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PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

EXECUTIVE SEARCH SERVICES – GAINESVILLE,
FLORIDA RFQ HRDX-190032-GD

April 2019

Strategic Government Resources

Ron Holifield, CEO
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April 8, 2019

Gayle Dykeman, Procurement Specialist
City of Gainesville, Florida
dykemangb@cityofgainesville.org

Dear Ms. Dykeman:

Thank you for the opportunity to submit this proposal to assist the City of Gainesville, Florida, in your search for recruitment services. 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 50,000 email subscribers to our weekly “10 in 10 Update on Leadership and Innovation” e-newsletter.
- SGR’s website, where this position would be posted, receives over 36,000 local government official visitors each month, with over 75,000 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 1,800 jobs listed at any given time.
- SGR is the only search firm with a social media expert on staff who provides a comprehensive social media marketing campaign that includes custom-made graphics, a custom-made video clip, and distribution on Facebook, Twitter, Instagram, and LinkedIn.

No other firm can touch our reputation for being trusted by both clients and candidates. We are excited about the prospect of partnering with the City of Gainesville to fulfill your recruitment needs, and we are available to visit in person with you at your convenience.

Respectfully submitted,

Chuck Sparks, Chief Operating Officer
Strategic Government Resources
ChuckSparks@GovernmentResource.com
Phone: 817-337-8581

Company Contact Information

Strategic Government Resources

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COMPANY PROFILE

Background

Strategic Government Resources, Inc. (SGR) was incorporated in Texas 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 been, and continues to be, a leader in spurring innovation in local government.

SGR's core values are:

- Customer Service
- Integrity; Philanthropy
- Continuous Improvement
- Flexibility
- The Golden Rule
- Collaboration
- Protecting Relationships.

Office Locations

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

Florida

Kissimmee
Lakeland

Georgia

Savannah

Massachusetts

Boston

Missouri

Gladstone

North Carolina

Mooresville

Oklahoma

Stillwater

Pennsylvania

Philadelphia

Texas

Abilene
Arlington
Coppell
Corpus Christi
Forney

Texas (cont'd)

Granbury
Greenville
Lubbock
Murchison
North Richland Hills
Richardson
Sugar Land
Tyler

Executive Recruitment Team

- Ron Holifield, Chief Executive Officer
- Jennifer Fadden, President of Executive Recruitment and Interim Services
- Melissa Valentine, Managing Director of Recruitment and Human Resources
- Kristin Navarro, Director of Business Development and Recruitment
- Muriel Call, Research Manager
- Delena Franklin, Lead Recruitment Coordinator
- Becky Welch, Recruitment Coordinator
- Courtney Ware, Recruitment Coordinator
- Andra Henson, Research Specialist
- Doug Thomas, Senior Vice President
- Bill Peterson, Senior Vice President
- Bob Turner, Senior Vice President
- Cory Smith, Senior Vice President
- David Leininger, Senior Vice President
- Gary Holland, Senior Vice President
- Kurt Hodgen, Senior Vice President
- Larry Bell, Senior Vice President
- Larry Boyd, Senior Vice President
- Larry Gilley, Senior Vice President
- Lissa Barker, Senior Vice President
- Margie Rose, Senior Vice President
- Mike Tanner, Senior Vice President
- Price Robinson, Senior Vice President
- Ron Robinson, Senior Vice President
- Tommy Ingram, Senior Vice President

For a full list of SGR team members, please visit: [www.governmentresource.com/SGR team](http://www.governmentresource.com/SGR_team).

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 50,000 subscribers**.
- SGR's marketing includes **custom-made graphics** and **targeted ad placement on LinkedIn** users' pages who are selected by LinkedIn's algorithms to be a match for your job posting. This helps **recruit passive candidates** who might otherwise not be aware of the opening.
- SGR's marketing includes a **custom-made video clip**. View sample video clips at the following links: <https://adobe.ly/2PTh5tP>, spark.adobe.com/video/z7W4oZFk5H3Ax, <https://adobe.ly/2OHJ1R5>
- SGR has a social media expert on staff, who provides a **comprehensive social media marketing campaign** that includes email, Facebook, Twitter, Instagram, and LinkedIn.
- SGR has formal collaborative partnerships with:
 - League of Women in Government (LWG)
 - Florida City and County Management Association (FCCMA)
 - Louisiana Municipal Association (LMA)
 - Missouri Municipal League (MML)
 - Oklahoma Municipal League (OML)
 - City Management Association of Oklahoma (CMAO)
 - National Public Employers Labor Relations Association (NPELRA)
 - Texas Fire Chiefs Association (TFCA)
- SGR conducts over 320 live training classes each year on average, and we currently serve over 23,000 local government employees in our Learning Management System (LMS).
- SGR has 544 local government clients in 47 states for our recruitment, training, and leadership development business lines combined.

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

Comprehensive Needs Assessment

SGR's executive recruiting services are unequalled. 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.

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 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. A sample media report can be viewed at the following link:

www.governmentresource.com/Sample_Media_Search_Redacted.pdf.

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 if you have questions, you can count on SGR staff to be available, prepared, and prompt.

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.

Executive Recruitment Clients

Arizona

- Chandler

Arkansas

- Fort Smith
- Hot Springs

Colorado

- Arvada
- Aurora
- Commerce City
- Craig
- Englewood
- Erie
- Golden
- Gunnison
- Mountain View Fire Protection District
- Northglenn
- Pitkin County
- Trinidad
- Vail
- Wheat Ridge

Connecticut

- South Windsor
- Tolland
- Wethersfield

Florida

- Boca Raton
- Boynton Beach
- DeLand
- Fernandina Beach
- Fort Lauderdale
- Green Cove Springs

- Jupiter
- Lakeland
- Lee County
- Palm Coast
- Plant City
- Port St. Lucie
- Tamarac
- Winter Haven

Georgia

- Albany
- Johns Creek

Indiana

- Clarksville

Iowa

- Davenport

Kansas

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

Kentucky

- Paducah

Louisiana

- Shreveport

Michigan

- Kalamazoo County Consolidated Dispatch Authority (KCCDA)

- Midland
- Muskegon Heights

Mississippi

- Hancock County Port & Harbor Commission

Missouri

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

Montana

- Bozeman

Nevada

- Las Vegas
- Washoe County

New Mexico

- Farmington
- Four Corners Economic Development

North Carolina

North Dakota

- Mountrail Williams Electric Cooperative

- Williston

Ohio

- Beavercreek
- Franklin County

Oklahoma

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

Oregon

- Clackamas County
- Eugene
- Springfield

Tennessee

- Murfreesboro

Texas

- Abilene
- Addison
- Alamo Heights
- Alice
- Allen
- Alvin
- Amarillo
- Angleton
- Anna

