COPY

Proposal for Executive Recruitment Services

Town Manager
Town of Jupiter, Florida
RFP # HR2017-01

March 2017

Strategic Government Resources

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

March 9, 2017

Ms. Sally Boylan Town Clerk
Town of Jupiter
210 Military Trail
Jupiter, Florida 33458

Dear Ms. Boylan:

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

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

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

- SGR has over 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 4,000 city/county management officials.
- SGR's website, where this position would be posted, receives over 23,000 local government official 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 (a separate website), where this position would also be posted, is the 2nd largest local government job board in the nation, with over 16,000 local government job seeker visitors each month, and over 1,200 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, LinkedIn, Pinterest, and Instagram.

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 recruitment for the Town of Jupiter. I look forward to discussing in more detail how we can help you select an exceptional Town Manager and am available to visit in person with you at your convenience.

Respectfully submitted,

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

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Company Contact Information

Contact Information for Binding Official / Primary Contact

Cyndy Brown, Managing Director of Operations
Strategic Government Resources

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Office: 817-337-8581
Fax: 817-796-1228
Email: CyndyBrown@GovernmentResource.com
Website: www.governmentresource.com

Alternate Contact

Ron Holifield, Chief Executive Officer
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 Keller, Texas, in the Dallas/Fort Worth Metroplex. SGR also has virtual offices in:

Colorado	Florida	Missouri	Oklahoma	Pennsylvania	Texas
Denver	*Kissimmee*	*Gladstone*	*Stillwater*	*Philadelphia*	*Abilene*
	Lakeland				*Corpus Christi*
					Dallas
					Granbury
					Greenville
					Lubbock
					Murchison
					Seabrook
					Sugar Land

Executive Recruitment Team
- Ron Holifield, Chief Executive Officer
- Cindy Hanna, Managing Director of Finance
- Melissa Valentine, Managing Director of Recruitment and Human Resources
- Kristin Navarro, Recruitment Director
- Katherine Lindley, Digital Communications Manager
- Becky Welch, Recruitment Coordinator
- Delena Franklin, Recruitment Coordinator

Executive Recruitment Team (continued)

- Sherry Green, Recruitment Coordinator
- Muriel Call, Research Manager
- Andra Henson, Research Specialist
- Doug Thomas, Senior Vice President
- Bill Peterson, Senior Vice President - Executive Recruitment
- Gary Holland, Senior Vice President - Executive Recruitment
- Katie Corder, Senior Vice President - Executive Recruitment
- Kirk Davis, Senior Vice President – Executive Recruitment
- Larry Gilley, Senior Vice President – Executive Recruitment
- Mike Tanner, Senior Vice President - Executive Recruitment
- Molly Deckert, Senior Vice President - Executive Recruitment
- Tommy Ingram, Senior Vice President - Executive Recruitment

Unique Qualifications

Marketing and Networking

- SGR's 10 in 10 Update on Leadership and Innovation e-newsletter, where all recruitments conducted by SGR are announced, reaches over 70,000 subscribers.
- SGR has an opt-in subscriber database of over 4,000 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, Engaging Local Government Leaders, 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 over 40 states for our recruitment, training, and leadership development business lines combined.
- SGR hosted its 2017 Annual Conference on January 25-26, 2017. This conference is designed for local government professionals and featured sessions carefully chosen to enhance leadership development and encourage networking, all while focusing specifically on local government. For more information and highlights visit: https://www.governmentresource.com/SGR2017.

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

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 recruitment 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 recruitment 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 recruitment 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 recruitment 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 recruitment process, and without having to pay travel expenses.

Comprehensive Media Reports
One of the worst things that can happen for your organization is to be surprised by undisclosed information about a finalist, 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 recruitment 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 recruitment firm to use a licensed private investigation firm for these services.

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

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 recruitment for your organization. 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 through the SGR recruitment process, who stays less than 18 months, we will conduct the recruitment again with no additional professional fees. If the Organization circumvents SGR's recruitment process and selects a candidate that did not participate in the full recruitment process, this guarantee is null and void.
5. If we place a candidate with you, we will not directly solicit them for another job.

Key Personnel for this Recruitment

Doug Thomas, Senior Vice President
Doug Thomas joined SGR in 2015 and heads up SGR's Florida office, where he focuses on executive recruitment, leadership development, and training for local governments.

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

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

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.

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

PROFESSIONAL EXPERIENCE

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

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

Examples of experience:

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

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

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

Examples of experience:

Financial:

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

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

Developed fiscal and operational strategies to address an inherited wholesale power supply contract that failed to fully cover fuel costs which ultimately resulted in a $92 million loss over its term. The multifaceted response involved negotiations to shorten the original term, coupled with utility-wide restructured operations; strategic short and long term maintenance and capital planning; a smaller and more efficient workforce; implementation of a quarterly fuel adjustment process and revisions to fuel hedging programs; creation of a Risk Oversight Committee; a new governance oversight structure involving representatives from all rate classes along with elected officials; and adoption of a formalized methodology for calculating the transfer of dividends to the host government. Collectively, these improvements positioned the electric utility from being one of Florida's highest cost providers to the lowest cost provider across almost all rate classes.
Restructured local municipal employee pension plans, including bifurcation of Police and Fire Plans from the General Employee Plan, in addition to being a frontrunner community to offer a hybrid defined benefit-defined contribution plan option to better meet the varying needs of employees in a fiscally sustainable manner.

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

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

Public/Private Partnerships:

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

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

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

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

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

Economic Development:

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

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

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

Innovation/Technology:

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

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

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

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

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

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

Intergovernmental Relations:

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

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

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

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

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

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

Examples of experience:

Public/Private Partnerships:

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

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

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

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

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

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

Intergovernmental Relations:

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

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

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

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

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

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

Financial:

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

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

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

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

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

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

Innovation/Technology:

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

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

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

Foundation Experience:

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

Rockville, Maryland (1982 to 1984)

Landover Hills, Maryland (1982)

EDUCATION

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

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

PROFESSIONAL AFFILIATIONS & HONORS

International City/County Management Association 30-year member
Florida City & County Management Association 10-year member
- District VIII Director (2009 – 2012)
- Co-Chair Public Policy Committee (2010-2013)
- Technology & Public Information Committee (Co-Chair 2009-2010)
- Strategic Planning Committee (2008-2009)

Florida League of Cities
- Legislative Committee (2011)
- "Keys to the Cities" Task Force Member (2011)
- Finance & Taxation Committee (2007-2009)
- Home Rule Administration Council (2006)

Michigan Local Government Management Association (1984-2004)
- President (2000)
- Board of Directors (1995-1997)
- Chair, Winter Institute Planning Committee (1996)
- Public Policy Committee
- Nominating Committee

Michigan Municipal League (MML)
- Trustee (1997-2000)
- Public Policy Committee (1996-2003)
- Chair, Region IV (1992)
- Chair, Local Energy Aggregation Program (2000-2003)

National League of Cities (NLC)
- Energy & Technology Committee (2000-2003)

Greater Gratiot Development Incorporated Board of Directors, 1992- 2003
Chair, Gratiot County Central Dispatch Authority, 1993 - 2003
Executive Director, Alma Local Development Authority, 1989 to 2003

Community Service

Lakeland Area Chamber of Commerce
- Board Member (2003-present)
- Governmental Affairs Committee

Leadership Lakeland, Class XXII (2004-2005)
Lakeland Volunteers in Medicine (2007-present)
- Board Member

Mid-Michigan Industries Board of Directors, 1993-2003
Vice Chair, 1998; Treasurer, 1997
Gratiot Area Chamber of Commerce Board of Directors, 1995-2003
Alma Kiwanis Club, (1989-2003)
- President, 1992-1993

Special Honors

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

Ron Holifield
Resume – 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 recruitment services, and each executive recruitment service contract is tailored to meet the client's specific needs. However, a full service recruitment 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
    - 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
    - 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 recruitment plans and timeline. At this time, SGR will also request that the client provide additional information about the community, organization, and position. Information requested will include general information and available resources about the community, school district, economic vitality, political leadership, organization, strategic plan, governing body goals and objectives, budget information, major projects, job description, salary range, benefits package, etc.

