



1000 Englewood Pkwy – Community Room  
Englewood, CO 80110

## AGENDA

City Council Study Session  
Wednesday, Feb. 10, 2016 ♦ 6:30 p.m.

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- I. Interviews with Executive Search Firms for City Attorney Recruitment**
  - a. Novak Consulting Group 6:30 – 7:30 p.m.**
  - b. SGR 7:30 – 8:30 p.m.**
  - c. Mercer 8:30-9:30 p.m.**



5) What do you see as your responsibility as part of this project?

6) Who specifically in your firm would be working directly with Council? Have they worked with other councils before?

7) What other projects are you currently working on that could take precedence and time away from our project? Is your firm under any time constraints for this year?

8) Additional Questions from submitted proposal.

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## Interview Evaluation and Scoring Form

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### Instructions for the Interviewers:

The questions and categories for scoring may be modified to meet the specific needs of the applicant and project. The categories included on this form are typical examples of the criteria used to evaluate firms.

Highest number represents the most value for each column.

- **Weight column:** 1-10 depending on value to the project. Use the weight column to indicate the level of importance (in your judgment), in each area, to the particular project.
- **Rating column:** 1-5 points. In this column you rate the firm based on each qualification.

At the completion of the interview, multiply the rating by the weight for each category and enter the total. Add all totals to establish the grand total. The chairperson will combine all of the totals for those participating in the interview session on the Group Interview Evaluation Form.

**Name of Interviewer:**

**Name of Firm:**

General Notes:



## THE INTERVIEW: QUESTIONS AND SCORE SHEETS

Categories	Weight	X	Rating	=	Total
<b>1. Understanding of Project Requirements</b> (Owner may evaluate firm's analysis, preparation and level of interest).		X		=	
<b>2. Design Approach / Methodology</b> (Owner may evaluate firm or individual's creativity and problem solving abilities).		X		=	
<b>3. Key Personnel and Roles</b> (Owner may evaluate personal qualifications and professional skills of key individuals).		X		=	
<b>4. Pertinent Experience, Firm</b> (Owner may evaluate related projects presented as previous work of the firm).		X		=	
<b>5. Pertinent Experience, Individual</b> (Owner may evaluate related projects presented as previous work of key personnel).		X		=	
<b>6. Consultant / In-House Resources</b> (Owner may evaluate firm's abilities and importance of consultant or in-house support services).		X		=	
<b>7. Technical Project Management</b> (Owner may evaluate firm's abilities related to technical functions such as project cost controls, construction observation, time schedule, etc.).		X		=	
<b>8. Responsiveness to Owner's Concern</b> (Owner may evaluate firm's abilities to form successful working relationships and communications with the owner).		X		=	
<b>9. Compensation</b> (Owner may evaluate firm's method of determining compensation. Compensation proposals are NOT required at this time).		X		=	
<b>10. Sub-Consultant Selection</b> (Owner may evaluate firm's method of hiring sub-contractors).		X		=	
<b>11. Other Relevant Issues</b> (Owner may evaluate importance of other relevant issues by firm).		X		=	
		<b>GRAND TOTAL</b>			



**GROUP INTERVIEW EVALUATION FORM**

**NOTE:** Enter the grand total for each firm as recorded by each interviewer on the score sheet. After all entries are made and totaled, divide the combined group total for each firm by the number of interviewers to determine grand totals for each firm. This is to equalize scoring in the event all firms are not interviewed by all interviewers.

**Combined Group Totals**

<b>FIRM NAME</b>	Strategic Governance Resource	The Mercer Group, Inc.	The Novak Consulting Group
Mayor Jefferson			
Mayor Pro-Tem Gillit			
Council Member Olson			
Council Member Yates			
Council Member Barrentine			
Council Member Russel			
Council Member Martinez			
<b>GRAND TOTAL</b>			

# City of Englewood

## Executive Search Services City Attorney

RFP-15-018

January 7, 2016





January 7, 2016

Alicia Stutz  
Procurement Administrator  
City of Englewood  
1000 Englewood Parkway  
Englewood, CO 80110-2373

Dear Ms. Stutz,

The mission of The Novak Consulting Group is to strengthen organizations, for those they serve and those who work in them. We are dedicated to providing management consulting services to local government and nonprofit organizations across the country. The firm was originally established as Public Management Partners in 2001, a firm specializing in local government consulting and executive search services in the Midwest. Since then, we have been providing our clients across the country with the very best thinking and execution in executive search and management consulting.

We are pleased to submit this proposal for executive recruitment services for City Attorney to the City of Englewood. Our project team for the City comprises skilled professionals, seasoned in local government management with search experience across the country. Our team has had significant success working with similar organizations to identify and retain ideal candidates who meet each organization's unique set of needs and expectations. We are confident our approach will result in a successful leader for the organization.