- Arlington
- Atlanta
- Austin
- Azle
- Bastrop
- Bastrop Economic Development Corporation
- Bay City
- Baytown
- BCFS Health & Human Services
- Bedford
- Bellaire
- Boerne
- Brenham
- Bridgeport
- Brushy Creek Regional Utility Authority
- Burkburnett
- Canadian
- Carrollton
- Castroville
- Cedar Park
- Clute
- College Station
- Colleyville
- Colorado River Municipal Water District
- Commerce
- Converse
- Copper Canyon
- Copperas Cove
- Corpus Christi
- Dallas County
- Denison
- Denison Area Chamber of Commerce
- Denton
- Denton County Fresh Water Supply District 1-A
- Duncanville
- El Paso
- El Paso MPO
- Elgin
- Fairview
- Farmers Branch
- Fate
- Ferris
- Flower Mound
- Forney
- Fort Worth
- Freeport
- Fulshear
- Garland
- Georgetown
- Georgetown Chamber of Commerce
- Gonzales Economic Development Corporation
- Granbury
- Grapevine
- Gulf Coast Water Authority
- Harris County ESD No. 48
- Henderson
- Highland Park
- Humble
- Hutto
- Hutto EDC
- Irving
- Jacksonville
- Jacksonville Development Corporation (JEDCO)
- Joshua
- Kaufman
- Kilgore
- Killeen
- Kyle
- Lake Dallas
- Lake Worth

- Lakeway
- Lamesa
- Lancaster
- League City
- Leander
- Levelland
- Levelland EDC
- Lindale
- Little Elm
- Lockhart
- Longview
- Longview EDC
- Lubbock
- Marshall
- McKinney
- McKinney EDC
- Memorial Villages PD
- Midland
- Mineral Wells
- Missouri City
- Montgomery
- Mount Pleasant EDC
- Nederland
- North East Texas Regional Mobility Authority
- North Richland Hills
- North Texas Emergency Communications Center (NTECC)
- Odessa
- Orange
- Palestine
- Pearland
- Pflugerville
- Piney Point Village
- Plainview
- Plano
- Port Arthur
- Port Lavaca
- Port Neches
- Portland
- Princeton
- Red Oak
- Richardson
- Riverbend Water District
- Rockport
- Rockwall EDC
- Round Rock
- Rowlett
- Saginaw
- San Marcos
- San Marcos/Hays County EMS
- Seagoville
- Sealy
- Sherman EDC
- Snyder
- Socorro
- South Padre Island
- Southlake
- Stephenville
- Sugar Land
- Sunnyvale
- Sweetwater
- Tarrant County 9-1-1 District
- Taylor
- Temple
- Terrell
- TexAmericas Center
- Tyler
- Upper Brushy Creek WCID
- Victoria
- Waco
- Waxahachie
- West University Place
- Westworth Village

- Wichita Falls
- Willow Park
- Wills Point

Washington

- Bainbridge Island
- Bellevue
- Burien
- Clallam County
- Clark County
- Des Moines
- Richland
- Shoreline
- Snoqualmie
- Spokane
- Spokane Valley
- Whitworth Water District #2

Wyoming

- Casper

Other Organizations

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

Executive Recruitment Positions (2014 to Date)

Administration

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

Animal Services

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

Aviation

- Airport General Manager

Building Inspection

- Building Official
- Chief Building Official
- Deputy Building Official

Code Enforcement

- Code Compliance Superintendent

Communications

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

Economic Development/CVB/Tourism

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

- President/CEO of Regional Chamber of Commerce and Economic Development
- President/CEO of Office of Economic Development
- Special Events Director

Emergency Management

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

Engineering

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

Finance

- Assistant Finance Director
- Budget Director
- Capital Projects Budget Manager
- Chief Financial Officer
- Comptroller
- Deputy Finance Director
- Financial Services Director
- Finance Director
- Public Works Finance Officer
- Purchasing Director
- Senior Accountant

Fire/EMS

- Assistant Fire Chief
- Battalion Chief
- Executive Director of EMS
- Fire Chief
- Training Chief

Fleet

- Fleet Services Manager

Human Resources/Risk Management

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

Information Technology

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

Legal

- City Attorney (firm)
- City Attorney (individual)
- First Assistant City Attorney

Libraries

- Chief Librarian
- Director of Libraries
- Library Director

Marketing and Community Engagement

- Director of Community Affairs
- Public Information Officer

Municipal Court

- Director of Municipal Court Services
- Municipal Court Director

Parks & Recreation

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

Planning/Development Services

- Assistant Director of Planning & Development
- Assistant Planning Director
- Building Official
- City Planner
- Community Development Director
- Deputy Director of Development Services
- Development Services Director
- Director of Community and Development Services
- Director of Municipal Development Services
- Director of Planning
- Planning & Development Director
- Redevelopment Project Director
- Senior Redevelopment Project Director

Police

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

Public Health/Social Services

- Environmental Health Director
- Health & Human Services Director
- Neighborhood Services Manager

Public Works/Utilities

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

Transportation

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

Other

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

PROJECT METHODOLOGY

Each executive recruitment service is tailored to meet the client's specific needs. A full-service recruitment typically entails the following:

1. Organizational Inquiry and Analysis

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

2. Advertising and Recruitment

- Ad Placement
- Social Media and Marketing of Position

3. Initial Screening and Review

- Management of Applications
- Evaluation of Resumes
- Search Committee Briefing to Facilitate Selection of Semifinalists

4. Evaluation of Semifinalist Candidates

- Written Questionnaire
- Recorded Online Interviews
- Media Search Stage 1
- Semifinalist Briefing Books
- Search Committee Briefing to Facilitate Selection of Finalists

5. Evaluation of Finalist Candidates

- Comprehensive Media Search Stage 2
- Comprehensive Background Investigation Report
- DiSC Management Assessment (supplemental service, if desired)
- 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

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

Step 1: Organizational Inquiry and Analysis

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

Outline Project Plan and Timeline

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

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

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

Development of Position Profile Brochure

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

Step 2: Advertising and Recruitment

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

Ad Placement / Social Media and Marketing of Position

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

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

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

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

SGR’s marketing includes a **custom-made video clip**. View a sample video clip at the following link: <https://adobe.ly/2PTh5tP>, spark.adobe.com/video/z7W4oZFk5H3Ax, <https://adobe.ly/2OHJ1R5>

Ongoing Communication with Applicants and Prospects

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

Step 3: Initial Screening and Review

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

Management of Applications

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

Evaluation and Triage of Resumes

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

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to make sure that the minimum requirements of the position are met, and which of the preferred

requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

Search Committee Briefing / Selection of Semifinalist Candidates

At this briefing, SGR will provide a comprehensive progress report via PowerPoint presentation and will facilitate the selection of up to 12 semifinalists. The presentation will include summary information on the process so far, the candidate pool overall, and any trends or issues that have arisen, as well as a briefing on each candidate and their credentials. No other firm offers this level of reporting detail and transparency.