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

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

Development of Position Profile Brochure

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

Step 2: Advertising and Recruitment

The Advertising and Recruitment stage includes ad 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 70,000 local government professionals, in

addition to a targeted email announcement to specific professional categories and/or areas of the country. By utilizing an email distribution strategy, these brochures tend to "get legs" of their own, resulting in a very high penetration rate at minimal cost.

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

Ongoing Communication with Applicants and Prospects
SGR communicates with all applicants on a frequent and ongoing basis to ensure applicants stay enthusiastic about the opportunity. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast, accurate, and complete information, and in a warm and personal manner. This is one of the first places a prospective candidate will develop an impression about organization, and it is an area in which SGR excels. SGR also utilizes Google Alerts for each client organization and 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 recruitment involves managing the flow of resumes, and screening and evaluating resumes.

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

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

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

Search Committee Briefing / Selection of Semifinalist Candidates
At this briefing, SGR will provide a comprehensive progress report via PowerPoint presentation and will facilitate the selection of approximately 8-12 semifinalists. The presentation will

include summary information on the process so far, the candidate pool overall, and any trends or issues that have arisen, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

Step 4: Evaluation of Semifinalist Candidates

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

Personal Interaction with Semifinalist Candidates

SGR's goal is to have a clear understanding of the person behind the resume and what makes him/her an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up 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 4-6 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 recruitment firms. The Media Reports also give the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of his/her career.

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 Management Profile)
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.

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

Task	Weeks
• Contract Executed • Outline Project Plan, Timeline • Individual Interviews with Search Committee/ Key Personnel/ Community Leaders (if desired)	Week 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	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 recruitment 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 recruitment 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:	$ 8,500
All-Inclusive, Not-to-Exceed Maximum Price:	**$ 27,000***

Expenses Not-to Exceed

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

- Professional production of a high quality brochure. This brochure (typically 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. (However, the costs of ad placements in newspapers are not part of the not-to-exceed ad placement costs.)
- Printing of documents and materials. Reproduction costs for reports and briefing books presented to the client at 26 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 12 semifinalists).
- Psychometric Assessments. There is a cost of $150 per candidate for the DiSC Management Profile (up to 6 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 6 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 6 finalists).
- Travel for the Executive Recruiter (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.
- Up to four (4) visits/trips by the Recruiter to the Organization. Any additional visits/trips by the Recruiter to the Organization will be billed over and above the not-to-exceed maximum price.

*Supplemental Services

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

- 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.
- 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 recruitment 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 Executive Recruiter will travel to the communities of the finalist candidates to conduct onsite visits. Site visits will be charged at a day rate of $1,000 per day, plus travel expenses.
- In the unexpected event the client shall request that unusual out of pocket expenses be incurred, said expenses will be reimbursed at the actual cost with no mark up for overhead.
- If the client desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed out at $250 per hour.

Billing

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

Provision of Service Guarantee

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

References

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

Laurie Dove, Mayor
City of Valley Center, Kansas (pop. 5,100)
Email: vcmayor@valleycenterks.org
Phone: 316-755-7310

Jill Bissinger, Human Reources Manager
City of Beavercreek, Ohio (pop. 45,900)
Email: bissinger@beavercreekohio.gov
Phone: 937-320-7387

Sharon Subadan, City Manager
City of Albany, Georgia (pop. 75,600)
Email: SdSubadan@albany.ga.us
Phone: 229-431-3234

Frank Klipsch, Mayor
City of Davenport, Iowa (pop. 101,300)
Email: fklipsch@ci.davenport.ia.us
Phone: 563-326-7701

Paul Fetter, Council President
Town of Clarksville, Indiana (pop. 22,100)
Email: pfetter@townofclarksville.com
Phone: 502-777-4089

Howard Klug, Mayor
City of Williston, North Dakota (pop. 13,000)
Email: howardklug@hotmail.com
Phone: 701-670-6321

Michael Cernech, City Manager
City of Tamarac, Florida (pop. 59,600)
Email: michaelc@tamarac.org
Phone: 954-597-3510

Tadd Phillips, Human Resources Director
City of Georgetown, Texas (pop. 50,800)
Email: Tadd.Phillips@georgetown.org
Phone: 512-930-2504

Tim Pogue, Mayor
Haley Morrison, Human Resources Director
City of Ballwin, Missouri (pop. 30,000)
Email: tpogue@ballwin.mo.us
Email: hmorrison@ballwin.mo.us
Phone: 636-207-2332

Brian Dickerson, Human Resources Director
City of Fort Worth, Texas (pop. 812,200)
Email: Brian.Dickerson@fortworthtexas.gov
Phone: 817-392-7783

Lynn Barboza, Human Resources Manager
City of Las Vegas, Nevada (pop. 567,600)
Email: lbarboza@lasvegasnevada.gov
Phone: 702-229-4879

Jon Admundson, Assistant City Manager
City of Richland, Washington (pop. 47,500)
Email: jamundson@ci.richland.wa.us
Phone: 509-942-7380

Catherine Blakeman, Human Resources Director
City of Commerce City, Colorado (pop. 43,800)
Email: cblakeman@c3gov.com
Phone: 303-289-3624

Recent City Management Executive Searches

2017

City/Town Manager or Administrator

- Bedford, Texas (pop. 49,000)
- Killeen, Texas (pop. 119,000)
- Parkville, Missouri (pop. 5,400)
- San Marcos, Texas (pop. 53,000) – in process
- Stephenville, Texas (pop. 17,400)
- Topeka, Kansas (pop. 127,000) – in process

Deputy/Assistant City or Town Manager

- Hutto, Texas, ACM (pop. 1,800) – in process

2016

City/Town Manager or Administrator

- Amarillo, Texas (pop. 189,000)
- Angleton, Texas (pop. 19,000)
- Bastrop, Texas (pop. 8,400)
- Beavercreek, Ohio (pop. 45,000)
- Bethany, Oklahoma (pop. 19,500)
- Canadian, Texas (pop. 2,900)
- Carrollton, Texas (pop. 128,000)
- Choctaw, Oklahoma (pop. 11,500)
- Colleyville, Texas (pop. 24,500) – in process
- Clarksville, Indiana (pop. 22,000)
- Craig, Colorado (pop. 9,300)
- Davenport, Iowa (pop. 101,000)
- Des Moines, Washington (pop. 29,000)
- Elgin, Texas (pop. 10,000)
- Gunnison, Colorado (pop. 5,500)
- Lake Dallas, Texas (pop. 8,000)
- Lake Worth, Texas (pop. 4,000)
- Palestine, Texas (pop. 18,000)
- Palm Beach Shores, Florida (pop. 1,500)*
- Piney Point Village, Texas (pop. 3,500)
- Raytown, Missouri (pop. 28,000)*
- Spokane Valley, Washington (pop. 90,600)
- Sweetwater, Texas (pop. 10,000)
- Vail, Colorado (pop. 4,800) – in process
- Valley Center, Kansas (pop. 5,000)
- Williston, North Dakota (pop. 13,000)

