
Director of Projects & Engineering
Director of Public Services
Director of Utilities
Engineering Project Manager
Engineering Services Manager for Water District
Planning & Engineering Director
Public Works Assistant Director
Public Works Director
Water District Executive Director
Water District General Manager

Unsolicited Feedback Regarding SGR's Performance

Following are a few unsolicited quotes from emails we have received. This unsolicited feedback demonstrates that our practice of using the Golden Rule to determine how we treat everyone leaves no doubt in the minds of both clients and candidates that we are truly superior to the competition. We do not include names to avoid the suggestion of an endorsement, which is prohibited under the ICMA Code of Ethics.

December 2015: "SGR really is a class act and I appreciate the personal nature of your communications – you must have an excellent staff. I have been through more than a few applications while transitioning from the military, and I will tell you that your company stands at the top."

November 2015: "I sincerely believe your personal courtesy and agency is the most professional of any I have ever experienced."

October 2015: "One of the reasons I enjoy working with your firm is you still have the old fashion courtesy of keeping candidates updated. It is really appreciate, whether we are the successful one(s) or not."

July 2015: "You have been 'top notch' in your communication and willingness to share resources."

June 2015: "Please allow me to tell you how very much I appreciate your kind and thoughtful e-mail. Civility and class never go out of style."

April 2015: "I'm very impressed with how well SGR works on recruitment. I really appreciated all of the follow-up emails and how much communication you provide. Should any city I work for in the future seek an executive recruitment, I would not hesitate to recommend SGR."

April 2015: "This is the most informative and personable search communication that I've ever received from an executive search firm. Kudos to you! I've been receiving the notification updates."

March 2015: "Thanks, [Executive Recruiter]. You and [SGR staff] made it an enjoyable experience and I am very pleased with the results. I hope we don't need your services anytime soon, but if we do, I will call you first.]

November 2014: "It was a pleasure working with you and your team, [Executive Recruiter]. SGR is a great organization and I'm very proud to work with you all!"

October 2014: "Fantastic, you are making this whole process easy, informative and pleasant. Thank you for your attention and patience."

August 2014: "Amazing customer service. It is so obvious that your whole team really cares and is very passionate about what they do. It is the best I have ever experienced."

August 2014: "My experience during this process has been excellent. It can be unnerving to be on this side of the recruitment. You and your team have provided excellent communications and updates. Your efforts are greatly appreciated. I am very pleased to continue in the process."

August 2014: "Thanks so much for the quick response. I just have to ask - do you folks work 24/7? I get emails from you, [SGR staff] and Ron on the weekends, late at night, early in the morning. I must say, I've been in local government a long time and have never experienced a firm as responsive, prompt, courteous, and informative you all at SGR. You guys are fantastic!"

July 2014: "Not the news I was hoping for, but I'm glad you have such a great field of candidates. Once again, from my experience, you and your team execute the most professional search!"

July 2014: "I was very impressed with our meeting and I feel like you were really listening to all the concerns and suggestions of the committee. Thank you very much for keeping me posted and I look forward to hearing from you soon."

July 2014: "I just want to thank you for the work that [Executive Recruiter] and SGR did on our recent Fire Chief search. Once again, you guys knocked it out of the park. [Executive Recruiter] was extremely accommodating, extremely accessible and extremely patient. He even indulged me when I asked tons of questions. You both are such great guys. I feel privileged to work with you guys and consider you friends. Thanks again."

July 2014: "I just wanted to take a moment and validate what I am sure you already know…your staff is top shelf! I recently went through the [city] [position] search with your company and everybody that I worked with at SGR was stellar; it was a pleasure working with each of them. [SGR staff] and especially [Executive Recruiter] were true professionals and kept me abreast of the process every step of the way with no surprises. It speaks volumes about SGR that you can attract and retain such quality individuals."

June 2014: "The selection process has ended for me as the [city] has gone with another candidate but I wanted to express my thanks to you for the assistance you provided me during my preparation. The information you provided was valuable and assisted me greatly. Thank you again, and I wish you and SGR all the best in the future."

June 2014: "I can already tell the SGR executive recruitment process is quite an experience. You and your team do a great job and I have no doubt you drive additional business through your courtesy and responsiveness to candidates. In short, extremely well done!"

June 2014: "Thanks for keeping us all updated...it speaks volumes for SGR's corporate culture and your personal integrity. I know that you know full well what we go thru. You guys are awesome and no matter the outcome of this process I will chalk it up to another positive experience with working with SGR."

May 2014: "We really appreciate all your help. Note: every candidate complimented [Executive Recruiter] and SGR!"

April 2014: "My compliments again to SGR and the [city] on a well-organized, innovative, and highly responsive recruitment process."

March 2014: "I really appreciate all your help from start to finish in our search for a new city manager. I will definitely call you the next time we have an opening we need help filling. There is no doubt we, as a city, made the right decision to select SGR to bring us quality candidates."

March 2014: "Just a brief note to thank you both, and particularly [Executive Recruiter], for the professional and thorough search effort. Our final selection of [candidate] received unanimous support. This result speaks to the merits of the SGR process in recruiting and selecting the kind of top talent we were after."

October 2013: "I cannot begin to thank [SGR] enough for the services that were provided. SGR did an incredible job with this search. It ran very smoothly and efficiently. I cannot think of one thing that could be improved. Thank you so much!"

October 2013: "Just a short note to thank you for the multiple communications regarding your search. You folks are a class act as one rarely hears a thing from a search these days."

September 2013: "Thank you so much for a superb effort in assisting us in a search for [position]. … I would recommend SGR to anyone. Your process is one that is highly likely to lead to success, certainly more so than a typical head-hunting outfit."

September 2013: "This was without a doubt as professional as I have seen. You did an amazing job. I look forward to working with you in the future. Thank again."

July 2013: "Just a brief note to say thank-you for considering me for [position]. While I am obviously disappointed in the final outcome, I cannot help but view the overall experience positively…I would also like to thank you for your professionalism through the process. You are a credit to your firm, and do all of us who serve the public a great service."

July 2013: "On behalf of [Department Head] and our entire HR team, I just want to thank you and your team members for making this search such a smooth and easy process for us."

June 2013: "I want you to know that [Executive Recruiter] did a fantastic job for us. He got us an outstanding list of applicants, made excellent recommendations regarding who we should be considering, and it was just a really terrific effort on SGR's part all the way around. [SGR staff] was most helpful during the posting process and wonderful to deal with over the phone. Your company added tremendous value to the process."

May 2013: "THANK YOU FOR ALL YOUR ASSISTANCE! What an AMAZING team at SGR… I'm loving this experience working with you all."

April 2013: "It has been a pleasure being considered for the position [with client]. Although not chosen for the position, I feel I am better prepared for future interviews (live or recorded) due to my interaction with Strategic Government Resources. The level of professionalism shown by your entire staff at SGR has been exemplary. Throughout the entire process phone messages and emails were returned promptly, enabling me to become more prepared for the interview

process. If I can be of any assistance to you in the future, please do not hesitate to call upon me."

February 2013: "[Executive Recruiter] and SGR deserve significant credit for not only helping us find the best fit for our community but moreover for being an integral component in ensuring the [client] has vital human resources necessary to meet [department] challenges ahead and excel beyond the goals set before us. For your guidance and expertise, we are truly appreciative."

January 2013: "Thank you. The fact that you have continually taken the initiative to keep me up to date speaks volumes to your ethics and professionalism. Quite honestly, both of these qualities have become less evident in the field."

December 2012: "Your firm and employees have a level of caring and customer service our organization aspires to. You have made excellence of product and service the standard for your firm. You guys are one of very few firms (maybe the only one I know of) that has made superior customer service its everyday standard to the point where even great customer service would be a letdown."

September 2012: "I have really enjoyed being able to participate in the recruitment process to date. I was especially intrigued with the use of online interview technology…I also really like the way you've organized the First Year Game Plan exercise. It's a really neat way for the candidates, city staff and council members to get to know one another better before the formal interviews take place."

September 2012: "Like many in the city manager profession, I have experienced and participated in a number of different search processes as a candidate as well as employer. The search process for the [client] City Manager position was my first experience with a search conducted by SGR. Without question, your process was the most thorough search I have experienced in 25 years and dozens of searches. As a candidate, I felt the process challenged me to be extremely well-informed about the position and the community. In addition, all SGR representatives provided me with accurate, timely and complete information throughout the search process. Congratulations and thank you!"

June 2012: "Again, I want to THANK YOU and your staff I have had the pleasure to work with. There definitely is a reason you are swamped with searches. The "Golden Rule" is serving SGR well. Please know that [staff members] have all been great and they have certainly helped me through this transition."

City of Alvin
City Manager Position Profile

The Community

Situated 12 miles southeast of Houston and less than 40 miles from both Galveston and Port Freeport, Alvin is a community that is proud of its history and committed to preserving its heritage and uniqueness as a town on the edge of the nation's fourth largest Metropolitan Statistical Area (MSA). Alvin juxtaposes big city conveniences with the quaintness and history of a close-knit community. With abundant local amenities and easy access to downtown Houston and Houston Hobby International Airport, it is apparent why approximately 25,000 residents call Alvin home.

Boasting a cowtown heritage, Alvin's humble beginnings date to 1845 when the first family settled in what is now known as Alvin. The area prospered from the cattle and railroad industries and the city was incorporated in 1893. In the early 1900s, Alvin began cultivating strawberries, oranges, pears, figs and the Cape Jasmine flower. By the 1930s the city had also discovered oil which still remains a viable industry in the contemporary Alvin economy.

Alvin residents enjoy an excellent quality of life and an array of recreational, cultural, and social amenities. Alvin's proximity to Galveston Island and Surfside Beach provides abundant opportunities for fishing, surfing, boating, birding, and shopping. Museums, historic sites such as the Alvin Depot, the traditional downtown area, and the Nolan Ryan Exhibit Center offer residents and visitors a glimpse into Alvin's vibrant history. Froberg's Farm offers guests the opportunity to experience a family tradition of growing and selling vegetables and fruit, and Shimek's Garden showcases a variety of beautiful flowers and scenery. Alvin also offers 14 parks, golf courses, annual festivals, a hike and bike trail, and local antique shops for residents and visitors to enjoy.

Alvin TEXAS

City of Alvin, Texas | City Manager

The Community, continued

The Alvin populace is afforded a flexible selection of housing options ranging from traditional condominiums and apartments to new-construction homes in the five subdivisions currently under development. The average household income in Alvin is $74,138, and the average home price is $123,123.

Alvin Independent School District, with an enrollment of 20,274 students, provides quality education for grades K-12. The district has experienced a 33% growth in student population since 1999, and over the last five years property values have increased from $1 billion to almost $5 billion. The district footprint includes numerous extracurricular and college-readiness opportunities. Alvin Community College and the surrounding Gulf Coast Consortium of Community Colleges provide higher-level education and workforce training. Colleges and universities located less than 30 miles from Alvin include Rice University, Texas Southern University, University of Houston, Texas A&M University-Galveston, and Houston Baptist University.