Step 4: Evaluation of Semifinalist Candidates

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

Personal Interaction with Semifinalist Candidates

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

Written Questionnaire

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

Recorded Online Interviews

SGR 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

Comprehensive Media Search Stage 2

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

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

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

Comprehensive Background Investigation Reports

Through SGR’s partnership with FirstCheck, a licensed private investigations company, we are able to provide our clients with comprehensive background screening reports that include detailed information such as:

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report
- Federal criminal search

- National criminal search
- County warrants and warrants for previous 10 years
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County criminal search (for every county in which candidate has lived or worked) for previous 10 years
- County civil search (for every county in which the candidate has lived or worked) for previous 10 years
- Education verification

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

First Year Game Plan (if desired)

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

Supplemental Services if Desired (see Tab 5 for further explanation)

DiSC Management Assessments

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

Press Release

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

Stakeholder Engagement

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. 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.

Step 6: Interview Process

Conduct Interviews

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

Deliberations

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

Reference Checks

Our reference checks are the most comprehensive in the industry. We will talk to as many professional contacts as necessary for a given candidate including elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. We always seek out the candidate’s greatest critics and greatest fans to ensure a complete, yet balanced, perspective and overview of each candidate.

Step 7: Negotiations and Hiring Process

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

Determine the Terms of an Offer

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

Negotiate Terms and Conditions of Employment

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

Step 8: 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. The price is \$4,000 for a half-day onsite workshop, plus travel expenses, and \$150 per person for I-OPT reports.

Step 9: Satisfaction Survey

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

STANDARD TIMELINE

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

Task	Weeks
<ul style="list-style-type: none">• Contract Executed	Week 1
<ul style="list-style-type: none">• Outline Project Plan, Timeline• Individual Interviews with Search Committee / Key Personnel / Community Leaders (if desired)	
<ul style="list-style-type: none">• Development of Position Profile Brochure• Search Committee Reviews and Approves Brochure	Weeks 2-3
<ul style="list-style-type: none">• Ad Placements• Accept Applications• Email Distribution and Marketing of Position Profile	Weeks 4-7
<ul style="list-style-type: none">• Triage and Scoring of Resumes	Week 8
<ul style="list-style-type: none">• Search Committee Briefing (Slide Presentation) / Select Semifinalists• Candidates Complete Questionnaire and Online Interviews• Stage 1 Media Searches	Week 9
<ul style="list-style-type: none">• Deliverable: Semifinalist Briefing Books	Week 10
<ul style="list-style-type: none">• Search Committee Briefing / Select Finalist Candidates	Week 11
<ul style="list-style-type: none">• Comprehensive Media Search Stage 2• Comprehensive Background Screening Report• DiSC Management Assessment (supplemental service)	Weeks 12-13
<ul style="list-style-type: none">• Deliverable: Finalist Briefing Books	Week 14
<ul style="list-style-type: none">• Stakeholder Engagement (if desired)• Conduct Interviews• Deliberations• Reference Checks• Negotiations• Announcement / Press Release	Week 15

KEY PERSONNEL/RECRUITERS

Ron Holifield, CEO

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

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

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

Kristin Navarro, Director of Business Development and Recruitment

Kristin Navarro joined SGR's recruitment team in 2016. She is a recruiter for full service and component searches and has also served as a facilitator for SGR live training classes.

Kristin previously worked for the City of Fort Worth where served as the Senior Strategic Business Analyst and was a part of the Management Team for the City's Finance Department. Prior to joining Fort Worth, Kristin was with the Town of Trophy Club in their Budget Office.

Kristin holds a Bachelor of Arts in Political Science and a Master of Arts in Public Administration from The University of North Texas. Additionally, Kristin is a Certified Government Finance Officer and is also an active member of ELGL, the Government Finance Officers Association (GFOA) and the Government Finance Officers Association of Texas (GFOAT).

Bill Peterson, Senior Vice President

Bill Peterson has over 40 years of experience in the public safety sector and possesses a unique blend of expertise. Bill joined SGR in 2009 after retiring as Regional Administrator of FEMA. Prior to being appointed by the President of the United States to this role, Bill served for more than 23 years as Fire and EMS Chief and Emergency Management Coordinator in Plano, Texas. He also served as Fire Chief in Waukegan, IL, and with the Bolingbrook and Evergreen Park, IL, Fire Departments. Before entering the career fire service, Bill was a civil engineer for the Natural Resources Division of General Dynamics Corporation.

He has served in board or other key leadership roles with the Society of Fire Protection Engineers, the Institution of Fire Engineers, the International Association of Fire Chiefs, the International Fire Service Training Association, National Fire Protection Association, and the Texas Fire Chiefs Association. He currently serves as a member of the Editorial Advisory Board for Crisis Response Journal in London, England, and as an appointed member of the Local Mitigation Strategy Working Group for Osceola County, Florida.

During his accomplished career, Bill's emphasis on critical thinking, analysis, evaluation, openness to new information, tolerance of ambiguity, and the importance of seeking feedback have allowed him to understand and provide input for national and international policy. In this vein, Bill was also named as Fire Chief of the Year by the International Association of Fire Chiefs and FIRE CHIEF Magazine. He was also recently awarded the DECORATION (Bronze Medal) OF MERIT FOR IMPROVING FIRE PROTECTION IN THE REPUBLIC OF POLAND, by the Minister of the Interior, for the Republic of Poland. Bill holds a Bachelor of Arts in Fire Protection Administration from Lewis University and a Master of Public Administration and Human Relations from Webster University in St. Louis, Missouri. He also is a graduate of the Program for Senior Executives in State and Local Government, John F. Kennedy School of Government at Harvard University.

Bob Turner, Senior Vice President

Bob Turner joined SGR in 2016 as a Senior Vice President for Executive Recruitment. His career in public service spans more than 35 years. He most recently served as City Manager for the City of Port Lavaca, Texas. Prior to joining the City of Port Lavaca, he served as the City Manager for the City of Tyler, Texas.

Bob is a past member of the Golden Crescent Regional Economic Development Council and Rotary International and has served as the Regional Director for the South Texas Coastal City Manager's Association and the East Texas City Manager's Association. He is a member of the International City Manager's Association (ICMA), the Texas City Management Association (TCMA), and Toastmaster's International. He holds a Bachelor of Science from the University of Texas at Tyler, a Master of Science from the University of Texas at Tyler, and a Master of Public Administration from Harvard University.