Deputy/Assistant City or Town Manager

- Addison, Texas, DCM (pop. 15,700)
- Chandler, Arizona ACM (pop. (255,000) – in process

2015

City/Town Manager or Administrator

- 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)
- Bridgeport, Texas (pop. 6,000)
- Casper, Wyoming (pop. 53,500)
- Forney, Texas (pop. 16,000)
- 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)
- Northglenn, Colorado (pop. 34,000)
- Port Lavaca, Texas (pop. 11,000)
- Sealy, Texas (pop. 6,000)
- St. Charles, Missouri (pop. 65,000)
- Stillwater, Oklahoma (pop. 46,000)

Deputy/Assistant City or Town Manager

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

2014

City/Town Manager or Administrator

- 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 or Town 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 or Administrator

- 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 or Town 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/Town Manager or Administrator

- 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 or Town 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 Recruitment Clients

Arizona
- Chandler, AZ

Arkansas
- Fort Smith, AR
- Hot Springs, AR

Colorado
- Commerce City, CO
- Craig, CO
- Durango, CO
- Englewood, CO
- Gunnison, CO
- Northglenn, CO
- Pitkin County, CO
- Trinidad, CO
- Vail, CO
- Wheat Ridge, CO

Florida
- Arcadia, FL
- Charlotte County, FL
- De Land, FL
- Delray Beach, FL
- Hallandale Beach, FL
- Lakeland, FL
- Lee County, FL
- Palm Beach Shores, FL
- Plant City, FL
- Sunny Isles Beach, FL
- Tamarac, FL

Georgia
- Albany, FA

Indiana
- Clarksville, IN

Iowa
- Davenport, IA

Kansas
- Hutchinson, KS
- Lenexa, KS
- Manhattan, KS
- Overland Park, KS
- Topeka, KS
- Valley Center, KS
- Wyandotte County / Kansas City, KS

Louisiana
- Shreveport, LA

Michigan
- Kalamazoo County Consolidated Dispatch Authority (KCCDA), MI
- Muskegon Heights, MI

Mississippi
- Hancock County Port & Harbor Commission, MS

Missouri
- Ballwin, MO
- Cameron, MO
- Cape Girardeau, MO
- Parkville, MO
- Raytown, MO
- Sikeston, MO
- Springfield, MO
- St. Charles, MO

Nevada
- Las Vegas, NV
- Washoe County, NV

New Mexico
- Farmington, NM
- Four Corners Economic Development, NM
- Los Lunas, NM

Executive Recruitment Clients

North Carolina

- Orange County, NC

North Dakota

- Mountrail Williams Electric Cooperative, ND
- Williston, ND

Ohio

- Beavercreek, OH
- Franklin County, OH

Oklahoma

- Altus, OK
- Bethany, OK
- Chickasha, OK
- Choctaw, OK
- Edmond, OK
- Elk City, OK
- Guthrie, OK
- Lawton, OK
- Miami, OK
- Mustang, OK
- Oklahoma Municipal League, OK
- Owasso, OK
- Stillwater, OK

Tennessee

- Brentwood, TN
- Chapel Hill, TN
- Mount Pleasant, TN
- Nolensville, TN
- Thompson's Station, TN

Texas

- Abilene, TX
- Addison, TX
- Alamo Heights, TX
- Alice, TX
- Allen, TX
- Alvin, TX
- Amarillo, TX
- Angleton, TX
- Anna, TX
- Argyle, TX
- Arlington, TX
- Atlanta, TX
- Austin, TX
- Azle, TX
- Bastrop, TX
- Bay City, TX
- Baytown, TX
- Bedford, TX
- Bellaire, TX
- Big Spring, TX
- Breckenridge, TX
- Bridgeport, TX
- Burkburnett, TX
- Burleson, TX
- Burnet, TX
- Canadian, TX
- Canton, TX
- Carrollton, TX
- Cedar Hill, TX
- Cedar Park, TX
- Cleveland, TX
- College Station, TX
- Colleyville, TX
- Colorado River Municipal Water District, TX
- Commerce, TX
- Converse, TX
- Copper Canyon, TX
- Corpus Christi, TX
- Dalhart, TX
- Dalworthington Gardens, TX
- Denison, TX
- Denton County Fresh Water Supply District 1-A, TX
- Denton, TX
- Duncanville, TX
- El Paso MPO, TX

Executive Recruitment Clients

- El Paso, TX
- Elgin, TX
- Fairview, TX
- Farmers Branch, TX
- Farmersville, TX
- Fate, TX
- Ferris, TX
- Flower Mound, TX
- Forney, TX
- Fort Worth, TX
- Freeport, TX
- Friendswood, TX
- Gainesville, TX
- Galveston, TX
- Garland, TX
- Georgetown, TX
- Gonzales, TX
- Granbury, TX
- Grand Prairie, TX
- Grapevine, TX
- Greenville, TX
- Gulf Coast Water Authority, TX
- Harris County ESD No. 48, TX
- Henderson, TX
- Hewitt, TX
- Highland Park, TX
- Hudson Oaks, TX
- Huntsville, TX
- Hutto, TX
- Hutto EDC, TX
- Irving, TX
- Jacksboro, TX
- Jacksonville Development Corporation (JEDCO), TX
- Joshua, TX
- Kaufman, TX
- Keller, TX
- Kilgore, TX
- Killeen, TX
- Kyle, TX
- La Porte, TX
- Lake Dallas, TX
- Lakeway, TX
- Lake Worth, TX
- Lamesa, TX
- Lancaster, TX
- League City, TX
- Leander, TX
- Levelland, TX
- Lewisville, TX
- Lindale, TX
- Little Elm, TX
- Longview, TX
- Lorena, TX
- Lubbock, TX
- Lufkin, TX
- McKinney EDC, TX
- McKinney, TX
- Memorial Villages PD, TX
- Midland, TX
- Midlothian, TX EDC
- Missouri City, TX
- Montgomery, TX
- Mount Pleasant, TX
- Nederland, TX
- North East Texas Regional Mobility Authority (NET RMA), TX
- North Richland Hills, TX
- North Texas Emergency Communications Center (NTECC), TX
- Odessa, TX
- Palestine, TX
- Paris, TX
- Pearland, TX
- Pflugerville, TX
- Piney Point Village, TX
- Plainview, TX
- Plano, TX
- Port Arthur, TX

Executive Recruitment Clients

- Port Lavaca, TX
- Port Neches, TX
- Prosper, TX
- Red Oak, TX
- Richardson, TX
- Richland Hills, TX
- Riverbend Water District, TX
- Rockwall, TX
- Round Rock, TX
- Rowlett, TX
- Royse City, TX
- Sachse, TX
- San Angelo, TX
- San Marcos, TX
- San Marcos/Hays County EMS, TX
- Seabrook, TX
- Seagoville, TX
- Sealy, TX
- Socorro, TX
- South Padre Island, TX
- Southlake, TX
- Stephenville, TX
- Sugar Land, TX
- Sweetwater, TX
- Temple, TX
- Terrell, TX
- TexAmericas Center, TX
- Texarkana, TX
- The Woodlands, TX
- Tomball, TX
- Trophy Club, TX
- Tyler, TX
- Van Alstyne, TX
- Victoria, TX
- Waco, TX
- Waxahachie, TX
- Weatherford, TX
- West Lake Hills, TX
- Westlake, TX
- Westworth Village, TX
- Willow Park, TX
- Wills Point, TX
- Yoakum, TX