Governance and Organization

Alvin is a Home Rule City and functions under a Council-Manager form of government. The Alvin City Council is composed of seven councilmembers and a mayor, each elected for a term of three years. There are five single-member council districts and three at-large positions, including the mayor. The mayor and councilmembers serve staggered terms with no mayor or councilmember serving more than three terms of office. The City Council appoints a professional City Manager who is responsible for leading City staff and overseeing the daily operations of the organization.

Alvin has 180 full-time employees and more than 70 part-time employees. The proposed General Fund Operating Budget for FY 2014-2015 is $13,872,737, an increase of 5% from the FY 2013-2014 budget. The FY 2014-2015 proposed tax rate is $0.8386 per $100 of taxable property value.

Leadership and Innovation

An important priority for Alvin's next City Manager will be initiating a comprehensive rebranding of the City which includes beautifying major transportation corridors, updating downtown, revitalizing blighted neighborhoods, and improving the quality of life. The chosen candidate will need to aggressively promote Alvin's new image throughout the Houston Metro Area and exploit every opportunity to increase the City's market competitiveness.

The next City Manager will be responsible for improving the quality of future Alvin development through a continuous comprehensive planning process, new urban design standards, meticulous plan review, rigorous inspections, and a growth management team that is business friendly without compromising quality. The chosen candidate will be an advocate of zoning. Increasing single-family homes as a percentage of all dwelling stock and promoting homeowner occupancy are community development objectives that must be thoughtfully and creatively achieved by the incoming City Manager.

City of Alvin, Texas | City Manager

Leadership and Innovation, continued

Alvin's next City Manager will be charged with properly assessing and aggressively addressing the City's infrastructure needs. Developing, promoting, financing and implementing a comprehensive as well as sustainable Capital Improvement Program is essential to the long-term well being of the community and its residents.

The chosen candidate will be expected to take a well led and talented City workforce to the next performance level. The incoming City Manager should create a Culture of Excellence, employing Best Practices and promoting continuous improvement at every level of the organization. Ensuring that the needs of residents will be met with the highest degree of professionalism and outstanding customer service will be an on-going priority.

Ideal Candidate

The new City Manager will be a visionary and dynamic individual who respects Alvin's heritage and charm while simultaneously positioning the City for future growth and transformation. It will be imperative for the chosen candidate to empower the city staff and workforce through a 'Servant-Leader' management style. Delegating responsibility with purpose as well as clarity and creating a culture of accountability will be equally important.

The incoming Manager should serve as a policy governance coach who can dutifully preserve City Charter lines of authority with tact and diplomacy. The individual should be highly skilled at guiding the City Council through the policy-making process, being politically savvy while always remaining politically neutral. The selected candidate should ascertain an understanding of the Council's preferred method of receiving information and inform Council Members on emerging issues efficiently and effectively.

The chosen candidate should be a fiscally responsible manager who ensures that true cost-benefit analysis is always an integral component of the decision-making process and the annual budget is as much a creative performance guide as it is a sound financial plan. The individual should also have advanced planning and economic development skills, outstanding interpersonal skills, and be highly ethical and transparent.

It will be important for the new City Manager to be an active and visible part of the community. The City Council seeks a skillful negotiator and mediator able to forge strategic partnerships internally and externally.

An innovative and motivational leader with the skills to propel Alvin to its greatest potential will be paramount in the next City Manager to ensure that employees thrive and residents receive high quality municipal services.

City of Alvin, Texas | City Manager

Education and Experience

This position requires a minimum of three years of stable and progressively responsible local government experience. The ideal candidate for this position will have previous city manager experience, but experience as an assistant city manager or department head in a comparable or larger city will be considered. Preference will be given to applicants with experience in growth-oriented cities promoting sustainable and high quality development.

The successful candidate should possess a Bachelor's degree from an accredited college or university with a major in public administration, business administration, political science, or a related field. A Master's degree is preferred.

It is preferred that the City Manager reside within the city limits of Alvin within one year of employment.

Compensation and Benefits

The City of Alvin offers a starting salary of $135,000 to $155,000 depending on qualifications and experience. The City participates in the Texas Municipal Retirement System (TMRS) at a 7% employee deposit rate with a municipal matching ratio of 2:1. A car allowance and full range of leave and insurance benefits are also provided.

Application Process

Please apply online at: http://apply.governmentresource.com

For more information on this position contact:

Mike Tanner, Senior Vice President
Strategic Government Resources
MikeTanner@GovernmentResource.com
361-813-3707

The position is open until filled. For the review status of this position, please visit: http://bit.ly/SGRCurrentSearches

The City of Alvin 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.

Resources

City of Alvin, Texas
www.alvin-tx.gov

Alvin Economic Development
Dec. 2014 Newsletter

Alvin Convention and Visitors Bureau
www.alvintexas.org

SGR

FIRSTCHECK

Background Screening Report

First Check
PO BOX 92033
Southlake, TX 76092
Phone: 888-588-2525 / 888-588-2525
Fax: 888-213-9341

FILE NUMBER	70100	REPORT DATE	04-02-2015
REPORT TO	STRATEGIC GOVERNMENT RESOURCES (20002) 1117 Bourland Rd Keller, TX 76248 Phone: 214-676-1691 Fax: -	ORDER DATE	04-02-2015 MELISSA VALENTINE
		TYPE	EXECUTIVE SEARCH - BACKGROUND CHECK

Application Information

APPLICANT	TESTCASE, JANET	SSN	XXX-XX-6789	DOB	10-05-1962
ADDRESS(ES)	19 FOREST DR	CITY / STATE / ZIP	BEDROCK, TX 75214		

Identity Development

Person Search - SSN TRACE/ ADDRESS VERIF

RESULTS: **Records Found**
SSN SEARCHED: XXX-XX-6789
SEARCH DATE: 04-02-2015 1:48 PM MDT

Applicant Information

FULL NAME / SSN	DOB	ADDRESS	PHONE	REPORTED DATE(S)
JANET TESTCASE		19 FOREST HILL BEDROCK, TX County: HIDALGO		First: 2015-01-16 Last: 2015-04-02
JANET LYNN TESTCASE	1962-10-05	19 FOREST HILL BEDROCK, TX County: HIDALGO	(954)547-3984	First: 1995-02-13 Last: 2015-04-02
JANET TESTCASE	1962-10-05	19 FOREST HILL BEDROCK, TX County: HIDALGO		First: 1995-02-13 Last: 2015-04-02
JANET L TESTCASE		7863 SLEEPING LILY DR LAS VEGAS, MO 89178 County: JACKSON	(702)812-1460	First: 1991-12-31 Last: 1996-05-23

SSN Information

SSN	VALID	ISSUED LOCATION	ISSUED DATE RANGE
XXX-XX-6789	Y		1975-1976

WARNING: This search may not be used as the basis for an adverse action on an applicant. It should only be used to verify or correct an applicant's information, or as a tool to further research of public records or other verifications.

Credit

Credit Summary

TOTAL TRADELINES	0	30 DAYS LATE	0
CURRENTLY SATISFACTORY	0	60 DAYS LATE	0
CURRENTLY DELINQUENT	0	90 DAYS LATE	0
PREVIOUSLY DELINQUENT	0	NEWEST TRADE	
COLLECTION/CHR OFFS	0/0	OLDEST TRADE	
PUBLIC RECORDS	0	INQUIRIES	0

Financial Summary

	#	PAYMENT	TTL BALANCE	PAST DUE	UTILIZATION
MORTGAGE	0	$0	$0	$0	
INSTALLMENT	0	$0	$0	$0	
OPEN	0	$0	$0	$0	
REVOLVING	0	$0	$0	$0	
OTHER	0	$0	$0	$0	
	0	$0	$0	$0	

Warning; Use careful judgment the past due column of this financial summary may possibly combine amounts of an original creditor with amounts from a collection agency collecting for the original creditor. A single debt could be included as a trade amount and with the collection agency. In a few cases, this single debt can appear as a judgment in the public records section, as well.

Variations

Personal Information Comparison

	NAME	SOC SEC	DOB	AKA
APPLICANT	TESTCASE, JANET	XXX-XX-6789	10/05/1962	
TU	TESTCASE, JANET	MISMATCH		

Address Comparison

	ADDRESS	REPORTED
APPLICANT	TU 19 FOREST DR , BEDROCK, TX 75214	04-02-2015

Employment Comparison

COMPANY	POSITION	REPORTED

NO EMPLOYERS DEVELOPED

Credit Bureau Report

Credit History

CREDITOR	OPENING DATE / MONTHS REVIEWED	REPORTED DATE / DLA	HIGH CREDIT	BALANCE	PAST DUE AMOUNT	HISTORICAL TIMES PAST DUE 30 60 90+	TYPE / TERMS	PRESENT STATUS	ECOA

NO TRADELINES DEVELOPED

ECOA KEY: B = BORROWER; C = CO-BORROWER; S = SHARED; J = JOINT; U = UNDESIGNATED; A = AUTHORIZED USER

Public Records

NO PUBLIC RECORDS DEVELOPED

Prior Inquiries

CREDITOR	INQUIRY TYPE	DATE	SRC	KIND OF BUSINESS	ECOA

NO PRIOR INQUIRIES DEVELOPED

Repository Remarks

TU High Risk Fraud Alert;Available and Clear (H01)

TU A SUMMARY OF YOUR RIGHTS UNDER THE FAIR CREDIT REPORTING ACT

PARA INFORMACION EN ESPANOL, VISITE WWW.CONSUMERFINANCE.GOV/LEARNMORE O ESCRIBE A LA CONSUMER FINANCIAL PROTECTION BUREAU, 1700 G STREET N.W., WASHINGTON,DC 20006.

THE FEDERAL FAIR CREDIT REPORTING ACT (FCRA) PROMOTES THE ACCURACY, FAIRNESS, AND PRIVACY OF INFORMATION IN THE FILES OF CONSUMER REPORTING AGENCIES. THERE ARE MANY TYPES OF CONSUMER REPORTING AGENCIES, INCLUDING CREDIT BUREAUS AND SPECIALTY AGENCIES (SUCH AS AGENCIES THAT SELL INFORMATION ABOUT CHECK WRITING HISTORIES, MEDICAL RECORDS, AND RENTAL HISTORY RECORDS). HERE IS A SUMMARY OF YOUR MAJOR RIGHTS UNDER THE FCRA. FOR MORE INFORMATION, INCLUDING INFORMATION ABOUT ADDITIONAL RIGHTS, GO TO WWW.CONSUMERFINANCE.GOV/LEARNMORE, OR WRITE TO: CONSUMER FINANCIAL PROTECTION BUREAU, 1700 G STREET N.W., WASHINGTON, DC 20006.