Our firm has the necessary staff, expertise, resources, and abilities to conduct this recruitment and provide exceptional service to the City. We are a national, women-owned firm, with employees who have served as leaders in some of the best local governments across the country. Our clients receive personal service from our consultants. Our mission is to strengthen communities, and we do this by helping them find the best leaders to help move their organizations forward.

Please contact me at \_\_\_\_\_ should you have any questions.

Sincerely,

 Julia D. Novak  
President

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## About The Novak Consulting Group

For nearly a decade, a highly respected management consulting firm named Public Management Partners helped a variety of organizations function more effectively. Through the years, the firm's founding partners built a sizeable client base of local governments and nonprofit organizations.

In 2009, Julia D. Novak acquired Public Management Partners and founded The Novak Consulting Group, staffed by consultants with decades of collective experience. With The Novak Consulting Group, Julia built on Public Management Partners' reputation for innovation and results, while expanding the company's services. Her company meets a wider range of needs, consulting with governments in the areas of executive search, financial planning, organizational assessments, strategic planning, executive coaching, and more.

- **Niche expertise.** Our expertise lies in strengthening two kinds of organizations: local governments and nonprofits. We're consulting specialists rather than generalists, focusing our strengths to do a highly effective job for a very specific group of clients.
- **Flexibility to serve you better.** We employ a small core staff of four senior-level consultants and draw from our pool of subject matter experts when their expertise can help us serve you better. The result? A highly nimble, more efficient approach to giving you the services you need, when you need them.
- **Decades of collective experience.** Our associates and subject matter experts have decades of experience in strengthening local municipalities and nonprofit organizations. They've served in a wide range of positions, from City Manager to Public Works Director to Director of Management Information Systems to Police Chief.
- **Personal service from senior-level consultants.** You appreciate it when deadlines are met, phone calls are returned, and your challenges are given in-depth, out-of-the-box thinking. While a large firm may assign your business to junior-level people, we're small enough to offer very personal service from senior-level consultants.

The Novak Consulting Group is staffed with local government professionals, including full-time associates and subject matter specialists. The firm is headquartered in Cincinnati, Ohio, with staff also in Washington, D.C., North Carolina, Missouri, New York, and Wisconsin. We are a women-owned firm led by President Julia Novak.

## Project Methodology and Approach

When organizations need to fill key positions, they turn to The Novak Consulting Group and benefit from this guiding principle: meaningful hiring involves finding the right employee and preparing them for ongoing success. The Novak Consulting Group's approach to our executive search services comprises three key phases.

### **1. Inquiring, Understanding, and Defining**

Each of our clients has a unique culture and set of objectives. Because selecting the right individual is critical to success, we begin our relationship by conducting a needs assessment to identify the specific benchmarks the search must accomplish. We will identify qualifications and requirements, as well as map out the new hire's six- to twelve-month goals, so both our client and the employee remain on the same track for success. We will build an accurate position profile, thus ensuring we attract the right people for the position.

### **2. Candidate Search and Evaluation**

To reach the right candidates, The Novak Consulting Group customizes each search process to fit the client's needs. Often, the professionals who best fit an open position are already employed and not searching for a traditional job posting. So, we leverage our extensive, diverse professional network to attract the best talent nationwide. We have been successful in identifying a candidate pool that is racially, ethnically, and gender diverse. We advertise in national publications that target minorities and women, including the National Forum of Black Public Administrators (NFBPA) and the International Hispanic Network (IHN). We also work to identify qualified veterans and qualified candidates with disabilities. Once the right candidates are found, we help manage the hiring process from interviews to background checks. Our in-depth service empowers clients to achieve their goals at every step.

### **3. Supporting Success**

We support the top candidate's long-term success by creating a goals-driven work plan actionable from day one. Many firms focus solely on finding qualified applicants, leaving the client on their own once the position is filled. Our team, however, uses the objectives gathered during the inquiry stage to prepare new hires for their first year. We follow up to ensure continued progress, productivity, and satisfaction for the employee and our client.

We take a tailored, goals-based approach to each recruitment. By looking beyond the hiring process, our holistic view ensures that each candidate will fit the role, as well as the organization. In the end, we are not just looking for a successful professional; we are finding the right employee to be successful in their new position long after they are hired.

Our executive recruitment and management consulting experiences have afforded us the opportunity to work with public and nonprofit organizations across the country and provided us with a wide national network. Through our connections, we are able to identify a broad diversity of qualified candidates in terms of race and ethnicity, gender, jurisdiction size, complexity of organization, and region of the country.

## Recruitment Approach

### Task 1 – Develop Candidate Profile

The Novak Consulting Group will begin this engagement by developing a clear picture of the ideal candidate for City Attorney. We will begin by speaking with the Mayor and each member of the City Council. It is important to recognize the individual expectations of each member of the Council, in addition to learning the shared goals for a new City Attorney. We will also talk with key staff to identify not just qualifications but also organizational values. We will discuss not just the technical skills needed for the position, but what makes for the right organizational fit, in terms of traits and experiences.