Washington

- Bainbridge Island, WA
- Bellevue, WA
- Burien, WA
- Des Moines, WA
- Richland, WA
- Shoreline, WA
- Spokane, WA
- Spokane Valley, WA
- Whitworth Water District #2, WA

Wyoming

- Casper, WY

Other Organizations

- Institute for Building Technology and Safety (IBTS)

Executive Recruitment Positions

Administration

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

Administrative Services/Internal Services

- Administrative Services Director
- Arts Director
- Assistant Police Director
- Chief Medical Examiner
- Event/Marketing Specialist
- Intergovernmental Services Manager
- Management Assistant
- Manager of Town Services

Animal Services/Environmental Health

- Animal Services Manager
- Animal Shelter Manager
- Animal Welfare Manager / Director
- Assistant Director of Code Compliance/Animal Welfare
- Director of Animal Care and Control
- Director of Regional Animal Services
- Environmental Health Director
- Executive Director of Animal Services

Development Services

- Assistant Property Management Director
- Building Official / Chief Building Official
- City Inspector
- Community Development Director/Manager
- Deputy Director of Development Services
- Development Services Director
- Municipal Services Director
- Neighborhood Services Director
- New Urbanist
- Planning & Community Development Director
- Property Management Director
- Redevelopment Project Manager
- Senior Building Inspector / Building Inspector
- Tourism and Community Development Director

Economic Development/CVB

- Assistant Economic Development Director
- CVB Executive Director
- Director of the Office of ED (County)
- Downtown Development Director
- Economic Development Corporation President/CEO
- Economic Development Director/Executive Director
- Economic Development Manager
- Executive Director of Port & Harbor Commission
- Vice President/Chief Econ Development Officer

Finance

- Accounting Services Supervisor
- Assistant Director of Finance
- Budget Director / Manager / Officer
- Capital Projects Budget Manager
- Chief Financial Officer
- Deputy Director of Finance
- Finance Controller / Auditor / Comptroller
- Finance Director/Finance Officer
- Finance Manager
- Purchasing Manager
- Senior Accountant
- Senior Budget Analyst
- Treasury Supervisor

Human Resources/Civil Services

- Assistant Human Resources Director
- Chief Performance Officer
- Director of Human Resources & Risk Management
- Human Resources/Civil Services Director

Information Technology

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

Executive Recruitment Positions

Innovation, Process Improvement & Sustainability

- Chief Knowledge Officer

Legal

- Assistant City Attorney
- City Attorney (Individual and Firm)
- Court Administrator
- Director of Municipal Court Services
- First Assistant City Attorney

Library

- Librarian
- Library Director
- Senior Librarian

Marketing and Community Engagement

- Community Relations Manager
- Community Services Administrator
- 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

Public Safety/EMS/Emergency Management

- Assistant Fire Chief
- Assistant Police Chief
- Chief of Public Safety
- Deputy Director, Emergency Communications
- Emergency Dispatch Director
- Emergency Management Coordinator
- EMS Executive Director
- Executive Director, Emergency Communications
- Fire Chief
- Homeland Security and Emergency Management Director
- Lieutenant
- Police Chief
- Public Safety Director

Public Works/Utilities/Engineering

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

Transportation/Fleet Services

- Assistant Municipal Garage Superintendent
- Director of Operations and Maintenance
- Director of Street Operations
- Equipment Services Manager
- Facilities Services Manager
- Fixed-Base Operator Services
- Fleet Equipment Services Manager
- Senior Transportation Planner

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.

July 2016: "I would like to take this opportunity to thank you and your associates for the opportunity to participate in video recorded interview. Not only was this a new process for me, it was great refresher for interviews period. It has been almost 25 years since I have participated on this side of the interview process. It was rather 'enlightening'."

July 2016: "I just want to let you know how appreciative I am working with you even though I was not selected for the position. I truly appreciate your and your team's professionalism and the friendship we have created."

July 2016: "I also appreciate your engagement with me as a candidate during this process. It has been one of the most professional experiences with a recruiter I have had. You should be commended for your efforts to lead such an effort. In the future, if I ever need assistance to fill a position, I will surely keep you in mind."

July 2016: "The more I deal with you, Ron, and the rest of your team, the more impressed I am with your level of professionalism and care. You are awesome."

June 2016: "I have been very impressed with your selection process. This has been a very time consuming process for candidates like me but I see a great value for the employers. You have developed a great selection process. Honestly, when I compare it to what my colleagues and I have done at Big 4 firms, your process is more comprehensive and much better."

May 2016: "I just wanted to take a moment of your time to thank you for your very professional demeanor while conducting the job search for the [city]. SGR is very thorough. I am impressed by the diligence of SGR. All interviews are a continuing learning process; I have learned from this experience, especially the video interview. You all are very kind; and, I wanted you to know that I appreciate having this experience and appreciated the interaction with everyone at SGR.""

April 2016: "I must say, this has been one of the most professional and well organized recruiting processes I have seen in a very long time. You and your team have kept the candidates abreast of the process completely along the way. Thank you kindly for going the extra mile to make this a very pleasant experience. You and your team represent the HR profession amazingly. Simply impressive."

March 2016: “Thank you for the update. I wanted to let you know that I truly enjoyed your recruitment style. You are timely and informative. The information sent by yourself and [SGR staff] is relevant and a wonderful way to keep potential candidates ‘warm’ while you evaluate resumes.”

February 2016: “I just wanted to say how nice it is to get updates on the status of the search. I'm in the process of looking at several positions and it can be very frustrating to sometimes go months without knowing if the organization has chosen anyone. (Many places will not return calls or emails inquiring about status, either.) No matter the outcome, this is definitely one of the best run searches I have been a part of. Thanks again for keeping us all in the loop.”

January 2016: “I would like to say that I really appreciate the level of communication from you and SGR regarding the status of the process in [city] and what the expected next steps were. I have dealt with a number of search firms over the last year and SGR has done an excellent job in communicating with applicants. Far too often I have heard nothing from the firm conducting a search and found out through other sources that the position had been filled. Again I really appreciate the level of communication.”

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.”

Fire Chief

City of Hallandale Beach, Florida

The Community

Sunny Hallandale Beach is located in southeast Florida, along Interstate 95 and the Atlantic coastline, almost halfway between Fort Lauderdale and Miami Beach and situated to the south of Hollywood, north of Aventura, and east of Pembroke Park, with easy access to nearby airports, seaports, and expressways. Already a densely populated area of 38,000 residents, the population swells to approximately 50,000, with the arrival of “snow birds,” many of whom eventually settle permanently in the area. The community offers first-class amenities with a unique, hometown feel. With its sparkling beaches, ample recreation opportunities, and business-friendly climate, Hallandale is “The City of Choice” for year-long residents and visitors.

The area known as Hallandale Beach was settled in the late 1800s when Henry Morrison Flagler expanded the Florida East Coast Railway to Palm Beach. At the time, the area was mostly inhabited by Seminole Indians. Flagler recruited Luther Halland, the son of a Swedish minister, to start a Swedish settlement promoting the area’s subtropical climate and affordable land. Halland established a small trading post in the new community, named Halland, and later Hallandale, and became its first postmaster. The first school was built in 1904 and the first church was established in 1906. Hallandale was originally a farming community but grew to become an extremely popular tourist destination because of its beaches.