- YOU MUST BE TOLD IF INFORMATION IN YOUR FILE HAS BEEN USED AGAINST YOU. ANYONE WHO USES A CREDIT REPORT OR ANOTHER TYPE OF CONSUMER REPORT TO DENY YOUR APPLICATION FOR CREDIT, INSURANCE, OR EMPLOYMENT - OR TO TAKE ANOTHER ADVERSE ACTION AGAINST YOU - MUST TELL YOU, AND MUST GIVE YOU THE NAME, ADDRESS, AND PHONE NUMBER OF THE AGENCY THAT PROVIDED THE INFORMATION.

- YOU HAVE THE RIGHT TO KNOW WHAT IS IN YOUR FILE. YOU MAY REQUEST AND OBTAIN ALL THE INFORMATION ABOUT YOU IN THE FILES OF A CONSUMER REPORTING AGENCY (YOUR "FILE DISCLOSURE"). YOU WILL BE REQUIRED TO PROVIDE PROPER IDENTIFICATION, WHICH MAY INCLUDE YOUR SOCIAL SECURITY NUMBER. IN MANY CASES, THE DISCLOSURE WILL BE FREE. YOU ARE ENTITLED TO A FREE FILE DISCLOSURE IF:

- A PERSON HAS TAKEN ADVERSE ACTION AGAINST YOU BECAUSE OF INFORMATION IN YOUR CREDIT REPORT;

- YOU ARE THE VICTIM OF IDENTITY THEFT AND PLACE A FRAUD ALERT IN YOUR FILE;

- YOUR FILE CONTAINS INACCURATE INFORMATION AS A RESULT OF FRAUD;

- YOU ARE ON PUBLIC ASSISTANCE;

- YOU ARE UNEMPLOYED BUT EXPECT TO APPLY FOR EMPLOYMENT WITHIN 60 DAYS.

IN ADDITION, ALL CONSUMERS ARE ENTITLED TO ONE FREE DISCLOSURE EVERY 12 MONTHS UPON REQUEST FROM EACH NATIONWIDE CREDIT BUREAU AND FROM NATIONWIDE SPECIALTY CONSUMER REPORTING AGENCIES. SEE WWW.CONSUMERFINANCE.GOV/LEARNMORE FOR MORE INFORMATION.

- YOU HAVE THE RIGHT TO ASK FOR A CREDIT SCORE. CREDIT SCORES ARE NUMERICAL SUMMARIES OF YOUR CREDIT-WORTHINESS BASED ON INFORMATION FROM CREDIT BUREAUS. YOU MAY REQUEST A CREDIT SCORE FROM CONSUMER REPORTING AGENCIES THAT CREATE SCORES OR DISTRIBUTE SCORES USED IN RESIDENTIAL REAL PROPERTY LOANS, BUT YOU WILL HAVE TO PAY FOR IT. IN SOME MORTGAGE TRANSACTIONS, YOU WILL RECEIVE CREDIT SCORE INFORMATION FOR FREE FROM THE MORTGAGE LENDER.

- YOU HAVE THE RIGHT TO DISPUTE INCOMPLETE OR INACCURATE INFORMATION. IF YOU IDENTIFY INFORMATION IN YOUR FILE THAT IS INCOMPLETE OR INACCURATE, AND REPORT IT TO THE CONSUMER REPORTING AGENCY, THE AGENCY MUST INVESTIGATE UNLESS YOUR DISPUTE IS FRIVOLOUS. SEE WWW.CONSUMERFINANCE.GOV/LEARNMORE FOR AN EXPLANATION OF DISPUTE PROCEDURES.

- CONSUMER REPORTING AGENCIES MUST CORRECT OR DELETE INACCURATE, INCOMPLETE, OR UNVERIFIABLE INFORMATION. INACCURATE, INCOMPLETE, OR UNVERIFIABLE INFORMATION MUST BE REMOVED OR CORRECTED, USUALLY WITHIN 30 DAYS. HOWEVER A CONSUMER REPORTING AGENCY MAY CONTINUE TO REPORT INFORMATION IT HAS VERIFIED AS ACCURATE.

- CONSUMER REPORTING AGENCIES MAY NOT REPORT OUTDATED NEGATIVE INFORMATION. IN MOST CASES, A CONSUMER REPORTING AGENCY MAY NOT REPORT NEGATIVE INFORMATION THAT IS MORE THAN SEVEN YEARS OLD, OR BANKRUPTCIES THAT ARE MORE THAN 10 YEARS OLD.

- ACCESS TO YOUR FILE IS LIMITED. A CONSUMER REPORTING AGENCY MAY PROVIDE INFORMATION ABOUT YOU ONLY TO PEOPLE WITH A VALID NEED - USUALLY TO CONSIDER AN APPLICATION WITH A CREDITOR, INSURER, EMPLOYER, LANDLORD, OR OTHER BUSINESS. THE FCRA SPECIFIES THOSE WITH A VALID NEED FOR ACCESS.

- YOU MUST GIVE YOUR CONSENT FOR REPORTS TO BE PROVIDED TO EMPLOYERS. A CONSUMER REPORTING AGENCY MAY NOT GIVE OUT INFORMATION ABOUT YOU TO YOUR EMPLOYER, OR A POTENTIAL EMPLOYER, WITHOUT YOUR WRITTEN CONSENT GIVEN TO THE EMPLOYER. WRITTEN CONSENT GENERALLY IS NOT REQUIRED IN THE TRUCKING INDUSTRY. FOR MORE INFORMATION, GO TO WWW.CONSUMERFINANCE.GOV/LEARNMORE.

- YOU MAY LIMIT "PRESCREENED" OFFERS OF CREDIT AND INSURANCE YOU GET BASED ON INFORMATION IN YOUR CREDIT REPORT. UNSOLICITED "PRESCREENED" OFFERS FOR CREDIT AND INSURANCE MUST INCLUDE A TOLL-FREE PHONE NUMBER YOU CAN CALL IF YOU CHOOSE TO REMOVE YOUR NAME AND ADDRESS FROM THE LISTS THESE OFFERS ARE BASED ON. YOU MAY OPT-OUT WITH THE NATIONWIDE CREDIT BUREAUS AT 1-888-567-8688 (888-5OPTOUT).

- YOU MAY SEEK DAMAGES FROM VIOLATORS. IF A CONSUMER REPORTING AGENCY, OR, IN SOME CASES, A USER OF CONSUMER REPORTS OR A FURNISHER OF INFORMATION TO A CONSUMER REPORTING AGENCY VIOLATES THE FCRA, YOU MAY BE ABLE TO SUE IN STATE OR FEDERAL COURT.

- IDENTITY THEFT VICTIMS AND ACTIVE DUTY MILITARY PERSONNEL HAVE ADDITIONAL RIGHTS. FOR MORE INFORMATION, VISIT WWW.CONSUMERFINANCE.GOV/LEARNMORE.

STATES MAY ENFORCE THE FCRA, AND MANY STATES HAVE THEIR OWN CONSUMER REPORTING LAWS. IN SOME CASES, YOU MAY HAVE MORE RIGHTS UNDER STATE LAW. FOR MORE INFORMATION, CONTACT YOUR STATE OR LOCAL CONSUMER PROTECTION AGENCY OR YOUR STATE ATTORNEY GENERAL. FOR INFORMATION ABOUT YOUR FEDERAL RIGHTS, CONTACT:

TYPE OF BUSINESS:	CONTACT:
1.a. BANKS, SAVINGS ASSOCIATIONS, AND CREDIT UNIONS WITH TOTAL ASSETS OF OVER $10 BILLION AND THEIR AFFILIATES	BUREAU OF CONSUMER FINANCIAL PROTECTION 1700 G STREET NW WASHINGTON, DC 20006
b. SUCH AFFILIATES THAT ARE NOT BANKS, SAVINGS ASSOCIATIONS, OR CREDIT UNIONS ALSO SHOULD LIST, IN ADDITION TO THE BUREAU:	FEDERAL TRADE COMMISSION CONSUMER RESPONSE CENTER -FCRA WASHINGTON, DC 20580 1-877-382-4357
2. TO THE EXTENT NOT INCLUDED IN ITEM 1 ABOVE: a. NATIONAL BANKS, FEDERAL SAVINGS ASSOCIATIONS, AND FEDERAL BRANCHES AND FEDERAL AGENCIES OF FOREIGN BANKS	OFFICE OF THE COMPTROLLER OF THE CURRENCY CUSTOMER ASSISTANCE GROUP 1301 McKINNEY STREET, SUITE 3450 HOUSTON, TX 77010-9050 1-800-613-6743
b. STATE MEMBER BANKS, BRANCHES AND AGENCIES OF FOREIGN BANKS (OTHER THAN FEDERAL BRANCHES, FEDERAL AGENCIES AND INSURED STATE BRANCHES OF FOREIGN BANKS), COMMERCIAL LENDING COMPANIES OWNED OR CONTROLLED BY FOREIGN BANKS, AND ORGANIZATIONS OPERATING UNDER SECTION 25 OR 25A OF THE FEDERAL RESERVE ACT	FEDERAL RESERVE CONSUMER HELP (FRCH) PO BOX 1200 MINNEAPOLIS, MN 55480 1-888-851-1920 WEBSITE ADDRESS: WWW.FEDERALRESERVECONSUMERHELP.GOV EMAIL ADDRESS: CONSUMERHELP@FEDERALRESERVE.GOV
c. NONMEMBER INSURED BANKS, INSURED STATE BRANCHES OF FOREIGN BANKS, AND INSURED STATE SAVINGS ASSOCIATIONS	FDIC CONSUMER RESPONSE CENTER 1100 WALNUT STREET BOX #11 KANSAS CITY, MO 64106
d. FEDERAL CREDIT UNIONS	NATIONAL CREDIT UNION ADMINISTRATION OFFICE OF CONSUMER PROTECTION (OCP) DIVISION OF CONSUMER COMPLIANCE AND OUTREACH (DCCO) 1775 DUKE STREET ALEXANDRIA, VA 22314 1-703-519-4600
3. AIR CARRIERS	ASST. GENERAL COUNSEL FOR AVIATION ENFORCEMENT & PROCEEDINGS DEPARTMENT OF TRANSPORTATION 400 SEVENTH STREET SW WASHINGTON, DC 20590 1-202-366-1306