Bob has been the recipient of several major awards, including Man of the Year and Friend of the Chamber awards from the Chamber of Commerce in Port Lavaca and the Leadership & Vision Award given by the Calhoun County Veteran's Council, and has been recognized as a Distinguished Alumnus by the University of Texas at Tyler.

David Leininger, Senior Vice President

David Leininger joined SGR in July 2018. He previously served as Executive Vice President and Chief Financial Officer for Dallas Area Rapid Transit (DART) from December 2008 to July 2018. The FY 2018 operating budget exceeds \$520 million, the annual capital expenditure totals more than \$200 million, and the total debt outstanding is \$3.4 billion. The agency has a fulltime workforce of 3,700 employees.

During his tenure at DART he was instrumental in restructuring the Twenty-Year Financial Plan to accommodate an additional \$2.5 billion of new debt, led a mobile ticketing and payment initiative to support several hundred thousand daily riders, and chaired two retirement programs with a combined portfolio value in excess of \$600 million. He was named 2011 CFO of the Year for the Public Sector by the Dallas Business Journal. He is Past Chair of the Financial Management Committee of the American Public Transportation Association (APTA) and the Transit Finance Learning Exchange (T-Flex).

David has an extensive public sector background, including positions as Budget Director for the City of Dallas, Fiscal Services Administrator for the City of Garland, and Chief Financial Officer for the City of Irving. During his tenure in Irving from 2003-2008 he also led the economic development initiatives on behalf of the City, including providing staff support for the Las Colinas Tax Increment district and leading the development and financing initiative for the Irving Convention Center. He also oversaw the special tax financing initiative that generated sufficient funds to cover the demolition of the Dallas Cowboys Texas Station.

In addition to his public sector experience he also has nearly twenty-five years of experience in the private sector. He was associated with large-scale real estate development in the Dallas/Fort Worth area, followed by nearly ten years with Club Corp International in a variety of capacities. He subsequently joined Economics Research Associates as Senior Vice President, Recreational Real Estate. He is a full member of the Urban Land Institute and currently serves on the national Transit-Oriented Development (TOD) Product Council and is Co-Chair of the DFW TOD Product Council. He also serves as a Strategic Advisor to Sasaki Associates, an internationally known architecture and planning firm located in Watertown, Massachusetts.

David holds a degree in Political Science from Benedictine College in Atchison, Kansas, and a Master of Public Administration from the University of Kansas.

Doug Thomas, Senior Vice President

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

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

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

Gary Holland, Senior Vice President

Gary Holland joined SGR as Senior Vice President of Executive Recruitment in 2013 after serving for six years as Senior Vice President with another search firm, providing executive recruitment and management consulting for local governments across the nation.

Prior to that, he served over 17 years with the City of Kissimmee, Florida, as Assistant to the City Manager, Assistant City Manager and finally Deputy City Manager. Before his distinguished career in City Management, Gary had also served for 10 years as a Local Government Specialist with Oklahoma State University focusing on technology transfer and community development. During that time, he participated with ICMA's Public Technology Inc. in a three-year program as the technology transfer agent in a four-state region.

He was also a charter member of the County Government Training Program established by the Oklahoma Legislature to develop and present educational programs to elected county officials throughout the State. Gary has authored a wide variety of publications on local government topics and has presented at numerous state and national conferences on local government management topics with a particular emphasis on innovative technologies.

Gary holds a Bachelor of Business Administration in Marketing and Management from the University of Oklahoma and a Master of Business Administration in Management and Finance from Oklahoma State University.

Heather Johnston, Senior Vice President

Heather joined SGR in 2019 and serves as Senior Vice President for Executive Recruitment.

Prior to joining SGR, Heather served as City Manager for the City of Burnsville Minnesota. Prior to becoming city manager, she served as director of administrative services and chief financial officer for the City of Burnsville. In this capacity, she had responsibility for communications, city clerk, information technology, community services and finance. Johnston served as the director of management and budget for the City of Minneapolis for over seven years. Johnston has experience in government and non-profit sectors, including at Minnesota Management & Budget and the federal Office of Management and Budget.

Heather has served on a number of boards, including as the current Treasurer of the National Civic League Board and as the President of the Government Finance Officers Association (GFOA) in 2015-2016, among others. As GFOA President, Heather convened a task force that focused on recruitment and engagement of public finance employees so the finance function can be more integrated in making the work of government effective and innovative. She has conducted training on a variety of budget topics, including engaging residents in the budget process, outsourcing technology and making performance measurement meaningful.

Heather holds a Master's in Public Administration from The George Washington University in Washington, D.C., and a BA in political science and communication from Augsburg University in Minneapolis, Minnesota.

Kurt Hodgen, Senior Vice President

With over 30 years of local government experience, Kurt Hodgen joined SGR in 2017 as Senior Vice President. Most recently, from 2007 until his retirement, Kurt served as the City Manager for the City of Harrisonburg, Virginia, after having previously served as the Assistant City Manager beginning in 2001. From 1993 to 2001, Kurt was the Assistant County Administrator/Director of Public Works for Botetourt County, Virginia. Before that, Kurt served as the Town Manager for the Town of Narrows, Virginia.

Kurt has been active in his professional associations and is currently a member of the International City and County Management Association (ICMA) and the Virginia Local Government Management Association (VLGMA). Recently, he served as the Chairman for the Board of Directors for the Virginia Municipal League Insurance Program, in addition to serving on the Executive Committee for VLGMA, the Harrisonburg Rockingham Regional Sewer Authority, the Middle River Regional Jail Board of Directors, Harrisonburg Rockingham Emergency Communication Center Administrative Board, and more.

Kurt holds a Bachelor of Science in Public Administration and Political Science from James Madison University and is an ICMA Credentialed Manager. He is also a graduate of the Senior Executive Institute at the University of Virginia, the Utility Management Institute at Virginia Tech, and the Economic Development Institute at Virginia Tech.

Larry Boyd, Senior Vice President

Larry Boyd joined the SGR team in January 2017 after a 35-year career in Law Enforcement. He spent the first part of his career with the Arlington, Texas, Police Department, rising to the rank of Assistant Chief. From 2004 to 2017, Larry served as Police Chief for the 500+ member Irving, Texas, Police Department.

Under his leadership, utilizing a variety of law enforcement and community policing strategies, the Irving Police Department led the community through 11 consecutive years of crime reduction, reaching historic lows in all crime categories. As importantly, the Irving Police Department enhanced its relationship with Irving's diverse community during challenging times.