Hallandale officially became a town on May 14, 1927, at which point it had street lights, electricity, and 1,500 residents. It was incorporated in 1947, and was allowed to annex land to the east. The city changed its name to Hallandale Beach in August 1999. Covering 4.4 square miles, the community and is a multi-lingual, multi-dimensional, and multi-talented city with one of the fastest-growing populations in the county. The median home value is $140,000 and median income is $34,000.

The year-round sunshine and warm climate provide many opportunities for recreation. Residents and tourists enjoy golf, tennis, swimming, boating, fishing, and scuba diving. One of the city’s most attractive amenities is its world-class beach. Hallandale Beach Parks provides athletic facilities, playgrounds, and community centers, as well as an historic village. As part of the City Wide Parks Master Plan, several of the community’s parks have been renovated and feature basketball courts, playgrounds, dog parks, walking trails, swimming pools that are open year-round, open-air pavilions, bocce courts, sand volleyball courts, weight rooms, tennis courts, beach access, and beachside dining in a lush, tropical setting. Foster Park Community Center is the City’s first LEED certified building and houses an African-American/Caribbean micro-library with a computer lab. The Cultural Community Center and the historic Curci House are also located in Hallandale Beach.

There are several state-of-the-art medical facilities in the city. Aventura Hospital and Medical Center boasts the latest technologically advanced patient care equipment and has made major investments to expand and renovate its facilities. Memorial Hospital is frequently recognized by national associations and local publications for its high-quality healthcare and is one of Florida’s largest hospitals.

Beach
Hallandale Beach
PROGRESS. INNOVATION. OPPORTUNITY.

City Mission Statement

The City of Hallandale Beach is dedicated to enhancing the quality of life of its community in a fiscally responsible manner by providing superior services that meet the needs of our community as well as plan for their future needs through continued education.

The Community, continued

Shopping and dining options abound and include Mardi Gras Casino and Gulfstream Park, two of the most popular destinations for locals and tourists alike. The latter is the home of the Florida Derby and offers Las Vegas-style slot machines, poker tables, fine and casual dining, and entertainment. Small specialty and large outdoor malls provide access to top-of-the-line boutiques, dining, and entertainment. A variety of sports cater to fans including baseball, basketball, hockey, and football and nearby Miami is home to the Florida Marlins, Miami Heat, Miami Dolphins, and Florida Panthers professional sporting franchises.

Hallandale Beach's educational needs are met by the Broward County Public School System, which provides quality education to more than 260,000 students in grades K-12 in over 300 schools and education centers. It is the sixth largest public school system in the country, the second largest in Florida, and the first fully accredited school system in Florida. Broward's Virtual School offers full-time enrollment through an online delivery system and part-time enrollment for home-schooled students. In addition, there are several charter and public schools in the area, as well as career, technical, adult, and community education facilities.

A variety of options are available for those seeking higher education degrees. Area colleges and universities include Broward Technical Colleges, Barry University, St. Thomas University, Broward College, Nova Southeastern University, DeVry University, and Keiser University, Fort Lauderdale.

Governance & Organization

The City Commission, comprised of the Mayor, Vice-Mayor and three Commissioners is the legislative and policy-setting body of the City. The members of the Mayor and Commissioners are elected at-large and the Vice-Mayor is selected by the Commissioners from their own membership following each election.

The City Commission appoints the City Manager and City Attorney who are responsible for enacting all ordinances and resolutions to determine City policy and ensure performance of all duties and obligations imposed upon the City by law. The City Manager is the Chief Executive Officer for the organization and is responsible for establishing organizational goals and providing overall administrative and direction for all City departments. Daniel Rosemond currently serves as Hallandale Beach's City Manager. Mr. Rosemond joined the City in February 2013, as Deputy City Manager and Director of the Hallandale Beach Community Redevelopment Agency.

The City of Hallandale Beach has an annual FY2015-16 budget of $136.2 million and a millage of 5.9000, or approximately $5.90 per $1,000 of assessed taxable value as determined by the Broward County Property Appraiser. The total millage paid by area residents, including Hallandale Beach millage is 21.0759 mills. The City's Fire Department is partially funded by a annual Fire Assessment Fee.

The City has received many awards and accolades over the years including:

- Tree City USA by the National Arbor Day Foundation
- Distinguished Budget Award for 24 consecutive years
- Certificate of Achievement for Excellence in Financial Reporting for 25 consecutive years
- Beach Elevated Tower Creative Design Award by the US Environmental Protection Agency
- Pace Setter Award
- Project of the Year Award in Structures for the City's water treatment plant by the South Florida American Public Works Association
- Best Tasting Water Award from the FSAWWA Region VI.

Fire Chief Position Profile

City of Hallandale Beach, Florida

About the Department

Hallandale Beach Fire Rescue responds to all incidents of fire, medical, and hazardous conditions within the City and is comprised of five divisions:

- Administration
- Operations
- Training and Professional Development
- Emergency Medical Services
- Fire Prevention and Public Education.

Currently, the department staff of 102 professionals, including 69 emergency response personnel, 7 Command Staff, 23 Ocean Rescue, and 3 Professional/Office staff, support the Operations Division, providing 24/7 city-wide coverage, with comprehensive Fire and EMS services dispatched from three stations. Personnel work on three fire suppression vehicles and three emergency medical advanced life support rescue vehicles. Each member is cross-trained, allowing all emergency report vehicles and their personnel to handle medical calls, as well as fires. The Division of Fire Prevention and Public Education is comprised of a staff of four devoted to fire inspections, public education, and public information.

The Department responds to approximately 7,000 calls per year. With new advances in fire prevention and building codes, the number of fire calls has decreased, while the need for emergency medical services has increased steadily. The Department has an ISO Public Protection Classification rating of 2, all division Chiefs have at least a bachelor's degree. In City-wide satisfaction surveys, citizens consistently rank the Fire Department as their favorite department.

Leadership & Innovation

The population density of the city is more than 8,600 people per square mile—one of the densest in the nation and 89% of housing units are multi-family, multi-unit, or multi-story structures. The Hallandale Beach Fire Rescue Department is dedicated to protecting the lives and property of the City's residents and visitors through prompt and professional delivery of public education, fire prevention, emergency intervention, and disaster management.

The Fire Department strives to develop a safety-oriented community and stresses community involvement and personal development. In addition to standard suppression operations and fire inspection duties, the department also takes initiative in providing services to the community such as installing smoke detectors in homes, fire hydrant inspections twice per year, pre-fire planning, continuously testing of personal protective equipment.

The department participates in many community outreach programs, many which are geared to children. These include Fire Prevention Week, Halloween Safety, reminders to change clocks/change battery smoke detectors, Burn Awareness Week, Fireworks Safety for Independence Day, Holiday Safety Initiatives, and more. These programs cumulatively reach approximately 7,750 children in and around the community. The Fire Department also participates in broader community activities, such as the Relay for Life, American Red Cross CPR/First Aid initiatives, EMS Open House, Bike Rodeo, Safe Prom, Weed & Seed, and the Community Emergency Response Team (CERT).