4. CREDITORS SUBJECT TO SURFACE TRANSPORTATION BOARD	OFFICE OF PROCEEDINGS, SURFACE TRANSPORTATION BOARD DEPARTMENT OF TRANSPORTATION 1925 K STREET NW WASHINGTON, DC 20423
5. CREDITORS SUBJECT TO PACKERS AND STOCKYARDS ACT	NEAREST PACKERS AND STOCKYARDS ADMINISTRATION AREA SUPERVISOR
6. SMALL BUSINESS INVESTMENT COMPANIES	ASSOCIATE DEPUTY ADMINISTRATOR FOR CAPITAL ACCESS UNITED STATES SMALL BUSINESS ADMINISTRATION 406 THIRD STREET, SW, 8TH FLOOR WASHINGTON, DC 20416
7. BROKERS AND DEALERS	SECURITIES AND EXCHANGE COMMISSION 100 F ST NE WASHINGTON, DC 20549
8. FEDERAL LAND BANKS, FEDERAL LAND BANK ASSOCIATIONS, FEDERAL INTERMEDIATE CREDIT BANKS, AND PRODUCTION CREDIT ASSOCIATIONS	FARM CREDIT ADMINISTRATION 1501 FARM CREDIT DRIVE McLEAN, VA 22102-5090
9. RETAILERS, FINANCE COMPANIES, AND ALL OTHER CREDITORS NOT LISTED ABOVE	FTC REGIONAL OFFICE FOR REGION IN WHICH THE CREDITOR OPERATES OR FEDERAL TRADE COMMISSION: CONSUMER RESPONSE CENTER- FCRA WASHINGTON, DC 20580 1-877-382-4357

Source Information

Creditors

CREDITOR	SUB CODE	ADDRESS	PHONE
		NO CREDITORS DEVELOPED	

Submission Results

APPLICANT	BUREAU	DATE	RESULT
APPLICANT	TRANSUNION	04-02-2015 02:39:39 PM	NO RECORD FOUND

Repository Referral

TransUnion Consumer Relations
www.transunion.com/myoptions
2 Baldwin Place
P.O. Box 1000
Chester, PA 19022
800-888-4213

Comments

***** End of Credit Report *****

Investigative

County Criminal Records Search

RESULTS	**Records Found**		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:50 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	10 years
JURISDICTION	TX-HIDALGO		

***** Abstract *****

NAME ON RECORD	JANET L TESTCASE	CASE NUMBER	CR- 1234565656
DOB ON RECORD	10/05/1962	COURT	DISTRICT
OTHER IDENTIFIERS		FILE DATE	03/04/2010
OTHER INFO			

Count-1

TYPE	MISD CLASS B	OFFENSE	DRIVING WHILE INTOXICATED
DISPOSITION	CONVICTED		
DISPOSITION DATE	10/01/2010	OFFENSE DATE	03/04/2010
SENTENCE	18 MOS PROBATION/ $1000.00 FINE		
OTHER INFO	PROBATION EXPIRED: 04/06/2012		
COMMENT			

WARNING: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'Records Found' means that our researchers found a record(s) in that jurisdiction that matched the personal identifiers (i.e., Name, SSN, Date of Birth, Address) listed for the subject in the above abstract. First Check does not guarantee the accuracy or truthfulness of

the information as to the subject of the investigation, but only that it is accurately copied from public records. Information generated as a result of identity theft, including evidence of criminal activity, may be inaccurately associated with the consumer who is the subject of this report. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

COUNTY WANTS AND WARRANT

NO REPORTABLE RECORDS FOUND - DALLAS COUNTY
JANET TESTCASE

State Criminal Records Search

RESULTS	**No Reportable Records Found**		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:46 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	10 years
JURISDICTION	TEXAS		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Federal Criminal Records Search

RESULTS	**No Reportable Records Found**		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:47 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	10 years
JURISDICTION	TEXAS NORTHERN		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

InstaCriminal National Search

RESULTS	**No Reportable Records Found**		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:30 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	
JURISDICTION	NATIONWIDE		

JURISDICTION(S) SEARCHED

The search you have selected is a search of our criminal database(s) and may not represent 100% coverage of all criminal records in all jurisdictions and/or sources. Coverage details available upon request.

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by federal and state law. 'No Reportable Records Found' means that our researchers could not locate a record that matched at least two personal identifiers (i.e., Name, SSN, Date of Birth, Address) for the subject in that jurisdiction. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Global Homeland Security Search

RESULTS	**No Reportable Records Found**		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:30 PM MDT
SOURCES	Alabama Medicaid - Suspended Providers, America's Most Wanted Fugitive List, Australia Sex Offender Registry, Australian Dept of Foreign Affairs and Trade - Sanctions List, Australian Reserve Bank Sanctions List, Bank of England Sanctions List, California Medi-Cal - Suspended and Ineligible Providers, Connecticut Dept of Social Services - Admin Actions List, DEA Diversion Control Program - Admin Actions against Doctors, DEA Diversion Control Program - Cases against Doctors, Delaware Adult Abuse Registry, Directorate of Defense Trade Controls - Debarred Parties List, European Union Terrorism Sanctions List, FDA Office of Regulatory Affairs - Debarment List, FDA Office of Regulatory Affairs - Warning Letters, Federal Deposit Insurance Corporation (FDIC) - Failed Bank List, Federal Deposit Insurance Corporation (FDIC) - Enforcement Decisions and Orders, Federal Reserve Board - Enforcement Actions, FinCEN - Enforcement Actions, FINRA - Disciplinary Actions, Florida Medicaid - Sanctioned Providers, Fugitive List, Health Resources and Services Administration - Health Education Assistance Loan - Defaulted Borrowers, HM Treasury - Consolidated List of Financial Sanctions, HM Treasury - Investment Ban List, Hong Kong Securities and Futures Commission (SFC) - Enforcement Actions, HUD - Limited Denials of Participation List, Idaho Medicaid Provider - Exclusion List, Illinois Casino Exclusion List, Illinois Office of Inspector General - Sanctioned Providers, Immigration and Customs Enforcement (ICE) - Most Wanted, Interpol Most Wanted, Japan Ministry of Economy, Trade, and Industry (METI) - End User List, Kansas Dept of Health and Environment - Abuse Registry, Kentucky Medicaid - Excluded Providers, Maryland Medicaid - Exclusion List, MIPT Terrorism Knowledge Base, Mississippi Medicaid - Excluded Providers, Missouri Casino Exclusion List, Monetary Authority of Singapore - Enforcement Actions, National Credit Union Administration (NCUA) - Administrative Orders, Naval Criminal Investigative Service (NCIS) - Most Wanted Fugitives, Nevada Gaming Control Board - Excluded Person List, New Jersey Casino Exclusion List, New Jersey Dept of Treasury - Debarment List, New York Office of the Medicaid Inspector General - Exclusion List, New York Stock Exchange Regulation - Disciplinary Actions, Office of Foreign Assets Control (OFAC) - Specially Designated Nationals List, Office of Inspector General (OIG) - Health and Human Services Exclusion List, Office of Inspector General (OIG) - Most Wanted Health Care Fugitives, Office of Regulatory Affairs - Disqualified, Restricted and Assurances List for Clinical Investigators, Office of Research Integrity - Public Health Service - Administrative Actions List, Office of the Comptroller of Currency (OCC) - Enforcement Actions List, Office of the Superintendent of Financial Institutions (OSFI) - Canadian Sanctions List, Office of Thrift Supervision (OTS) - Enforcement Actions List, Ohio		

Medicaid - Sanctioned Providers, Ohio Medicaid - Suspended Providers, Palestinian Legislative Council List, Pennsylvania Medicheck - Precluded Providers List, Politically Exposed Persons List, SEC - Enforcement Actions, South Carolina Medicaid - Excluded Providers, Tennessee Dept of Health - Abuse Registry, Texas Employee Misconduct Registry, Texas Health and Human Services Commission Medicaid and Title XX Provider Exclusion List, TRICARE Sanctions List, UK Disqualified Directors List, United Nations Consolidated Sanctions List, US Commodity Futures Trading Commission (CFTC) - Disciplinary Actions, US Dept of Commerce - Denied Persons, Unverified, and Entity List, US Dept of Labor - Forced and Child Labor List, US Dept of State - Foreign Terrorist Organizations List, US Dept of State - Nonproliferation Sanctions, US Dept of State - Terrorist Exclusion List, US Dept of Treasury - Primary Money Laundering Concern List, US General Services Administration (GSA) - Excluded Parties List, World Bank Listing of Ineligible Individuals

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by applicable laws. 'No Reportable Records Found' means that our researchers could not locate a record that matched. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Sex Offender Records Search

RESULTS	**No Reportable Records Found**		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:47 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	
JURISDICTION	TEXAS		

CAUTION: Based on the information provided First Check searched for public records in the sources referenced herein for criminal history information as permitted by applicable laws. 'No Reportable Records Found' means that our researchers could not locate a record that matched. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

County Civil Records Search

RESULTS	**Records Found**		
NAME SEARCHED	TESTCASE, JANET	SEARCH DATE	04-02-2015 1:42 PM MDT
DOB SEARCHED	10-05-1962	SEARCH SCOPE	7 years
JURISDICTION	MO-OSAGE		

***** Abstract *****

PLAINTIFF	JANET TESTCASE	CASE NUMBER	CV556566
DEFENDANT	CITY OF ROCKY ROAD	COURT NAME	COUNTY CT 456
FILE DATE	07/15/2011	JURISDICTION	
PLAINTIFF ATTORNEY	MARK A FISHER	CASE TYPE	CIVIL - HARASSMENT
DISPOSITION DATE	06/12/2012	DISPOSITION	JUDGMENT
COMMENT			

WARNING: Based on the information provided First Check searched for public records in the sources referenced herein for civil history information as permitted by federal and state law. 'Records Found' means that our researchers found a record(s) in that jurisdiction that matched the personal identifiers (i.e., Name, SSN, Date of Birth, Address) listed for the subject in the above abstract. First Check does not guarantee the accuracy or truthfulness of the information as to the subject of the investigation, but only that it is accurately copied from public records. Information generated as a result of identity theft, including evidence of civil activity, may be inaccurately associated with the consumer who is the subject of this report. Further investigation into additional jurisdictions, or utilization of additional identifying information, may be warranted. Please call for assistance.

Credentials

Education Verification

RESPONSE RECEIVED	**Yes**		
INSTITUTION NAME	**UNIVERSITY OF SYRACUSE**	SEARCH DATE	04-02-2015 1:51 PM MDT
CITY, STATE	SYRACUSE, NY	CONTACT	WRITTEN/ SC
INSTITUTION PHONE	N/A	SUBJECT	JANET TESTCASE
INSTITUTION FAX			
INSTITUTION EMAIL			

	SUBJECT-PROVIDED INFORMATION	INSTITUTION-PROVIDED INFORMATION
SOCIAL SECURITY		123-45-6789
DATES CLAIMED	MAY 2013	DATE AWARDED: 05/15/2013
DEGREE(S) CLAIMED	MASTERS OF PUBLIC ADMIN	MASTERS PUBLIC ADMIN
MAJOR(S) CLAIMED	PUBLIC ADMINISTRATION	PUBLIC ADMINISTRATION
GPA CLAIMED		
HONORS CLAIMED		
ATTENDING NAME		
COMMENTS		

Instant Driving Records

RESULTS	**License Found**

STATE OF ISSUE Texas
LICENSE NUMBER 09555186

SEARCH DATE 04-02-2015 1:37 PM MDT

License Number: 01234567
License State: TX
Full Name: TESTCASE, JANET
DOB: 1962-10-05
Address: 19 FOREST DRIVE BEDROCK, TX 79501

License Info

Status: CLEAR
Class: C
Class Description: Non-Comm. C - Single or comb veh , not in class A or B
Expiration Date: 2018-10-05
Original Issue Date: 1978-03-16

Other License Info

Report Message: NO ENTRIES FOUND FOR THIS PERSON
MVR Status: MVR found
MVR History Length: 3
MVR Score: A valid driver license (active, clear, eligible, valid, etc) with at least 3 years of history and a clear MVR. (0)

Messages

```
Alert: Requested last name(TESTCASE) did not match.
Commercial Driver License (CDL) Indicator: N
THIS TYPE OF RECORD WILL NOT REFLECT COMPLETION OF A DRIVING SAFETY COURSE.
THIS RECORD REFLECTS CONVICTIONS AND CRASH INVOLVEMENTS THAT ARE ALLOWED TO BE
DISPLAYED BY LAW.
```

WARNING: Confidential Information - To Be Used As Per State And Federal Laws. Misuse May Result In A Criminal Prosecution.