Larry received his Bachelor of Arts from LeTourneau University and his Master of Public Administration from the University of Texas at Arlington. He is also a graduate of the Senior Management Institute for Police and the F.B.I. National Academy. In addition to serving as a Senior Vice President for SGR, Larry also teaches a course on Organizational Culture to Texas Police Chiefs at the Law Enforcement Management Institute of Texas.

Larry Bell, Senior Vice President

Larry Bell joined SGR in 2018. He previously served as Fire Chief for the City of Abilene and served the Abilene Fire Department for a total of 35 years.

Larry holds a master's degree in Organizational and Human Resource Development, as well as a Conflict Resolution certificate, from Abilene Christian University and has completed the Executive Fire Officer Certification through the National Fire Academy and Certified Public Manager through Texas State University.

Larry has experience in labor/management negotiations and as a consultant on leadership development, conflict management, and team building.

Larry Gilley, Senior Vice President

Larry Gilley joined SGR in 2016. He previously served for more than 38 years in leadership roles in Texas cities. He served as City Manager for the City of Abilene from June 2002 until his retirement. Prior to joining the City of Abilene, Larry served as City Manager for the City of San Marcos, Texas, for almost 14 years. He began his career in municipal government as City Manager in Bovina in 1976 and later served as City Manager in Panhandle.

Larry has been active in his professional association and is a member of the International City/County Management Association (ICMA) and the Texas City Management Association (TCMA) and is Past President of that organization. He served on the Board of the Texas Municipal League Intergovernmental Risk Pool (TMLIRP) and served as Chair of that organization. He has served on the MPA Advisory Council at Texas State University, where he also served as an Adjunct Graduate Faculty member. He holds a Bachelor of Arts in Political Science from Texas Tech University and a Master of Public Administration from Texas State University.

ICMA awarded Larry its professional service award for In-Service Training, and the Cen-Tex Chapter of the American Society of Public Administration recognized him as "Professional Administrator of the Year." Larry is also a recipient of a Lifetime Achievement Award from TCMA and is a Life Member of that organization.

Lissa Barker, Senior Vice President

Lissa Barker became part of the SGR team in February of 2018, with a focus on executive recruitment and sourcing for challenging-to-fill positions.

Prior to joining SGR, Lissa's focus was in talent acquisition and workforce management in the corporate environment, where she led a recruiting team in the delivery of talent acquisition for a broad range of positions, from niche roles to Director and CXO level positions. She was named Perot Systems Corporation Recruiter of the Year in 2006 where she played an integral role as a liaison with both the sales and service delivery teams in support of both creation of staffing models and fulfillment of critical positions.

Lissa graduated summa cum laude from Texas A&M University with a Bachelor of Science degree in Biomedical Science.

Margie Rose, Senior Vice President

Margie C. Rose joined SGR in 2018 as a Senior Vice President for Executive Recruitment. Prior to joining SGR she spent the past 33 years in Municipal and County Government in Michigan and Texas. She spent the past 16 years with the City of Corpus Christi, Texas where she served as Assistant City Manager, Deputy City Manager and City Manager.

Prior to coming to Texas Margie also served as City Manager of Inkster, Michigan. She served in various Director and Interim Director positions throughout her Municipal Government career. She also held an Executive position with the County of Wayne, Michigan.

Margie is an ICMA Credentialed City Manager and a Certified Labor Relations Professional (CLRP). She is currently a member of the International City/County Management Association (ICMA) and Texas City Management Association (TCMA). She is a past member of Rotary International, Executive Women International and a board member for the United Way of the Coastal Bend.

Margie served as an online and classroom faculty member for the University of Phoenix. She also received numerous awards throughout her career.

Margie received her Bachelor of Business Administration Degree and Master of Public Administration Degree from Eastern Michigan University, Ypsilanti, Michigan.

Mike Tanner, Senior Vice President

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

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

Mike received his Bachelor of Arts from the University of Texas and his Master of Public Administration from Southwest Texas State University.



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

11/20/2018

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

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PRODUCER A R Schell & Son Agency Inc 1001 East 15th Street #100 Plano TX 75074		CONTACT NAME: M Stella Burrows PHONE (A/C, No, Ext): (972) 423-4546 FAX (A/C, No): (972) 423-3567 E-MAIL ADDRESS: sburrows@schellinsurance.com	
		INSURER(S) AFFORDING COVERAGE	
		INSURER A: Twin City Fire Ins Co	NAIC # 29459
		INSURER B: Burns & Wilcox	
		INSURER C:	
		INSURER D:	
		INSURER E:	
		INSURER F:	
INSURED Strategic Government Resource Po Box 1642 Keller TX 76244			

COVERAGES

CERTIFICATE NUMBER: CL18111901136

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			46SBAAB4585	12/01/2018	12/01/2019	EACH OCCURRENCE	\$ 2,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
							MED EXP (Any one person)	\$ 10,000
							PERSONAL & ADV INJURY	\$ 2,000,000
							GENERAL AGGREGATE	\$ 4,000,000
							PRODUCTS - COMP/OP AGG	\$ 4,000,000
								\$
A	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS ONLY <input checked="" type="checkbox"/> NON-OWNED AUTOS ONLY			46SBAAB4585	12/01/2018	12/01/2019	COMBINED SINGLE LIMIT (Ea accident)	\$ 2,000,000
							BODILY INJURY (Per person)	\$
							BODILY INJURY (Per accident)	\$
							PROPERTY DAMAGE (Per accident)	\$
								\$
A	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED RETENTION \$			46SBAAB4585	12/01/2018	12/01/2019	EACH OCCURRENCE	\$ 1,000,000
							AGGREGATE	\$ 1,000,000
								\$
							PER STATUTE	OTHE-R
							E.L. EACH ACCIDENT	\$
							E.L. DISEASE - EA EMPLOYEE	\$
							E.L. DISEASE - POLICY LIMIT	\$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y / N <input type="checkbox"/> N / A			MPL220146518	05/12/2018	05/12/2019	Per Claim	\$1,000,000
							Aggregate	\$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

The General Liability and Auto Liability policy includes a blanket automatic additional insured endorsement that provides additional insured status only when there is a written contract between the named insured and the certificate holder that requires such status.