About the Position

The Fire Chief reports directly to the City Manager and is responsible for:

- Administration and coordination of all fire department activities, including the City's Emergency Preparedness initiatives
- Establishing departmental policies, procedures, and regulations pertaining to firefighting, fire prevention, and emergency medical services
- Supervising directly or through subordinate supervisors, all employees of the department
- Handling grievances, maintaining departmental discipline and conduct of assigned personnel in accordance with City policies, collective bargaining agreement, compliance with state and federal laws, and evaluating employee performance
- Command of the activities at all major fires or emergency incidents
- Preparation of the annual budget and exercising purchasing and budgetary control
- Capital improvement recommendations
- Administration of a personnel program which includes selection, placement, discipline, and in-service training

Fire Department Mission Statement

The Hallandale Beach Fire Rescue Department is dedicated to protect the lives and property of its citizens and visitors through prompt and professional delivery of public education, fire prevention, emergency intervention, and disaster management.

Fire Chief

City of Hallandale Beach, Florida

Ideal Candidate

The City of Hallandale Beach seeks an experienced, approachable Fire Chief who will lead by example and foster an environment of trust, respect, and positivity within the department and throughout the organization. The successful candidate will be able to interact politely and professionally with co-workers, City officials, and the general public, and will embrace the diversity of the organization and community.

The next Fire Chief will provide superior customer service and respond to difficult and sensitive situations and citizen inquiries with tact and diplomacy. The Fire Chief will supervise the work of subordinates in a manner conducive to exceptional performance and high morale. An ability to work effectively in high stress situations, diffuse potential conflicts, and use discretion in confidential matters is essential to this position.

The chosen candidate will have extensive knowledge of fire suppression and prevention principles, procedures, and applicable laws and advanced professional knowledge of management principles to formulate departmental policy and manage departmental activities. The City's next Fire Chief must be able to easily adapt to changing situations, demonstrating flexibility and the use of logical and practical courses of actions to meet organization, department, and division goals. The selected candidate will be able to exercise sound judgement in devising, implementing, and interpreting departmental and City policies and carry out all duties with discretion, fairness, and integrity.

Education and Experience

This position requires a bachelor's degree with major coursework in Fire Science, Public Administration, or a closely related field, at least five years of continuous service as a Fire Officer, and certification by the Fire Standards Bureau as a firefighter. National Incident Management System certification in IS-100, IS-0200, IS-300, IS-400, IS-700 and IS-800 is required. Certification as an Executive Fire Officer through the United States Fire Administration/Federal Emergency Management Administration (FEMA) is highly desired and certification as a State of Florida Paramedic is a plus.

Compensation & Benefits

The City of Hallandale Beach offers a competitive salary and a full range of leave and benefits including retirement, health, dental, vision, and life insurance coverage.

Application Process

Apply online at: http://fl-hallandalebeach.civicplus.com/jobs.aspx

For more information on this position, contact:
Taren Kinglee, Human Resources Director
City of Hallandale Beach
954-457-1345
humanresources@cohb.org

The deadline to apply for this position is March 31, 2016.

Resources

City of Hallandale Beach, FL
http://www.hallandalebeachfl.gov/

Hallandale Beach Chamber of Commerce
http://www.hallandalebeachchamber.com/

City Data, Hallandale Beach, FL
http://www.City-data.com/City/Hallandale-Beach-Florida.html

Broward County Public Schools
http://www.browardschools.com/

SGR

Progress. Innovation. Opportunity. City of Choice.

FIRSTCHECK APPLICANT SCREENING

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 *****

TOWN OF JUPITER

Human Resources Department
210 Military Trail
Jupiter, FL 33458
PH (561) 746-5134
FAX (561)741-2585

REQUEST FOR PROPOSAL(RFP)

PROCUREMENT NUMBER: RFP # HR2017-01	PROCUREMENT TITLE: Executive Search Firm for Town Manager Position
OPENING DATE: February 24, 2017	CLOSINGING DATE & TIME: March 10, 2017 @ 2:00 p.m.

I certify that this proposal is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting a quotation for the same materials, supplies, or equipment and is in all respects fair and without collusion or fraud. I agree to abide by all conditions of this quotation and certify that I am authorized to sign this quotation for the vendor. In submitting a quotation to the Town of Jupiter (TOJ) the vendor offers and agrees that if the quotation is accepted, the vendor will convey, sell, assign or transfer to the TOJ all rights, title, and interest in and to all causes of action it may now or hereafter acquire under the Anti-trust laws of the United States and the State of Florida for price fixing relating to the particular commodities or services purchased or acquired by the TOJ. At the TOJ's discretion, such assignment shall be made and become effective at the time the TOJ tenders final payment to the vendor.

CORRECT LEGAL NAME OF COMPANY: Strategic Government Resources, Inc.

MAILING ADDRESS:
P.O. Box 1642 Keller Tx 76244

PHONE NUMBER: 817-337-8581	FAX NUMBER: 817-796-1228
NAME OF AUTHORIZED AGENT: Cyndy Brown	SIGNATURE OF AUTHORIZED AGENT: Cyndy Br DATE: 3/8/2017

PLEASE INITIAL/ACKNOWLEGDE THE RECEIPT OF THE FOLLOWING ADDENDUMS THAT APPLY:

____ADDENDUM # 1 ____ADDENDUM # 2 ____ADDENDUM # 3 ____ADDENDUM # 4 ____ADDENDUM # 5

- **THIS COMPLETED FORM MUST BE RETURNED WITH RFP. FAILURE TO SIGN RFP WILL RESULT IN DISQUALIFICATION OF SUBMITTAL.**
- **RFP MUST BE SUBMITTED TO THE TOWN CLERK'S DEPARTMENT IN A SEALED ENVELOPE, MARKED WITHRFP NUMBER & CLOSING DATE.**
- **RFPS RECEIVED AFTER THE ABOVE CLOSING DATE AND TIME WILL NOT BE ACCEPTED.**

PROPOSER'S CERTIFICATION FORM

The below signed Proposer certifies that he/she has read, carefully examined, and thoroughly understands the terms, conditions, and specifications contained in the RFP and any other documents accompanying or made a part of this RFP. I hereby propose to furnish the services specified in the RFP. Furthermore, I agree to abide by all conditions of this RFP. I certify that all information contained in this submittal is truthful to the best of my knowledge and belief. I further certify that I am duly authorized to submit this Proposal on behalf of the firm or entity who is the Proposer, as its act and deed and that the Proposer is ready, willing and able to perform if awarded the contract.
I further certify that this Proposal is made without prior understanding, agreement, connection, discussion, or collusion with any person, firm or corporation submitting a Proposal for the same service; no officer, employee or agent of the Town of Jupiter or of any other Proposer interested in the Proposal; and that the undersigned executed this Proposer's Certification with full knowledge and understanding of the matters therein contained and was duly authorized to do so.

Strategic Government Resources, Inc.
NAME OF BUSINESS

cyndybrown@governmentresource.com
E-MAIL ADDRESS

BY: Cyndy B
SIGNATURE

Cyndy Brown, Managing Director
PRINTED NAME AND TITLE

P.O. Box 1642
MAILING ADDRESS

Keller TX 76244
CITY, STATE, ZIP CODE

817-337-8581
TELEPHONE NUMBER

817-796-1228
FAX NUMBER

Sworn to and subscribed before me this 8 day of March 2017.