COMPREHENSIVE REPORT

Subject Information: (Best Information for Subject)
Name: JANET L TESTCASE DOB:10/05/1962
SSN: 123-45-xxxx issued in TEXAS between *01/01/1975* and *12/31/1976*

Age: 31

Names Associated With Subject:

JANET L TESTCASE LexID: 8071868866 DOB: 1962

JANET TESTCASE LexID: 8071868866 DOB: 10/05/1962
123-45-xxxx issued in TX

Others Associated With Subjects SSN:
(DOES NOT usually indicate any type of fraud or deception)
[None Found]

Comprehensive Report Summary:

Names Associated With Subject:
2 Found
Others Associated With Subjects SSN:
None Found
Address Summary:
2 Found
Active Address(es):
1 Found
Previous & Non-Verified Addr:
1 Found
Possible Criminal Records:
None Found
Sexual Offenses:
None Found
Driver's License:
1 Found
Motor Vehicles Registered:
1 Found
Concealed Weapons Permit:
None Found
DEA Controlled Substances:
None Found
Professional Licenses:
None Found
Watercraft:
None Found
Bankruptcies:
None Found
Liens and Judgments:
None Found
UCC Filings:
None Found
Possible Properties Owned:
1 Found
Possible Associates:
None Found

Address Summary:

19 FOREST DR , BEDROCK, TX 77469-1826, HIDALGO COUNTY (1995- Jan 2015)
12924 PECOS RD, KNOXVILLE TX 37934-0885, KNOX COUNTY (Feb 2002 - Jan 2015)
7404 TOWN CENTER BLVD APT 808, ROSENBERG TX 77471-6232, FORT BEND COUNTY (Apr 2011 - May 2014)
Utility Locator - Connect Date: 4/28/2011
✔21027 JAMES LONG CT, RICHMOND TX 77406-6453, FORT BEND COUNTY (Jun 2007 - Oct 2013)
1611 LAUREL AVE APT 303, KNOXVILLE TN 37916-2078, KNOX COUNTY (Oct 2005)
135 WHITE DR APT -2, TALLAHASSEE FL 32304-3090, LEON COUNTY (May 2004 - Jun 2004)
1505 W THARPE ST APT 3632, TALLAHASSEE FL 32303-4575, LEON COUNTY (Sep 2002 - Jan 2004)

Active Address(es):
✔19 FOREST HILL DR, BEDROCK, TX 77406-6453, HIDALGO COUNTY
Name Associated with Address:
JANET TESTCASE
Current Residents at Address:
DAVID TESTCASE

Property Ownership Information for this Address
Property:
Parcel Number - 5121-06-001-0320-901
Owner Name: DAVID WTESTCASE LexID: 2561089892
Owner Name 2: JANET TESTCASE LexID: 2561096692
Property Address: - 19 FOREST HILL, BEDROCK TX 77406-6453, HILDAGO COUNTY
Owner Address: 21027 JAMES LONG CT, RICHMOND TX 77406-6453, FORT BEND COUNTY
Sale Date - 05/29/1995
Sale Price - $325,850
Subdivision Name - LONG MEADOW
Total Market Value - $467,230
Assessed Value - $443,810
Land Value - $89,250
Improvement Value - $377,980

Land Size - 13,299 Square Feet
Year Built - 2006
Seller Name: HOUSTON VILLAGE BUILDERS INC
Legal Description - LONG MEADOW FARMS SEC 6, BLOCK 1, LOT 32
Loan Amount - $245,000
Lender Name - CITIMORTGAGE
Data Source - A

Previous And Non-Verified Address(es):

1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY (2014 - Jan 2015)
Name Associated with Address:
DAVID TESTCASE
Current Residents at Address:
STEVEN FRYER
Property Ownership Information for this Address
Property:
Parcel Number - 6469-03-002-0010-901
Owner Name: STEVEN FRYER LexID: 8071868866
Property Address - 1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY
Owner Address: 1118 MESSINA LN, RICHMOND TX 77469-1826, FORT BEND COUNTY
Sale Date - 04/15/2014
Seller Name: PULTE HOME OF TEXAS LP
Loan Amount - $149,168
Loan Type - NEW CONVENTIONAL
Data Source - B

1

Possible Criminal Records:
[None Found]

Sexual Offenses:
[None Found]

Driver's License Information:
Name: JANET L TESTCASE
LexID: 80718688
DL Number: xxxxxxxx
State: Texas
License Address: 19 FOREST DR, BEDROCK TX 77469-1826, FORT BEND COUNTY
DOB: 10/05/1962
Potential SSN : 123-45-xxxx
Issue Date: 05/09/2014
Data Source: Governmental

Motor Vehicles Registered To Subject:

Vehicle:
Description: Gray Silver 2006 Toyota Camry - Sedan 4 Door
VIN: 4T1BE30K26U67
State Of Origin: TEXAS
Engine: 4 Cylinder 144 Cubic Inch
Anti Lock Brakes: 4 wheel standard
Air Conditioning: Standard
Daytime Running Lights: Standard
Power Steering: Standard
Power Brakes: Standard
Power Windows: Standard
Security System: Immobilizer and Alarm
Roof: None / not available
Price: 20375
Radio: AM/FM CD
Front Wheel Drive: Yes
Four Wheel Drive: No
Tilt Wheel: Unknown
Data Source: Governmental

Registrant(s)
Record Type: CURRENT
Name: JANET L TESTCASE
LexID: 8071868866
Potential SSN: 123-45-xxxx
Address: 19 FOREST HILL, BEDROCK TX 77469-1826, FORT BEND COUNTY
DOB: 10/05/1962
Sex: FEMALE

Tag Number: BD9B1
License State: TX
Earliest Registration Date: 10/1/2014
Latest Registration Date: 10/1/2014
Expiration Date: 9/30/2015
License Plate Type: Private

Concealed Weapons Permit:
[None Found]

DEA Controlled Substances:
[None Found]

Professional License(s):
[None Found]

Watercraft:

[None Found]

Bankruptcies:

[None Found]

Liens and Judgments:

[None Found]

UCC Filings:

[None Found]

Possible Properties Owned by Subject:

Property:

Parcel Number - 6469-03-002-0010-901
Owner Name: JANET L TESTCASE LexID: 8071868866
Property Address - 19 FOREST DR, BEDROCK TX 77469-1826, HIDALGO COUNTY

Sale Date - 04/15/2014
Seller Name: PULTE HOME OF TEXAS LP
Loan Amount - $149,168
Loan Type - NEW CONVENTIONAL
Data Source - B

Possible Associates:

NONE FOUND

Disclaimer

This report is furnished to you pursuant to the Agreement for Service between the parties and in compliance with the Fair Credit Reporting Act. This report is furnished based upon your certification that you have a permissible purpose to obtain the report. The information contained herein was obtained in good faith from sources deemed reliable, but the completeness or accuracy is not guaranteed.

*** End Of Report ***

CITY OF ANGLETON, TEXAS

Proposal for Executive
Search Services for
the Position of

CITY MANAGER

February 8, 2016

The Mercer Group, Inc.

Consultants To Management

The Mercer Group, Inc.

Consultants To Management

1000 Cordova Place, #726
Santa Fe, New Mexico 87505
505-466-9500
FAX 505-466-1274
E-mail: jmercer@mercergroupinc.com

February 8, 2016

City of Angleton
121 S Velasco
Angleton, TX 77515
Attn: Shelly Deisher, City Secretary
Executive Search Firm Proposal

Dear Ms. Deisher:

The Mercer Group, Inc. is most pleased to submit this proposal to assist the City of Angleton to recruit nationally and to develop exceptionally well-qualified candidates for the position of City Manager. We are most interested in assisting the City of Angleton with this critical project, and if selected to conduct the search, would have no difficulty beginning the project immediately and expediting our work to ensure a smooth process. The Mercer Group, Inc. has extensive experience in conducting city manager searches locally and nationally. Our firm probably conducts more city manager or related searches than any other recruitment firm. We are especially well qualified to conduct this search for the City of Angleton.

The purpose for engaging the services of an executive search firm is to seek out and recruit experienced candidates and to assist the City of Angleton in selecting highly qualified individuals who meet the profile and needs of the City and who might not otherwise apply. We have conducted recent searches for city manager for several communities your size. We are quite familiar with the candidate pool and the local needs.

We are the largest nationwide public sector search firm and we have more experience than any other public sector executive search firm. Mr. Mercer is a Certified Management Consultant (CMC) which is the preeminent designation earned in the management consulting profession. It is an indication that the individual possessing it has met and continues to meet strict certification requirements of the Institute of Management Consultants. The CMC designation represents that the individual has met world-class standards of competence, ethics and independence in the management consulting field. Mr. Mercer is the only management consultant with this designation operating in the public sector. (Please see www.mercergroupinc.com for more information about our firm and about current searches that we are conducting.)

an indication that the individual possessing it has met and continues to meet strict certification requirements of the Institute of Management Consultants. The CMC designation represents that the individual has met world-class standards of competence, ethics and independence in the management consulting field. Mr. Mercer is the only management consultant with this designation operating in the public sector. (Please see www.mercergroupinc.com for more information about our firm and about current searches that we are conducting.)

The mission of The Mercer Group, Inc. is to make our clients proud that they engaged us to provide management consulting services for them. The Mercer Group, Inc. also makes extensive use of the Internet both with our own web page which can be located at www.mercergroupinc.com and through e-mail. We post positions with other Internet providers and make information available to a wide number of people who are Internet users. We also make extensive use of the Internet to review newspaper articles on top candidates, etc., from the community in which they are currently employed or were employed in the past.

Our corporate headquarters is in Atlanta and we have branch offices in Arizona, California, Colorado, Florida, Georgia, Illinois, Louisiana, Michigan, Minnesota, New Mexico, North Carolina, Texas, Virginia and Washington. We will work on the assignment from our Santa Fe office.