CERTIFICATE HOLDER**CANCELLATION**

City of Bozeman 121 N Rouse Ave Bozeman MT 59715	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS. AUTHORIZED REPRESENTATIVE 
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CERTIFICATE OF LIABILITY INSURANCE

Acct#: 2326439

DATE (MM/DD/YYYY)

10/01/2017

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Lockton Companies, LLC 5847 San Felipe, Suite 320 Houston, TX 77057	CONTACT NAME: 888-828-8365
	PHONE (A/C, No. Ext): _____ FAX (A/C, No): _____ E-MAIL ADDRESS: _____
INSURER(S) AFFORDING COVERAGE	
INSURER A : Indemnity Insurance Co. of North America	NAIC # 43575
INSURER B : _____	
INSURER C : _____	
INSURER D : _____	
INSURER E : _____	
INSURER F : _____	

INSURED
 Insperity, Inc. L/C/F
STRATEGIC GOVERNMENT RESOURCES, INC.
 19001 Crescent Springs Drive
 Kingwood, TX 77339

COVERAGES

CERTIFICATE NUMBER:

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
	COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER: _____						EACH OCCURRENCE \$ DAMAGE TO RENTED PREMISES (Ea occurrence) \$ MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ GENERAL AGGREGATE \$ PRODUCTS - COMP/OP AGG \$ _____ \$
	AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ _____ \$
	UMBRELLA LIAB <input type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED _____ RETENTION \$ _____						EACH OCCURRENCE \$ AGGREGATE \$ _____ \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/>	N/A	C64659741	10/01/2017	10/01/2018	<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)
 STRATEGIC GOVERNMENT RESOURCES, INC. (3799400) IS INCLUDED AS A NAMED INSURED THROUGH ENDORSEMENT

CERTIFICATE HOLDER

CANCELLATION

STRATEGIC GOVERNMENT RESOURCES, INC.
 1854 KELLER PKWY STE A
 KELLER, TX 76248-3754

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

FEEDBACK REGARDING SGR'S PERFORMANCE

Following are a few quotes from clients and candidates. This 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.

"You did an incredible job of working with the Council and getting a unanimous vote in a very short amount of time."

"[The Recruiter] was always available, very professional, and an absolute joy to work with."

"...I will say that the professionalism from your organization in both process and communication was at the highest level I have experienced in my career search."

"...Please also thank your kind, efficient, and thorough staff for their professionalism. They are excellent ambassadors for your organization."

"Well I can finally take a breath and a minute to say THANK YOU for all of your help with our search. [The HR Director] and I enjoyed working with you very much. Your calm demeanor was such a help too when we were dealing with some of the nonsense with which we were faced! All is good on that front now. You were a tremendous help and I can honestly say I wouldn't have felt as confident through the process without your insight and guidance."

"I have had the opportunity to apply and interview with various executive search firms in the past but I can say with absolute honesty that the applicant review and interview process that SGR conducted was the most in-depth and thorough applicant process of which I have had the pleasure to participate."

"I wanted to thank you again for the opportunity to speak with you about the [position]. I have always said that the difference between a good recruiter and a great recruiter is the distance they go to find the absolutely best qualified candidates for any given position. The fact that you relentlessly hunted me down on the other side of the world speaks volumes about you as a professional."

"I was impressed with the professionalism and thoroughness of your company. I am very pleased with where we ended up. I was a little nervous entering the process. But it turned into a very positive experience for the Council and the City."

“Thanks so much for SGR's help. We had dozens of well qualified applicants, and most would probably not have been received without the support and expertise of SGR. The contacts and network that SGR brought to the process were invaluable. [Recruiter] was a joy to work with. He was extremely professional and knowledgeable. He guided us through the process and kept us on the preset timeline.”

“...I do appreciate your and your company's professionalism, but more importantly the thoughtfulness and personal attention you provide candidates, which I'm sure is equally provided to your client. That attention is often lacking in other municipal search firms and is a great attribute of SGR.”

“Thanks for the update. I have to admit, I've never received a status update note from a recruiter providing such an informative message about what is happening with the position. I really appreciate it and as a human resources professional, I'll tuck this thought away for future reference as a best practice.”

“Thank you so much for sharing the article. I haven't seen another executive recruitment firm be so proactive and engaged with job candidates. Very impressive.”

“Ron, I thought I would reinforce to you, how much I appreciate the way your staff, like [recruiter] and others, stay in touch with applicants throughout the process. You are unique in the current trends of electronic application systems but some are operated by people not functioning like "Servant leaders"! Your staff gets the concept and walks the walk! Thanks for your "Servant leadership" and its impact on the HR leadership.”

“[T]hank [recruiter] and Ron Holifield for your professionalism and timely attention to my inquiries and concerns...I sincerely appreciate the firm's commitment to its clients and the applicant pool.”

“Thanks to your company for all of the opportunities that they allowed me during my brief stint amongst the unemployed. You have amazing people working for you.”

“I truly value your level of communication in this process. I'd not realized my commitment to communication until being in a position where there is an extreme lack of communication and I have no way to foster. So thank you for being one of the few examples of how it can be done.”

“A special thank you to [recruiter]. He was very helpful during this process. I will definitely be recommending SGR to my professional colleagues.”

“Thank you very much for your continuous update on the status of my application for the [position] and I really appreciate the commitment by your team and yourself to make this a wonderful experience. I admire your level of professionalism and hope that I get a chance to work among such a wonderful team in future.”

"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."

"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."

"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."

"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."

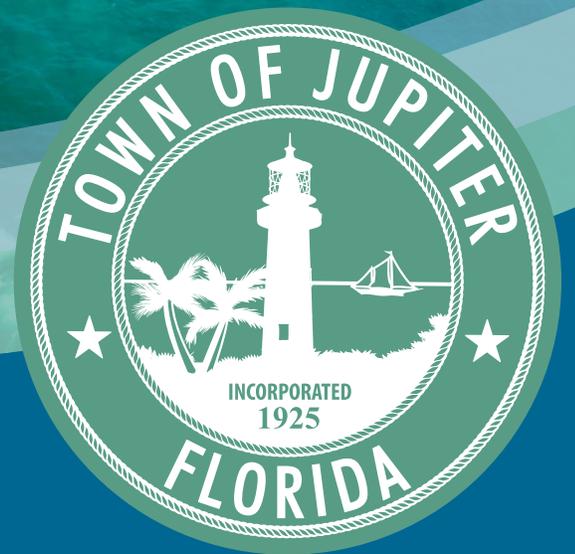
"I must say, this has been one of the most professional and well organized recruiting processes I have seen in a very long time. You and your team have kept the candidates abreast of the process completely along the way. Thank you kindly for going the extra mile to make this a very pleasant experience.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

"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."

"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."

"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."

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



TOWN MANAGER

JUPITER, FLORIDA

EXECUTIVE SEARCH PROVIDED BY STRATEGIC GOVERNMENT RESOURCES

THE COMMUNITY



Picturesque Jupiter, Florida, is located in the northeast corner of Palm Beach County, between Miami and Orlando. The Town covers approximately 21 square miles and is easily accessible by major thoroughfares, including Interstate 95, State Road A1A, and US Highway 1. Pristine beaches, unmatched recreational offerings, stunning scenic vistas, a high quality of life, and access to world-class amenities are just a few of the reasons roughly 60,000 people are proud to call Jupiter home.