Cyndy B
SIGNATURE OF NOTARY

MY COMMISSION EXPIRES: 10/5/2020

PERSONALLY KNOWN ✓

OR PRODUCED

IDENTIFICATION _____

TYPE: _____

CYNDY MICHELLE BROWN
Notary Public, State of Texas
Comm. Expires 10-05-2020
Notary ID 124616736

DRUG FREE WORKPLACE FORM

Preference shall be given to businesses with drug-free workplace programs. Whenever two or more Proposals which are equal with respect to price, quality, and service are received by the State or by any political subdivision for the procurement of commodities or contractual services, a Proposals received from a business that certifies that it has implemented a drug-free workplace program shall be given preference in the award process. Established procedures for processing tie Proposals will be followed if none of the tied vendors have a drug-free workplace program. In order to have a drug-free workplace program, a business shall:

1. Publish a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession, or use of a controlled substance is prohibited in the workplace and specifying the actions that will be taken against employees for violations of such prohibition.

2. Inform employees about the dangers of drug abuse in the workplace, the business's policy of maintaining a drug-free workplace, any available drug counseling, rehabilitation, and employee assistance programs, and the penalties that may be imposed upon employees for drug abuse violations.

3. Give each employee engaged in providing the commodities or contractual services that are under Proposal a copy of the statement specified in subsection (1).

4. In the statement specified in subsection (1), notify the employees that, as a condition of working on the commodities or contractual services that are under Proposal, the employee will abide by the terms of the statement and will notify the employer of any conviction of, or plea of guilty or **nolo contendere** to, any violation of chapter 893 or of any controlled substance law of the United States or any state for a violation occurring in the workplace no later than five (5) days after such conviction.

5. Impose a sanction on, or require the satisfactory participation in a drug abuse assistance or rehabilitation program if such is available in the employee's community, by any employee who is so convicted.

6. Make a good faith effort to continue to maintain a drug-free workplace through implementation of this section.

As the person authorized to sign the statement, I certify that this form complies fully with the above requirements.

THIS CERTIFICATION is submitted by Cyndy Brown the Managing Director of Strategic Government Resources, Inc.
(TITLE/POSITION WITH COMPANY/VENDOR)-(NAME OF COMPANY/VENDOR) who does hereby certify that said Company/Vendor has implemented a drug free workplace program which meets the requirements of Section 287.087, Florida Statutes, which are identified in numbers (1) through (6) above.

Cyndy Brown 3/8/2017
SIGNATURE

REFERENCES FORM

(THIS PAGE MUST BE COMPLETED AND SUBMITTED WITH PROPOSAL)

The Town may contact some of the Proposer's current and former clients, both supplied by the Proposer and independently derived, to request that they validate the qualifications of the Proposer and the accuracy of the claims made by the Proposer in its Proposal, and that they assess the Proposer's ability to perform the types, level and quality of services that the Town desires. All references contacted will be asked to rate those aspects of the Proposer's performance on a scale from 0 – 5: zero (0) being poor and (5) being excellent.

Excellent:	Frequently exceeds client/reference's specifications/requirements
Good:	Meets client/reference's specification/requirements.
Poor:	Frequently does not meet client/reference's specifications / requirements

The Bidders must provide three (3) references from Cities and/or other local government entities in which it is currently or recently having done business. Strong preference will be provided to those Bidders with references from Cities and/or other local government entities in the State of Florida.

Current References:

1. Name of City, County or Agency: City of Tamarac, FL
   Address: 7525 NW 88th Avenue Tamarac FL 33321
   Contact: Michael Cernech, City Manager
   Title: City Manager Tele: 954-597-3510

2. Name of City, County or Agency: City of Tamarac, FL
   Address: 7525 NW 88th Avenue Tamarac FL 33321
   Contact: Maria Swanson
   Title: HR Director Tele: 954-597-3602

3. Name of City, County or Agency: City of Beavercreek, OH
   Address: 1368 Research Park Drive Beavercreek OH 45432
   Contact: Jill Bissinger
   Title: HR Manager Tele: 937-320-7387

PUBLIC ENTITY CRIMES FORM

THIS FORM MUST BE SIGNED AND SWORN TO IN THE PRESENCE OF A NOTARY PUBLIC OR OTHER OFFICIAL AUTHORIZED TO ADMINISTER OATHS.

1. This sworn statement is submitted to Town of Jupiter
(Print name of the public entity)

By Cyndy Brown, Managing Director
(Print individual's name and title)

for Strategic Government Resources, Inc.
(Print name of entity submitting sworn statement)

Whose business address is P.O. Box 1642 Keller TX 76244

and (if applicable) its Federal Employer Identification Number (FEIN) is 46-0501585
(If the entity has no FEIN, include the Social Security Number of the individual signing this sworn statement_____)

2. I understand that a "public entity crime" as defined in Paragraph 287.133(1)(g), Florida Statutes, means a violation of any state or federal law by a person with respect to and directly related to the transaction of business with any public entity or with an agency or political subdivision of any other state or of the United States, including, but not limited to, any Proposal or contract for goods or services to be provided to any public entity or an agency or political subdivision of any other state or of the United States and involving antitrust, fraud, theft, bribery, collusion, racketeering, conspiracy, or material misrepresentation.

3. I understand that "convicted" or "conviction" as defined in Paragraph 287.133(1)(b), Florida Statutes, means a finding of guilt or a conviction of a public entity crime, with or without an adjudication of guilt, in any federal or state trial court of record relating to charges brought by indictment or information after July 1, 1989, as a result of a jury verdict, no jury trial, or entry of a plea of guilty or nolo contendre.

4. I understand that an "affiliate" as defined in Paragraph 287.133(1)(a), Florida Statutes, means:

   4-1. A predecessor or successor of a person convicted of a public entity crime: or

   4-2. .Any entity under the control of any natural person who is active in the management of the entity and who has been convicted of a public entity crime. The term "affiliate" includes those officers, directors, executives, partners, shareholders, employees,

members, and agents who are active in the management of an affiliate. The ownership by one person of shares constituting a controlling interest another person, or a pooling of equipment or income among persons when not for fair market value under an arm's length agreement, shall be a prima facie case that one person controls another person. A person who knowingly enters into a joint venture with a person who has been convicted of a public entity crime in the State of Florida during the preceding 36 months shall be considered an affiliate.

5. I understand that a "person" as defined in Paragraph 287.133(1)(e), Florida Statutes, means any natural person or entity organized under the laws of any state or of the United States with the legal power to enter into a binding contract and which Proposal applies to Proposals on contracts for the provision of goods or services let by a public entity, or which otherwise transacts or applies to transact business with a public entity. The term "person" includes those officers, directors, executives, partners, shareholders, employees, members, and agents who are active in the management of an entity.

6. Based on information and belief, the statement, which I have marked below, is true in relation to the entity submitting this sworn statement. (indicate which statement applies)

✓ Neither the entity submitting this sworn statement, nor any of its officers, directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

_____ The entity submitting this sworn statement, or one or more of its officer's directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989.