Lead consultant on this search will be James L. Mercer. Other consultants to be used on this search will be Clark Wurzberger and Karolyn Prince-Mercer.

Thank you for the opportunity to respond to this important assignment. This proposal is valid for ninety (90) days from receipt by the City of Angleton. We are looking forward to discussing this proposal with you personally, and urge you to allow us to come to Angleton at our expense to do that. We can move very quickly to do so. Please call me at 505-466-9500 if you have any questions.

Sincerely yours,

THE MERCER GROUP, INC.

James L. Mercer, President/CEO
Certified Management Consultant (CMC)

Enclosure

CITY OF ANGLETON, TEXAS

Proposal for

Executive Search Services

for the Position of

CITY MANAGER

February 8, 2016

JAMES L. MERCER, PRESIDENT/CEO
THE MERCER GROUP, INC.
1000 Cordova Place #726
Santa Fe, New Mexico 87505
505-466-9500
505-466-1274 FAX
jmercer@mercergroupinc.com
www.mercergroupinc.com

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2. W-9 Form (with original copy only)

I. QUALIFICTIONS OF FIRM AND PERSONNEL

A. Name and Address of Consulting Firm

Name: THE MERCER GROUP, INC.
Address: 1000 Cordova Place #726
Santa Fe, New Mexico 87505
505-466-9500
505-466-1274 Fax
505-660-7725 Cell

B. Brief Description of Firm and History

The Mercer Group, Inc. is an independent management consulting firm incorporated in the State of Georgia and operating nation-wide. The firm was founded by James L. Mercer, a long-term public management consultant. The firm was incorporated under the name THE MERCER GROUP, INC. in February of 1990 and has remained active since that time. We have 24 members in our firm around the country. This gives our firm over 250 years of combined management consulting and recruiting experience. We do executive level recruitment mostly in the public sector. The members of our firm have a wide variety of backgrounds and bring an especially wide variety of experience in various areas of local government to our firm.

Mr. Mercer started his own firm in 1981 and, in 1984, merged it with another consulting firm, Wolfe & Associates, Inc. On June 1, 1986, Mr. Mercer acquired the Human Resource and Organizational Consulting Practice of Wolfe & Associates, Inc. This acquisition formed the basis for Mercer, Slavin & Nevins, Inc. He sold his interest in Mercer, Slavin & Nevins, Inc. early in 1990 and founded The Mercer Group, Inc.

The Mercer Group, Inc. provides exceptionally high quality management consulting services to state and local governments, transit authorities, health care providers, utilities, special districts, and private sector clients. Specialty practice areas include: executive recruitment, organization and operations analysis, productivity improvement, strategic planning, management systems, compensation/classification/policy studies, privatization, budget evaluation services, government consolidation and organization development, training, and general management consulting. Our key consultants have conducted successful searches for hundreds of public sector organizations nationally and can offer numerous references as testimony of our work.

This important engagement will be conducted by Mr. James L. Mercer. Mr. Mercer has conducted or assisted in the conduct of more than 2000 successful executive searches in recent years. The spectrum of our search experience is illustrated below. Mr. Mercer's resume is included below.

Mr. Mercer is the Chief Executive Officer of our firm and can be located at our corporate headquarters as follows:

James L. Mercer, President
The Mercer Group, Inc.
5579B Chamblee Dunwoody Road, Suite 511

Atlanta, Georgia 30338
Telephone: (770) 551-0403; FAX: (770) 399-9749
Federal Tax ID No.: 58-1877068

THE MERCER GROUP, INC.
RECRUITMENT TEAM SKILLS MATRIX

CATEGORIES OF SKILLS AND EXPERIENCE	RECRUITMENT TEAM J. Mercer	J. Miller	K. Prince-Mercer
Special District/Non-Profit	●	●	●
Small Municipality	●	●	●
Large Municipality	●	●	●
Urban County	●	●	●
Rural County	●	●	●
Suburban Government	●	●	●
Search Committee	●	●	●
Citizen Committee	●	●	●
Minority Placements	●	●	●
Internal Candidate Placement	●	●	●
Women Placement	●	●	●
Candidate Videotaping	●	●	●
Local Government Work Experience	●	●	●
Council/Manager Goal Setting	●	●	●
Sunshine and Open Records Act Experience	●	●	●
National Experience and Contacts	●	●	●
Other Public/Private Experience	●	●	●
CEO & Department Head Placements	●	●	●
Unbundled Search Process	●	●	●

C. Key Search Team Members and Resumes

James L. Mercer, President/CEO - Atlanta and Santa Fe Offices

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer is a Certified Management Consultant (CMC) and has more than 30 years of experience in executive search and management consulting. He has authored or co-authored five books and has written more than 250 articles on various management topics. His experience covers the following functional areas: executive search, organization and operations analysis, management systems, productivity improvement, seminars/training, goal setting, strategic planning, privatization, government, consolidation, and general consulting.

Prior to founding The Mercer Group, Inc., Mr. Mercer held positions as President of Mercer, Slavin & Nevins, Inc.; Regional Vice President of Wolfe & Associates, Inc.; as Partner and Vice

President of Korn/Ferry International; General Manager of Battelle Southern Operations; National Program Director for Public Technology, Inc.; and Assistant City Manager of Raleigh, North Carolina. He has also been President of James Mercer & Associates, Inc., and has served as Director of Government Consulting Services for Coopers & Lybrand in both the Southeast and Southwest United States, as well as Director of the Industrial Extension Division for Georgia Tech. Mr. Mercer has conducted several City Manager searches for communities like City of Crandall over the past several years. He is very knowledgeable of the field and of Texas. Mr. Mercer will serve as project leader on this project.

James Miller, Senior Vice President - Minnesota Office

Mr. Miller retired in July, 2015, after 22 years as the Executive Director of the League of Minnesota Cities. The League represents over 850 cities providing training for elected and appointed officials, legislative representation, research, insurance, and investment pooling among other services. It has over 100 employees, with a $20 million operating budget and combined assets of about $1 billion in its insurance and investment programs.

Previously, Mr. Miller was City Manager of Minnetonka, Minnesota, for thirteen years. He has forty-five years of local government experience and has worked in seven cities in five states, including Phoenix, Arizona, and Des Moines, Iowa.

During his tenure with the League, he helped it evolve into one of the preeminent state municipal associations in the country. With a particular emphasis on effective governance, the League's systemic program of effective governance practices was included as a case study in the recent book Transformational Governance published by the American Society of Association Executives. The League is also a leader in employee engagement and development, having been named as one of the top employers in the state of Minnesota in 2014 and 2015 by the Minneapolis Star-Tribune. Upon his retirement, the League Board of Directors renamed its annual leadership award, given at its annual conference to an outstanding local government practitioner, to the James F. Miller Leadership Award.

He has served on numerous Boards of Directors including the National League of Cities and as chair of its Risk Information Sharing Consortium, a membership association of state league sponsored risk sharing pools in 34 states and two Canadian provinces. He is also a Past President of the League of Minnesota Cities. In 1991, Governor Carlson appointed him to the Minnesota Advisory Commission on Intergovernmental Relations.

He holds a BA degree (University of Wisconsin - Eau Claire) two MPA degrees (University of Pittsburgh and Nova Southeastern University) and a DPA degree (Nova Southeastern University) and was awarded a Bush fellowship to attend the Program for Senior Executives in State and Local Government at Harvard University. He has served as adjunct and assistant professor at Hamline University where he taught graduate courses in public administration and leadership and management. He held a similar position at Drake University in Des Moines, Iowa.

In 1995 he was awarded the Lloyd Short Award for Outstanding Min the Field of Public Administration presented by the Minnesota Chapter of the American Society for Public Administration. Hamline University is now creating an endowed scholarship for graduate students interested in a career in local government in his name. Mr. Miller has extensive experience in all aspects of local government. He is the newest member of our firm.

Karolyn Prince-Mercer, Vice President - Santa Fe Office

Ms. Prince-Mercer received her Bachelor of Arts degree in History with minors in Art, Political Science and Education from the University of Nevada. She received her Doctor of Jurisprudence degree from Woodrow Wilson College of Law. She is licensed to practice law in New Mexico and in Georgia. Ms. Prince-Mercer has taught in public schools in Nevada, Mississippi, and North Carolina. She has practiced law for over 20 years beginning in Georgia. Ms. Prince-Mercer is qualified to administer and interpret the Myers-Briggs Type Indicator (MBTI) instruments.

Ms. Prince-Mercer also specializes in public sector executive search. She has been in management consulting for over nineteen years. She has experience working in executive search and has conducted several searches over the past years. She has worked on several other executive director searches with Mr. Mercer over the past 19+ years. She has experience with compensation and classification, and with organization and management studies. Ms. Prince-Mercer is active in recruitment for other fields in the public sector. Ms. Prince-Mercer will serve as back-up consultant to Mr. Mercer.

D. List of all Projects for Last Twelve Months

Examples of our executive search experience follow:

City Managers/Administrators

Beacon, New York - City Administrator - 2015
College Park, Maryland - City Manager - 2015
Coventry, Rhode Island - Town Manager - 2015
Creedmoor, North Carolina - City Manager - 2015
Delta, Colorado - City Manager - 2015
Deltona, Florida - City Manager - 2015
Hartford, Vermont - Town Manager - 2015
Kiawah Island, South Carolina - Town Administrator - 2015
Largo, Florida - City Manager - 2016
Lebanon, New Hampshire - City Manager - 2015
Oxford, North Carolina - City Manager - 2016
Pocomoke City, Maryland - City Manager - 2015
Port Orange, Florida - City Manager - 2015
Portsmouth, Virginia - City Manager - 2015
Portsmouth, Virginia - Deputy City Manager - 2015
Poughkeepsie, New York - City Administrator - 2016
St. Cloud, Florida - City Manager - 2015
Takoma Park, Maryland - City Manager - 2015

County Managers/Administrators

Pickens County, South Carolina - County Administrator - 2016

Airports

Dayton, Ohio - Aviation Director - 2015

Associations
Connecticut Conference of Municipalities, Connecticut - Executive Director - 2015
League of Minnesota Cities, Minnesota - Executive Director - 2015
Maine Municipal League - Executive Director - 2015

Attorneys/Legal
Lea County, New Mexico - County Attorney - 2015
Pompano Beach, Florida - City Attorney - 2015
Portsmouth, Virginia - City Attorney - 2015

Budget/Finance
Chesapeake Beach, Maryland - Town Treasurer - 2015
North Central Regional Transit District, New Mexico - Finance Director - 2015
Portsmouth, Virginia - Chief Financial Officer - 2015
Poughkeepsie, New York - Commissioner of Finance - 2016
Regional Income Tax Agency - Chief Financial Officer - 2015

Building Official
Johnson City, Tennessee - Chief Building Official - 2015

City Clerk
Chesapeake, Virginia - City Clerk - 2015

Economic Development
Vallejo, California - Community and Economic Development Director - 2015
West Des Moines, Iowa - Director of Development Services - 2015