The Town of Jupiter has come a long way from its early days as a pioneer village for fishermen and animal trappers during the turn of the 20th century. The Town was incorporated on February 9, 1925 and became a bedroom community in the post-World War II era. Now one of the most desirable places to live in the state, the Town of Jupiter has experienced tremendous change and growth.

A coastal community that celebrates its history and heritage, Jupiter maintains a small-town feel

and sense of community that is unique in South Florida. By keeping a watchful eye on development and managing growth, Jupiter has successfully avoided many of the challenges facing South Florida communities today. Residential and economic growth—such as that fueled by the life sciences industry—provides new opportunities that are a good match for Jupiter’s character and sense of place. The Town is part of the Florida Life Science Corridor with both Scripps Florida Institute and the Max Planck Florida Institute located in Jupiter. Other major area employers include Jupiter Medical Center, G4S Wackenhut, and Florida Atlantic University.

Jupiter offers a variety of cultural and historical attractions, world-class bird watching, wildlife education, and 3.4 miles of tranquil beaches with crystal clear water, including one of the few “dog-friendly” beaches in South Florida. The Town is an ecotourism destination, with diverse saltwater and freshwater ecosystems, premier off-shore reefs, and scenic nature trails all within a few miles of each other.

THE COMMUNITY CONTINUED

The historic Jupiter Inlet Lighthouse is one of Jupiter’s most striking features. The red-brick lighthouse stands 105 feet into the sky, atop a 46-foot hill overlooking Jupiter Inlet and provides stunning views of the coastline. Back on the ground, Riverbend Park offers a unique outdoor experience, and the native habitats of the 40-mile Jupiter Waterway Trail offer endless opportunities for exploration. After a day spent exploring the outdoors, enjoy sidewalk dining, weekly events, and live concerts at Abacoa Town Center and Harbourside Place or catch Broadway shows on their national tour and works from new playwrights at the Maltz Jupiter Theater. Jupiter is also home to Roger Dean Stadium, one of the only stadiums to host two major league baseball teams annually for spring training—the Miami Marlins and St. Louis Cardinals—and the only stadium in the country to be home for four minor league baseball teams.

Jupiter is served by the School District of Palm Beach County, the eleventh largest district in the nation and the fifth largest in the state of Florida. The District is made up of 187 schools and serves more than 188,000 students who speak 152 languages and dialects. Considered the top-performing urban school district in the state, the School District of Palm Beach County has been praised for its quality academic programs, with several schools recognized as the “Best High Schools in America” by Newsweek. The District offers a variety of special athletic and cultural programs, with medical and environmental programs available at the high school level. There are also several private schools in the area, including Turtle River Montessori, Jupiter Christian School, and All Saints Catholic School. For those seeking higher education, Florida Atlantic University has a campus in Jupiter, and Palm Beach State College has a campus in nearby Palm Beach Gardens.

Jupiter has a median household income of \$70,240 and an average home value of \$450,000.

UNIQUELY JUPITER



GOVERNANCE AND ORGANIZATION

The Town of Jupiter operates under the council-manager form of government, which combines the strong leadership of elected officials with the strong managerial experience of an appointed municipal government manager. The Mayor and Council members are elected to represent the citizens of the community and to develop policy that is responsive to community needs and wants. The Council is composed of five members, including the Mayor, two members representing the First District, and two members representing the Second District, who serve three-year terms. The Town Council is the community's legislative body and approves the budget, determines the tax rate, and approves local ordinances. The Council also develops the Town's strategic vision and goals, focusing much of their attention on issues such as growth, land use, and capital improvements.

The Council appoints a professional manager to serve as the Town's chief administrative officer. The Town Manager prepares a recommended budget, recruits, hires, and manages the municipal government staff, and advises the Council. The Assistant Town Manager reports directly to the Town Manager and acts in the capacity of Chief Operating Officer, helping the Town Manager to manage many of the organization's departments and day-to-day operations.

The Town provides a full array of municipal services including Police, Code Compliance, Community Relations, Finance, Human Resources, Information Systems, Clerk, Engineering, Parks and Public Works, Utilities (Water and Stormwater), Building, Business Development, Planning and Zoning, Recreation, Neighborhood Services, and the Community Redevelopment Agency. Services are provided by approximately 376 full-time employees, with Police Department sergeants and patrol officers represented through a collective bargaining agreement with the Palm Beach County Police Benevolent Association.

Jupiter's FY 2017 adopted annual operating budget is \$89.9 million, including a general fund of \$46.5 million. The Town levies an operating millage of 2.0938, capital (CIP) millage of 0.3695, and debt millage of 0.2330, for a total millage rate of 2.6963 for FY 2017. The total town taxable base is approximately \$10 billion. Jupiter enjoys strong bond ratings of AAA/AAA by Standard & Poors and AA1/AAA by Moody's.

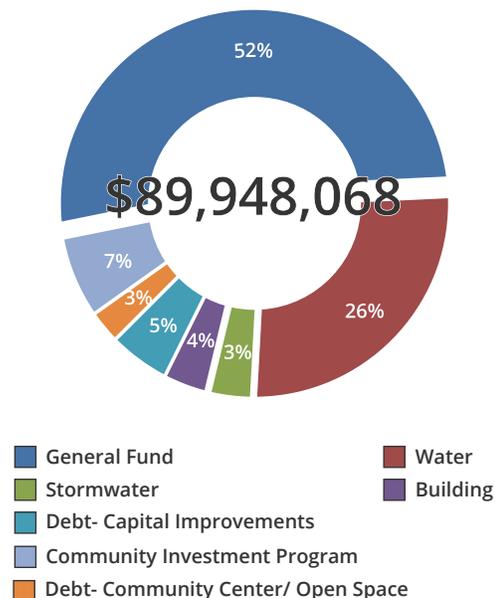
VISION:

Jupiter is a distinctive coastal community committed to preserving its unique character and history and vibrant small town feel.

MISSION:

We provide exceptional municipal services that add value to residents' lives and businesses while assuring a long-term, sustainable community.

FY 2017 Total Budget Including Capital Improvements (Adopted)



STRATEGIC PLAN

In implementing its Strategic Plan, the Town strives to achieve the following Strategic Results:

FISCAL RESPONSIBILITY

Prepare and manage budget; maintain fiduciary responsibility.

STRONG LOCAL ECONOMY

Support local businesses; create a business-friendly environment.

UNIQUE, SMALL TOWN FEEL

Maintain and enhance our vibrant small town feel by leveraging the unique combination of community, cultural, and recreational assets that make Jupiter a special place to live and work.