Based on the information learned from our meetings, we will develop a recruitment plan that includes Colorado, the region, and the nation. We will prepare a position profile that is unique to Englewood. The profile will identify the organization's needs, the strategic challenges of the position, and the personal and professional characteristics of the ideal candidate. This document drives the recruitment. It focuses our efforts on the most capable candidates, and it helps us to persuade candidates to pursue the position.

We will also develop first-year organizational goals for the successful candidate. These goals will ensure that: the applicants know what will be expected of them should they be hired; the City has thought about what they want the person to accomplish in the first year; and the successful candidate can hit the ground running with a work plan as soon as he/she starts. Once drafted, we will review the recruitment plan, position profile, and first-year goals with the City Council. Modifications will be made as necessary before recruitment begins.

### Task 2 - Conduct Active Recruitment and Screening

As part of the recruitment plan, we will identify individuals and jurisdictions to target directly through phone and email contacts. We have found that a combination of phone and email contacts is an effective way to reach top applicants, especially those who are not currently in the job market but may be willing to consider a move to an excellent organization like the City of Englewood. The Novak Consulting Group will prepare and place advertisements. These will be placed in state and national publications and online sites to attract candidates from throughout the United States. While this will be a national search, we will target our efforts to those key areas identified in the recruitment plan.

As soon as the profile and advertisements have been completed, we will begin the process of actively and aggressively marketing the position and identifying qualified candidates for assessment. The process will identify networks and organizations, such as the International City/County Management Association, the National League of Cities, the Colorado Municipal League, the Colorado Bar Association and organizations as identified in the recruitment plan. We will also ask the City for names of individuals who might make outstanding candidates for the position.

As applications are received, we will acknowledge each application and keep prospective applicants aware of the status of the process.

### Task 3 – Support City Attorney Interviews and Selection

The Novak Consulting Group will screen each applicant against the position profile and first-year goals. We will conduct interviews via phone or Skype™ with those that most closely meet the profile to learn more about their interest, qualifications, and experience for this position. A written summary of these candidates, including preliminary references, will be prepared and shared with the City Council. We will then meet with the Council to review the entire list as well as the top six to 10 candidates that have the requisite skills and qualities needed for success in the position. Based on our conversation, we will finalize a list of approximately three to five candidates to invite for in-person interviews.

Each person you wish to interview will then be contacted again by The Novak Consulting Group. We will facilitate a customized interview process specific to the City Attorney position, including a second round of final interviews, if desired. An interview book that contains information about each of the candidates invited to interview will be provided those involved in the interview process.

We will work with the City to arrange travel logistics for each candidate and plan the interview process. Expenses for the candidates will be borne by the City.

The selection of the top candidate is for the City Council, and The Novak Consulting Group can help the City make a well-informed choice by framing what we have learned about the candidates in the context of the position and its requirements. We will speak with candidates' references to confirm the strength of their credentials. We will also review published information found in search engines, online publications, and social media. Reference and background checks will be performed on the top candidates including but not limited to education, criminal, financial, media, and civil litigation checks.

The Novak Consulting Group also can assist in negotiating the employment offer. We will provide information about best practices in compensation, and we will have obtained information on the candidate's salary history. At the close of the search, all applicants will be notified of the results. Those who helped you in the process will be thanked for their contribution to a successful effort.

Additionally, The Novak Consulting Group will contact the successful candidate at various intervals during his/her first year on the job to discuss their progress toward implementation of the goals that were established for this position at the beginning of the process.

## Recruitment Schedule

A preliminary recruitment schedule is included as Attachment A. We anticipate reviewing this schedule with the City during the initial project meeting.

## Proposed Personnel

Catherine Tuck Parrish, our Executive Search Practice Leader, has more than 20 years of experience serving local governments, in direct service or as a consultant. Most recently, she oversaw all human resources functions in the City of Rockville, Maryland, and was involved in the recruitment and hiring of many of Rockville's 500+ employees. She is also familiar with large organizations, having worked in the County Executive's Office in Fairfax County, Virginia on a variety of projects, including county-wide human resources projects. Catherine has lead our search practice for five year and has conducted searches for city manager/administrator, police chief, public works, finance, human resources, and many other key positions in local governments across the country.

Associate Patty Gentrup will also be actively involved in this engagement. Patty served in Liberty, Missouri as city administrator and assistant city administrator. In her capacity as a local government manager, Patty managed successful search processes for a variety of executive positions, including finance director, human resources director, police chief, and fire chief. She has worked with elected officials in many jurisdictions as a consultant, including council and staff goal-setting, training, and numerous facilitations. Patty also brings a national network of contacts.