Health
Dutchess County, New York - Commissioner of Behavioral and Community Health - 2015

Human Resource
North Central Regional Transit District, New Mexico - Human Resources Director - 2015

Municipal Leagues
Colorado Municipal League - Legislative and Policy Advocate - 2015
Connecticut Conference of Municipalities - Executive Director - 2015
Maine Municipal Association - Executive Director - 2015
League of Minnesota Cities, Executive Director - 2015

Planning/Community Development

St. Pete Beach, Florida - Community Development Director - 2015

Port Authority
Clinton County Port Authority, Ohio - Executive Director - 2015

Protected Classes
Kiawah Island, South Carolina - Town Administrator - 2015
Portsmouth, Virginia - City Attorney - 2015

Public Safety
Issaquah, Washington - Eastside Fire & Rescue - 2015
Lebanon, New Hampshire - Chief of Police - 2015
McKinney, Texas - Chief of Police - 2015
Portsmouth, Virginia - Fire Chief - 2015
Portsmouth, Virginia - Chief of Police - 2015
Santa Cruz, California - Fire Chief - 2015
St. Peter Beach, Florida - Fire Chief - 2015

Public Utilities
Portsmouth, Virginia - Director of Public Utilities - 2015
San Antonio Water System, Texas - Director of Customer Service - 2015

Public Works
Hallandale Beach, Florida - Assistant Director of Public Works-Utilities - 2015

Tax Assessor/Tax Agency
Chesapeake, Virginia - City Assessor - 2015

E. References

Mr. Bennett Sandlin, Executive Director
Texas Municipal League
1821 Rutherford Lane, Ste 400
Austin, TX 78754
512-231-7400
bsandlin@tml.org
Executive Director of TML Search

Ms. Kathryn Usrey, Interim Director of Human Resources
City of McKinney; population: 131,117
222 N Tennessee Street
McKinney, TX 75069

972-547-7562
kusrey@mckinneytexas.org
Chief of Police for McKinney Search

Ms. Karla Vining, Retired
Texas Municipal League
1821 Rutherford Lane, Ste 400
Austin, TX 78754
512-231-7400
kvining8@att.net
Executive Director of TML Search

Honorable C J Wax, Mayor
City of Rockport; population: 8,766
622 E Market Street
Rockport, TX 78382
361-729-2213 Ext 222
mayor@cityofrockport.com
City Manager Search

Mr. Jeff Pomeranz, City Manager
City of Cedar Rapids; population: 128,000
101 First Street SE
Cedar Rapids, IA 52401
319-286-5080
citymanager@cedar-rapids.org
Chief of Police Search

Mr. Tom Beehan, Retired Mayor of Oak Ridge
c/o Betsy Coleman Realty Company
21 East Tennessee Avenue
Oak Ridge, TN 37830
865-964-5804
tom.beehan@gmail.com
City Manager Search

II. MERITS OF PROPOSAL, WORK PLAN AND SCHEDULE

A. Approach and Work Plan

Our approach and style are interactive. That is, we form a partnership with our client to conduct

a project. The City of Angleton will benefit through ease of implementation and by gaining more in-depth knowledge of executive search and management consulting techniques and expertise.

We recommend a seven (7)-step search process as follows:

- **Position Analysis** — We will define work relationships, job qualifications and requirements for the position — the "Position Profile".
- **Recruitment Process** — We will recruit regionally and nationally for the position and network to locate qualified candidates.
- **Resume Review** — We will identify qualified candidates.
- **Candidate Screening** — We will thoroughly screen prospective candidates.
- **Background Investigation** — We will thoroughly evaluate prospective candidates.
- **Interview Process** — We will make recommendations and assist in selection.
- **Negotiation and Follow-up** — We will facilitate employment and follow-up to ensure complete integrity of the process.

1. Position Analysis

We will have extensive consultation with the City Council, other City staff and local leaders selected by them, as well as other individuals or groups (if you wish) to determine the City's vision/mission, goals and objectives, the needs and issues, requirements of the job, and to obtain information about the environment within which the position functions. In addition, we will spend a considerable amount of time at the beginning of the process in the City of Angleton in order to determine the level of experience and training needed.

During this process, we will initiate individual interviews with the City Council, citizen organizations, department heads and key staff, and others of your choice to identify expectations, perceptions, and concerns regarding the position.

Based on those meetings, we will prepare a draft position profile and review it with the City Council in order to arrive at a general agreement regarding the specifications for the position. The final position profile will include information about the City of Angleton, the community, major issues to be faced, the position, and the selection criteria established.

2. Recruitment Process

Because we have recently completed similar searches, we will first review our database to determine those candidates whom we may already know and/or already have on file who may meet the City's specifications.

Although this process is valuable, we will rely most heavily on our own contacts in the city manager field and on our own experience. In other words, through "networking", we will conduct a nation-wide professional search for the best qualified candidates and invite them to apply for the position.

We will provide the City Council with several advertising alternatives with varying degrees of cost and their associated benefits. Based on our discussions with the City Council, we will place ads in professional journals, online at appropriate websites, and in various minority and women's publications to encourage applicants to apply.

3. **Resume Review**

We will review and analyze each applicant's background and experience against the position description criteria. We will acknowledge all resumes received and keep candidates informed of their status.

4. **Candidate Screening**

Criteria for the preliminary screening will be contained in the approved "Recruitment Profile". They may include such items as education, technical knowledge, experience, accomplishments, management style, personal traits, etc. Screening of candidates against those criteria will be based on data contained in the resumes and other data provided by the candidates and on our knowledge of the organizations in which they work. At this stage, each must meet the minimum qualifications specified in the Recruitment Profile.

We will be responsible for screening the applications received. This initial screening will be conducted by telephone and/or interactive video with the prospective candidate. We will conduct interviews with references who may know the candidate's background and expertise by telephone. Where feasible, we will also conduct personal interviews with top candidates.

Once the initial screening is completed, we will select the prospective candidates who most closely match the criteria established by the City Council. The output of this step in the process will be a matrix display of the top candidates showing how each rates against the selection criteria established by the City Council. This matrix will be reviewed with the City Council in one-on-one meetings and guidance obtained prior to proceeding. One contingency here is that the City Council may not approve of any of the candidates. If that should occur, we would, of course, keep searching until the City of Angleton's needs are clearly met.

After review by the City Council, we will personally interview each using various interview techniques. We will closely examine their experience, qualifications and achievements in view of the selection criteria and our professional expertise in evaluating the quality of such qualifications and achievements.

We also request that all candidates provide us, in writing, substantial information about their accomplishments and their management style and philosophy. This information will be verified and, at the City Council's option, may be further tested by having the finalists complete management and leadership style inventories. We interpret these instruments for the City Council, as well.

5. Background Investigations

As part of our process in evaluating top candidates, we make detailed and extensive reference checks. In conducting these, it is our practice to speak directly to individuals who are now or have previously been in a position to evaluate the candidates' job performance.

We ask each candidate to provide us with a large number of references. We then network these references to other persons who know the candidate. In this way, we thoroughly evaluate each candidate. We have talked to as many as 23 references concerning a single finalist candidate. These references and evaluations are combined to provide frank and objective appraisals of the top candidates. We also verify past employment difficulties, if any, including reasonable due diligence on any legal action filed against current or former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees. We arrange for credit checks, criminal checks, and, as an additional option, can arrange for psychological (or similar) testing of the candidates that may be desired. As a part of this project we can provide the results of a Teleometrics Management Style Inventory on the finalist candidates. We can also conduct a Myers-Briggs analysis of the team with the new team member for team building purposes. (These may be extra cost items.) We will recommend background investigation criteria to the City Council which will make the final decision on the specifics of the background check.

6. Interview Process

Based on the preceding steps, a recommended list of finalists for the position of City Manager will be compiled. We will prepare a written summary on each finalist. The information will cover, but not be limited to, 1) present position, 2) total years experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, 9) interests, and 10) professional goals.

This information will be presented to the City Council in a detailed written format combined with the results of the background investigation and candidate screening. We will make a recommendation on a group of five (5) to seven (7) finalists. The City Council shall make the final decision on which and how many candidates will be interviewed.

Our report will be presented in a meeting with the City Council in which we will discuss our recommendations and provide background information, sample questions and a rating form for the interviews. We can also assist the City Council at no extra charge in conducting targeted selection and/or simulation processes with finalists, if desired. In particular, we will explain which, if any, of the applicants specifically meet the total criteria established by the City Council or whether the final group simply represents the best available talent.

We will also provide the City Council with our recommendations relative to timing,

sequencing, location, setting, format, and conduct of interviews with the finalists. We will provide information about trends in employment, employment contracts and agreements, relocation expenses, perquisites, appropriate role for spouses, receptions, etc. We will arrange schedules for top candidate interviews with the City Council and will coordinate the process.

7. **Negotiation and Follow-up**

We will also assist in the negotiation process relative to salary, benefits and other conditions of employment. We feel that we can be especially helpful because we have proposed a fixed fee rather than one based on a percentage of salary. One contingency here is that an agreement may not be able to be arranged. If that is the case, we will work with the City Council to select an alternate candidate.

We will properly handle any and all media relations. Unless otherwise directed, it is our standard practice to tell all media that we are working on behalf of the City Council and that any public statement should come directly from the City Council. We will maintain confidentiality of candidate information, to the degree possible, under Texas law.

Finally, we will notify by letter all unsuccessful candidates who were not recommended for interview with the City Council of the final decision reached. We suggest, however, that it is more proper for the City Council to directly notify all unsuccessful candidates whom they interviewed of the final result.

Once the new City Manager has been on board for 30 days or so, we will conduct a session with the City Council and with the new City Manager in order to establish mutual performance criteria and goals for the position. In this regard, we will work with the City Council to define the role of the new City Manager within the City of Angleton.

We will follow-up periodically with the City Council and the new City Manager during the first year in order to make any adjustments that may be necessary.

We will keep the City Council closely informed and involved in decisions concerning the search process at all times. We will prepare and send to the City Council weekly e-mail updates and a formal progress report at the mid-point of the search. These reports will contain a progress report on the recruitment and specific steps to be taken to meet the City Council's deadlines and an itemization of expenses incurred-to-date and expected to be incurred during each succeeding project step.

Support from the City Council will be needed, as follows:

Arranging interviews with the City Council and key City staff
Providing budget, organization charts and other documents
Place of contact for the search

Processing invoices for payment

B. Project Schedule

Our search process normally takes about 90 to 120 days from date of approval of the Position Profile by the client. The more time we have, within reason, of course, the more effectively we can conduct thorough evaluation and background checks on finalist candidates.