_____ The entity submitting this sworn statement, or one of more of its officer's directors, executives, partners, shareholders, employees, members or agents who are active in the management of the entity, nor any affiliate of the entity has been charged with and convicted of a public entity crime subsequent to July 1, 1989. However, there has been a subsequent proceeding before a Hearing Officer of the State of Florida, Division of Administrative Hearings and the Final Order entered by the Hearing Officer determined that it was not in the public interest to place the entity submitting this sworn statement on the convicted vendor list. (Attach a copy of the final order)

I UNDERSTAND THAT THE SUBMISSION OF THIS FORM TO THE CONTRACTING OFFICER FOR THE PUBLIC ENTITY IDENTIFIED IN PARAGRAPH 1 ABOVE IS FOR THAT PUBLIC ENTITY ONLY AND THAT THIS FORM IS VALID THROUGH DECEMBER 31 OF THE CALENDAR YEAR IN WHICH IT IS FILED. I ALSO UNDERSTAND THAT I AM REQUIRED TO INFORM THE PUBLIC ENTITY PRIOR TO

ENTERING INTO A CONTRACT IN EXCESS OF THE THRESHOLD AMOUNT PROVIDED IN SECTION 287.017, FLORIDA STATUTES FOR CATEGORY TWO OF ANY CHANGE IN THE INFORMATION CONTAINED IN THIS FORM.

Cyndy Br
(Signature)

3/8/2017
(Date)

STATE OF } Texas
COUNTY OF } Tarrant

PERSONALLY APPEARED BEFORE ME, the undersigned, Cyndy Brown
(Name of individual signing)
who, after first being sworn by me, affixed his/her signature in the space provided above on this 8 day of March, 2017.

CYNDY MICHELLE BROWN
Notary Public, State of Texas
Comm. Expires 10-05-2020
Notary ID 124616736

Cyndy Br
(NOTARY PUBLIC)My Commission expires 10/5/2020

NONCOLLUSIVE AFFIDAVIT FORM

STATE OF Texas

COUNTY OF Tarrant

Cyndy Brown, being first duly sworn deposes and says that:

1. He is fully informed respecting the preparation and contents of the attached Proposal and of all pertinent circumstances respecting the Proposal.

2. The Proposal is genuine and is not a collusive or sham Proposal.

3. Neither the Proposer nor any of its officers, partners, owners, agents, representatives, employees, or parties in interest, including this affiant, have in any way, colluded, conspired, connived, or agreed, directly or indirectly, with any other Proposer, firm or person to submit a collusive or sham Proposal in connection with the Contact for which the attached Proposal has been submitted; or to refrain from bidding in connection with such Contract; or have in any manner, directly or indirectly, sought by agreement or collusion, or communication, or conference with any Proposer, firm, or person to fix the price in the attached Proposal or of any other Proposer, or to fix any overhead, profit, or cost elements of the Proposal price or the Proposal price in any other Proposer; or to secure through any collusion, conspiracy, connivance, or unlawful agreement any advantage in the proposed Contract.

4. The rates, costs and terms quoted in the attached Proposal are fair and proper and are not tainted by any collusion, conspiracy, connivance, or unlawful agreement on the part of the Proposer or any other of its agents, representatives, owners, employees or parties in interest, including this affiant.

Date: 3 / 8 / 2017

By: Cyndy Brown

I HEREBY CERTIFY that on this day, before me, an officer duly authorized in the State and County aforesaid to take acknowledgements, personally appeared Cyndy Brown, an authorized representative of Strategic Government Resources, well known to me and known to me to be the person(s) described in and who executed the foregoing instrument and have acknowledged before me that they executed the same. WITNESS my hand and official seal in the County and State last aforesaid this 8 day of March, 2017.

Cyndy Brown
Notary Public State of Florida at Large

Cyndy Brown
(Printed, typed or stamped commissioned name of notary public)

CYNDY MICHELLE BROWN
Notary Public, State of Texas
Comm. Expires 10-05-2020
Notary ID 124616736

PROPOSAL'S QUALIFICATION STATEMENT FORM

The undersigned Proposer certifies under oath the truth and correctness of all statements and of all answers to questions made hereinafter:

SUBMITTED TO: Town of Jupiter

ADDRESS: 210 Military Trail
Jupiter, FL

CIRCLE ONE

SUBMITTED BY: Strategic Government Resources

NAME: Cyndy Brown

ADDRESS: P.O. Box 1642 Keller TX 76244

Corporation
Partnership
Individual
Other

TELEPHONE NO. 817-337-8581

FAX NO. 817-796-1228

1. State the true, exact, correct and complete name of the partnership, corporation, trade or fictitious name under which you do business and the address of the place of business.

   The correct name of the Proposer is: Strategic Government Resources
   The address of the principal place of business is: P.O. Box 1642 Keller TX 76244

2. If Proposer is a corporation, answer the following:

   a. Date of Incorporation: 1996
   b. State of Incorporation: Texas
   c. President's name: Ron Holifield
   d. Vice President's name:
   e. Secretary's name:
   f. Treasurer's name:
   g. Name and address of Resident Agent:

   Ron Holifield
   P.O. Box 1642
   Keller TX 76244

3. If Proposer is an individual or a partnership, answer the following:

   a. Date of organization:_____

   b. Name, address and ownership units of all partners:

   _____

   _____

   _____

   _____

   _____

   c. State whether general or limited partnership: _____

4. If Proposer is other than an individual, corporation or partnership, describe the organization and give the name and address of principals:

   _____

   _____

   _____

   _____

5. If Proposer is operating under a fictitious name, submit evidence of compliance with the Florida Fictitious Name Statute.

6. How many years has your organization been in business under its present business name?

   21 years

   a. Under what other former names has your organization operated?

   N/A

   _____

   _____

   _____

7. Indicate registration, license numbers or certificate numbers for the businesses or professions, which are the subject of this Proposal. Please attach certificate of competency and/or state registration.

   _____

   _____

8. Have you ever failed to complete any work awarded to you? If so, state when, where and why?

N/A

9. State the names, telephone numbers and last known addresses of three (3) owners, individuals or representatives of owners with the most knowledge of work which you have performed or goods you have provided, and to which you refer (government owners are preferred as references).

Please see Tab 9 References

(name) (address) (phone number)

(name) (address) (phone number)

(name) (address) (phone number)

10. List the pertinent experience of the key individuals of your organization (continue on insert sheet, if necessary).

Please see Tab 4 Key Personnel

11. State the name of the individual who will have personal supervision of the work:

Doug Thomas

12. Disclose any suits or administrative actions ever taken against your firm by the Department of Insurance within the last two (2) years.

N/A

THE PROPOSER ACKNOWLEDGES AND UNDERSTANDS THAT THE INFORMATION CONTAINED IN RESPONSE TO THIS QUALIFICATIONS STATEMENT SHALL BE RELIED UPON BY THE TOWN IN AWARDING THE CONTRACT AND SUCH INFORMATION IS WARRANTED BY PROPOSER TO BE TRUE. THE DISCOVERY OF ANY OMISSION OR MISSTATEMENT THAT MATERIALLY AFFECTS THE PROPOSAL'S QUALIFICATIONS TO PERFORM UNDER THE CONTRACT SHALL CAUSE THE TOWN TO REJECT THE PROPOSAL, AND IF AFTER THE AWARD TO CANCEL AND TERMINATE THE AWARD AND/OR CONTRACT.

Cyndy Brown
Signature

Cyndy Brown
Printed Name

State of Texas
County of Tarrant

The foregoing instrument was acknowledged before me this 8 day of March, 2017 by Cyndy Brown of Strategic Government Resources, who is personally known to me or who has produced _____ as identification and who did (did not) take an oath.

WITNESS my hand and official seal.

Cyndy Brown
NOTARY PUBLIC

CYNDY MICHELLE BROWN
Notary Public, State of Texas
Comm. Expires 10-05-2020
Notary ID 124616736

_____
(Name of Notary Public: Print, Stamp, or type as Commissioned)