MOBILITY

Improved mobility for all modes of transit.

SAFETY

Keep citizens and businesses safe.

ORGANIZATIONAL EXCELLENCE

Organizational governance; internal support and services.

GREEN, BLUE, AND OPEN SPACES

Continue beautification and natural areas; green spaces, parks, beaches, and landscaping.

TOWN COMMUNICATION

Support and enhance open 2-way communication between the Town and its residents and businesses.

MANAGE GROWTH

Plan for and manage growth, development, and redevelopment to maintain Jupiter's small town feel and its integrity as a distinctive, vibrant coastal community.



FISCAL RESPONSIBILITY



ORGANIZATIONAL EXCELLENCE



STRONG LOCAL ECONOMY



TOWN COMMUNICATION



MOBILITY



MANAGE GROWTH



SAFETY



SMALL TOWN FEEL



GREEN SPACES

COMMUNITY CHALLENGES AND OPPORTUNITIES



The new Town Manager will be tasked with addressing several challenges the Town is currently facing and implementing short and long-term strategic initiatives to improve livability and ensure sustainable growth and development:

- Balance the need for sustainable, measured growth while maintaining the “small town” feel of Jupiter.
- Address growing traffic concerns, with a focus on multi-modal transportation.
- Support the growing historic preservation and conservation movement in the community.
- Focus on redevelopment, with strategic use of incentives to encourage targeted development. Special attention will be required in the redevelopment of the historic Inlet area.
- Assist in the creation of a unified vision for Jupiter with the Mayor and Council, staff, and community.
- Maintain the high quality of life by focusing resources on development that fits into community goals.
- Work closely with the Jupiter Police Department to maintain community safety standards and develop services that utilize cutting edge, modern policing techniques and technology.
- Ensure taxpayer value and financial sustainability.
- Engage the municipal workforce and the community.
- Grow ecotourism opportunities.
- Develop a sound succession plan and promotional opportunities by enhancing interdepartmental communication and collaboration and providing employee appreciation and recognition programs. Development of implementation strategy of recent employee municipal employee pay study in light of South Florida’s continuing economic recovery from recession.
- Review current permitting practices with an eye towards developing a more “business friendly” permitting environment.
- Develop a phased master plan and financing strategy for the municipal complex to ensure facilities support the levels of service needed to maintain Jupiter’s high quality of life.



IDEAL CANDIDATE

The Town seeks an energetic, transformative, and visionary leader to serve as its next Town Manager. The ideal candidate will be a “people” person who is accessible to both the community and staff. The new Town Manager should have a collaborative management style and should empower and mentor staff. A willingness to take calculated risks and pursue “out of the box” strategies to advance both the organization and community is strongly desired, as well as demonstrated project management skills.



The selected candidate will be a dynamic, entrepreneurial, and forward-thinking individual who is action-oriented and possesses the ability to work constructively with the Town Council. The desired candidate should excel in helping a diverse governing body achieve consensus on community-wide initiatives and projects. The new Town Manager will help the Town Council, organization, and community at large implement a cohesive strategic plan, leveraging assistance and support from a variety of engaged stakeholders and organizations.



The selected individual will be expected to be highly visible in the community, must be passionate about public service, and be highly invested in the Town of Jupiter. Honesty and integrity are required traits, as well as a high level of transparency in Town affairs with the community. An excellent communicator, the Town Manager must have the ability to effectively and patiently work with a diverse set of stakeholders that are engaged in community affairs. The desired candidate will be skilled in developing excellent intergovernmental relationships with regional partners. A leader with an anticipatory, proactive management style and the ability to address sensitive issues with tact and diplomacy is desired.

The selected individual should be fiscally conservative, with a sound business acumen. The ability to develop and implement a municipal facility master plan, financing strategy, and phased project approach is desirable. Experience in street and utility capital improvements and financing strategies is a plus. The Town seeks a candidate who has experience with dedicated Open Space programs and with creative workforce housing programs. The successful candidate will also have demonstrated experience in the management and oversight of a public safety organization.

EDUCATION AND EXPERIENCE

The selected candidate must hold a master's degree in public administration or a closely related field and must have a minimum of ten years of progressively responsible experience in the management of municipal operations, including a demonstrated record of effective staff management, strong management of budgetary and financial matters, strong community relations, and experience in working with a governing body or board. Any equivalent combination of experience and training which provides the knowledge, skills, and abilities necessary to perform the work will be considered. The selected candidate must reside within the Jupiter town limits or have the ability to establish residence within reasonable period of time subject to negotiations following appointment.



COMPENSATION AND BENEFITS

The Town of Jupiter offers a competitive salary commensurate with qualifications and experience. The Town participates in the Florida Retirement System, with an employee contribution rate of 3% and an employer contribution rate of 21.77%, with several deferred compensation options available. The Town offers a competitive benefits package, a vehicle allowance, and a generous leave package.



APPLICATION PROCESS

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

Pursuant to the Florida Public Records Act, all applications are subject to public disclosure upon receipt.

For more information on this position contact:

Doug Thomas, Senior Vice President
Strategic Government Resources
DouglasThomas@GovernmentResource.com
863-860-9314

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

The Town of Jupiter is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check.



RESOURCES

Town of Jupiter
www.jupiter.fl.us

Visit Florida
www.visitflorida.com/en-us/cities/jupiter.html

Palm Beach North Chamber
www.PBNChamber.com

Palm Beach Co. Business Development Board
www.bdb.org

Economic Council of Palm Beach County, Inc.
www.economiccouncilpbc.org

Follow Us





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

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
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JANET TESTCASE	1962-10-05	19 FOREST HILL BEDROCK, TX County: HIDALGO		First: 1995-02-13 Last: 2015-04-02
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JANET L TESTCASE		7863 SLEEPING LILY DR LAS VEGAS, MO 89178 County: JACKSON	(702)812-1460	First: 1991-12-31 Last: 1996-05-23
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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											
APPLICANT	ADDRESS			REPORTED							
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			TYPE TERMS	PRESENT STATUS	E C O A
						30	60	90+			
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:	OFFICE OF THE COMPTROLLER OF THE CURRENCY
a. NATIONAL BANKS, FEDERAL SAVINGS ASSOCIATIONS, AND FEDERAL BRANCHES AND FEDERAL AGENCIES OF FOREIGN BANKS	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	SEARCH DATE	SEARCH SCOPE
NAME SEARCHED	TESTCASE, JANET	04-02-2015 1:50 PM MDT	
DOB SEARCHED	10-05-1962		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 Medichcek - 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			
SOCIAL SECURITY	SUBJECT-PROVIDED INFORMATION	INSTITUTION-PROVIDED INFORMATION	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
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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 *****