CITY OF ANGLETON, TEXAS
CITY MANAGER SEARCH
TENTATIVE TIMELINE

RECRUITMENT PROCESS	
Proposal Due Date	February 8, 2016, 2:00 PM
Kickoff meeting and interviews with City Council and others to be interviewed	February 16-17, 2016
Draft Recruitment Brochure to City Council for Review and Approval	February 23, 2016
Color Recruitment Brochure to City Council for Review and Approval	February 26, 2016
Access Data Base, Place Ads and Kick Off Search Process	February 23-26, 2016
Send Recruitment Brochure/Invitation Letter	February 23-26, 2016
Follow-up Telephone Calls	February 23-April 8, 2016
Cutoff Date for Receipt of Applications	April 8, 2016
Meet with City Council to Review Short List of Candidates	April 13, 2016
Conduct Reference and Background Checks	April 14-28, 2016
Send Interview Guide to City on Top 5 Candidates	May 4, 2016
City Council to Conduct Interviews on Top 5 Candidates	May 10-11, 2016
Make Selection	May 11, 2016
Negotiate Agreement	May 12-16, 2016
Selected Candidate On-Board	30/60 days later

Close off Search Process	Week of May 23, 2016

Equal Employment Opportunity Statement

It is the policy of The Mercer Group, Inc., to assure equal opportunity based on ability and fitness for all employees or applicants considered for our client organizations regardless of race, color, religion, sex, age, marital or veteran's status, national origin, or the presence of any sensory, mental or physical disability. Such policy shall apply, but not be limited to, hiring, placement, job classification, transfer or promotion, demotion, recruitment, advertising or solicitation for employment, rates of pay or other forms of compensation, selection for training, career development, layoff or termination.

This policy shall be disseminated to clients, subcontractors, suppliers and prospective applicants. The intent of this policy will apply to internal operations, recruitment and consulting activities conducted by our firm.

C. Additional Activities/Techniques

As part of our evaluation process, we verify undergraduate and graduate college degrees. We arrange for credit checks, criminal checks, and, as an additional option, can arrange for psychological (or similar) testing of the candidates that may be desired. As a part of this project we can provide the results of a Teleometrics Management Style Inventory on the finalist candidates. We can also conduct a Myers-Briggs analysis of the team with the new team member for team building purposes. (These may be extra cost items.) We will recommend background investigation criteria to the City Council which will make the final decision on the specifics of the background check.

D. Services/Resources to be Supplied by City

Support from the City Council will be needed, as follows:

Arranging interviews with the City Council and key City staff
Providing budget, organization charts and other documents
Place of contact for the search
Processing invoices for payment

III. COST OF SERVICE

A. Per Item Cost Breakdown and Total Cost

Our fee for the services outlined is $16,500 plus not-to-exceed expenses of $8,000. Because our

firm is conducting other work in the area we will discount the $16,500 fee for the search by $1,500 so that the fee to conduct this search will be $15,000 and discount the expenses by $2,500 so that the ***total cost for the project will be $20,500.*** Items typical of a similar search with their typical costs are broken down as follows:

Position Analysis	$ 2,000
Outreach Campaign	2,000
Resume Review	1,750
Candidate Screening	4,500
Background Investigation	4,750
Interview Process	1,000
Negotiation and Follow-up	500
TOTAL FEE	**$16,500**
DISCOUNT ON SEARCH	**$1,500**
TOTAL FEE FOR SEARCH	**$15,000**

B. Cost Schedule Itemizing Reimbursable Expenses

Expenses, not-to-exceed out-of-pocket in the amount of $5,500.00, are for consultant travel (2 trips to client), lodging and per diem, telephone, correspondence (mailing, overnighting), advertising, research, sourcing, reference and background investigation, data assemblage and distribution, and report preparation. Because these figures vary we can just give a rough estimate of the costs involved for each: 2 trips to client at $1,500; lodging and per diem at $500; telephone costs at $400; correspondence at $150; advertising at $1,700 approximately; research at $25 per hour times hours needed; sourcing at $25 per hour times hours needed; reference and background investigation at $150 per candidate for the report preparation plus costs of degree verification and costs of credit, criminal and motor vehicle verifications; data assemblage and distribution at $25 per hour times hours needed. These estimates are the approximate ceiling amounts.

C. Per Item Cost Breakdown on Additional Activities

Teleometrics Management Style Inventory on the finalist candidates is included in the fee to conduct the search. Myers-Briggs Type Inventory on the finalists would cost $25 per finalist candidate.

D. Number of Meetings in Angleton in Total Cost

The number of meetings in Angleton contemplated in the expenses is two (2). This could be reduced by active use of the internet, interactive video (like Skype, GoToMeeting), teleconferencing, and email.

E. Additional Costs

There are no additional costs unless agreed to by both parties prior to the expenditure being used. The total cost to conduct this search would be $20,500.

We will submit regular invoices for fees and expenses. It is our practice to bill one-third at the start of the search, one-third upon delivery of the semi-finalist application materials, and one-third upon delivery of the Final Report (Interview Guide with candidate information). Each invoice is due and payable upon receipt for professional services. Expenses will be billed monthly in addition and shown as a separate figure.

We will comply with all applicable laws, rules and regulations of federal, state and local government entities.

Our ability to carry out the work required will be heavily dependent upon our past experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagement. The results obtained, our recommendations and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of Texas.

IV. ATTACHMENTS

A. Conflict of Interest Questionnaire
B. W-9 Form (with original copy only)

CONFLICT OF INTEREST QUESTIONNAIRE

FORM CIQ

For vendor doing business with local governmental entity

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).

By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. *See* Section 176.006(a-1), Local Government Code.

A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

1 **Name of vendor who has a business relationship with local governmental entity.**

2 ☐ **Check this box if you are filing an update to a previously filed questionnaire.**

(The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 **Name of local government officer about whom the information in this section is being disclosed.**

SHELLY DEISHER

Name of Officer

This section (item 3 including subparts A, B, C, & D) must be completed for each officer with whom the vendor has an employment or other business relationship as defined by Section 176.001(1-a), Local Government Code. Attach additional pages to this Form CIQ as necessary.

A. Is the local government officer named in this section receiving or likely to receive taxable income, other than investment income, from the vendor?

☑ Yes ☐ No

B. Is the vendor receiving or likely to receive taxable income, other than investment income, from or at the direction of the local government officer named in this section AND the taxable income is not received from the local governmental entity?

☑ Yes ☐ No

C. Is the filer of this questionnaire employed by a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more?

☑ Yes ☐ No

D. Describe each employment or business and family relationship with the local government officer named in this section.

4

Signature of vendor doing business with the governmental entity

1/26/2016

Date

Adopted 8/7/2015

LOCAL GOVERNMENT OFFICER CONFLICTS DISCLOSURE STATEMENT

FORM CIS

(Instructions for completing and filing this form are provided on the next page.)

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.

This is the notice to the appropriate local governmental entity that the following local government officer has become aware of facts that require the officer to file this statement in accordance with Chapter 176, Local Government Code.

OFFICE USE ONLY

Date Received

1 **Name of Local Government Officer**

2 **Office Held**

3 **Name of vendor described by Sections 176.001(7) and 176.003(a), Local Government Code**

4 **Description of the nature and extent of employment or other business relationship with vendor named in item 3**

5 **List gifts accepted by the local government officer and any family member, if aggregate value of the gifts accepted from vendor named in item 3 exceeds $100 during the 12-month period described by Section 176.003(a)(2)(B).**

Date Gift Accepted _____ Description of Gift _____

Date Gift Accepted _____ Description of Gift _____

Date Gift Accepted _____ Description of Gift _____

(attach additional forms as necessary)

6 **AFFIDAVIT**

I swear under penalty of perjury that the above statement is true and correct. I acknowledge that the disclosure applies to each family member (as defined by Section 176.001(2), Local Government Code) of this local government officer. I also acknowledge that this statement covers the 12-month period described by Section 176.003(a)(2)(B), Local Government Code.

_____

Signature of Local Government Officer

AFFIX NOTARY STAMP / SEAL ABOVE

Sworn to and subscribed before me, by the said _____, this the _____ day of _____, 20_____, to certify which, witness my hand and seal of office.

_____

Signature of officer administering oath | Printed name of officer administering oath | Title of officer administering oath

Adopted 8/7/2015

LOCAL GOVERNMENT OFFICER
CONFLICTS DISCLOSURE STATEMENT

Section 176.003 of the Local Government Code requires certain local government officers to file this form. A "local government officer" is defined as a member of the governing body of a local governmental entity; a director, superintendent, administrator, president, or other person designated as the executive officer of a local governmental entity; or an agent of a local governmental entity who exercises discretion in the planning, recommending, selecting, or contracting of a vendor. This form is required to be filed with the records administrator of the local governmental entity not later than 5 p.m. on the seventh business day after the date on which the officer becomes aware of the facts that require the filing of this statement.

A local government officer commits an offense if the officer knowingly violates Section 176.003, Local Government Code. An offense under this section is a misdemeanor.

Please refer to chapter 176 of the Local Government Code for detailed information regarding the requirement to file this form.

INSTRUCTIONS FOR COMPLETING THIS FORM

The following numbers correspond to the numbered boxes on the other side.

1. **Name of Local Government Officer.** Enter the name of the local government officer filing this statement.

2. **Office Held.** Enter the name of the office held by the local government officer filing this statement.

3. **Name of vendor described by Sections 176.001(7) and 176.003(a), Local Government Code.** Enter the name of the vendor described by Section 176.001(7), Local Government Code, with whom the officer has an employment or other business relationship as described by Section 176.003(a)(2)(A), Local Government Code.

4. **Description of the nature and extent of employment or business relationship with vendor named in item 3.** Describe the nature and extent of the employment or other business relationship with the vendor in item 3 as described by Section 176.003(a)(2)(A), Local Government Code.

5. **List gifts accepted, if the aggregate value of the gifts accepted from vendor named in item 3 exceeds $100.** List gifts accepted during the 12-month period (described by Section 176.003(a)(2)(B), Local Government Code) by the local government officer or family member of the officer from the vendor named in item 3 that in the aggregate exceed $100 in value.

6. **Affidavit.** Signature of local government officer.

Conflict of Interest Questionnaire

Interested Vendors & Contractors

Conflict of Interest Questionnaires must be filed with the City Secretary as established by the Texas Legislature through House Bill 914 in the 2005 legislative session which has been codified under Chapter 176 of the Local Government Code.

All vendors and other persons contracting or seeking to contract for the sale of purchase of property, goods or services with a local governmental entity must file a conflict of interest questionnaire with the City Secretary's Office. The form was created by the Texas Ethics Commission.

For More Information

If you need further information regarding these forms, it is suggested that you review Chapter 176 of the Local Government Code and/or contact your attorney for additional instruction.

Thank you for your effort in complying with this new legislation and look forward to a continued business relationship with the City of Angleton.

Contact Us

Shelly Deisher, City Secretary
979-849-4364 x2115

Alyssa Deaton, Asst. City Secretary
979-849-4364 x 2114

Please **SEE BELOW** for forms.