Complete resumes are included.

## Catherine Tuck Parrish, Executive Search Practice Leader

Catherine has over 20 years of management experience working with local governments, nonprofit organizations, and associations. She currently leads The Novak Consulting Group's executive search practice.

Her work as a consultant includes executive recruitment, project management, and contributions to numerous projects, including process improvement studies, strategic planning, departmental assessments, development review, and policy development. She has conducted successful executive searches for the positions of Chief Executive, Assistant Manager, Department Director, and other key staff. She has analyzed Human Resources, Inspections, Planning and Development, Communications, Public Works, Recreation, and Park functions for multiple organizations. She has also facilitated numerous governing body workshops and strategic planning sessions.

### *Education*

*Master of Public Administration, University of Kansas*

*Bachelor of Arts, University of Kansas*

### *Industry Tenure*

*23 years*

*Consulting, 4 years*

*Local Government, 19 years*

Catherine's most recent local government experience was as Deputy City Manager in Rockville, Maryland, where she oversaw Parks and Recreation, Human Resources, Information Technology, Finance, Communications, Customer Service, and Intergovernmental Functions. She also served as Assistant City Manager and Acting City Manager of Rockville for 11 months. Prior to joining the City of Rockville, Catherine served as Assistant to the County Executive of Fairfax County, Virginia, working on change management issues including a new pay system, employee surveys and implementation plans, and internal communication improvements. Catherine also served as Ethics Advisor at the International City/County Management Association (ICMA), counseling elected officials and citizen groups regarding employment agreements, form of government issues, and recruitment. Additionally, she served in the City Manager's Offices in Denton and University Park, Texas. Her experiences in these cities included securing initial state and federal transit grants, initiating a citizen newsletter, and acting as City liaison with neighborhood, civic, and university groups.

She chaired the ICMA's Acting Manager Task Force, which produced a handbook for interim managers. She served as Secretary, Vice President, and President of the Metropolitan Association of Local Government Assistants (MALGA) in the Illinois, DC metro area. She also led the Maryland City/County Management Association (MCCMA) as Vice President and President. Catherine has spoken at national and state conferences and recently spoke at the National League of Cities' Leadership Training Institute on recruiting and evaluating the CEO and served on an executive recruitment panel at the ICMA Conference. She also spoke with the ICMA Task Force on Women in the Profession about recruitment.

She has a bachelor's degree in personnel administration and communication studies from the University of Kansas and a master's degree in public administration from the University of Kansas. She is an active member of ICMA and MCCMA, serving on state and national committees.

## **Patty Gentrup, Associate**

Patty has 25 years of experience working for and advising local, regional, and state governments. Her work as a consultant includes extensive experience facilitating strategic planning workshops and processes for governing bodies, organizations, and communities.

Patty is an expert in community engagement. She knows how to involve stakeholders in assessing issues and developing solutions, using traditional as well as innovative tools and techniques and ensuring all voices are heard in community decision making. Patty also has conducted departmental analyses, process improvements, and performance measurement with a broad range of local governments.

Prior to consulting, Patty was City Administrator of Liberty, Missouri, a community of 30,000 in the Kansas City metropolitan area. With a staff of nearly 200 and a budget of more than \$50 million, Patty worked with the governing body to secure new revenue sources; implement an award winning comprehensive land use plan to foster new development and redevelop key areas of the community; guide capital improvements to support a growing community while reinvesting in aging infrastructure; and to create a high performing organization.

Patty just finished a term serving on the board of the Kansas University City Managers and Trainees (KUCIMAT) organization. She has previously served the KUCIMATs as their president and has been on the Missouri Association of City/County Managers' board.

Patty has a bachelor's degree in journalism and a master's degree in public administration, both from the University of Kansas.

### **Education**

*Master of Public Administration, University of Kansas*

*Bachelor of Art, University of Kansas*

### **Industry Tenure**

*25 years*

*Consulting, 8 years*

*Local Government, 17 years*

## Experience and References

The Novak Consulting Group is currently conducting the following executive searches.

- Loveland, Colorado – Economic Development Director
- Loveland, Colorado – Budget Manager
- Louisville, Colorado – Planning and Building Safety Director
- Knoxville, Iowa – City Manager
- Mount Rainier, Maryland – City Manager
- Loudoun County, Virginia – Mental Health and Substance Abuse Director
- Worthington, Ohio – Assistant Fire Chief

Included with this proposal are the recruitment brochure and first-year goals for the Loudoun County, Virginia County Attorney. A complete listing of our clients is also included. The following table lists some similar recruitments conducted by The Novak Consulting Group and references for each of them. We encourage the City to contact any of our past clients to learn about our commitment to timely and responsive service.

Jurisdiction	Contact Information
Loudoun County, Virginia <ul style="list-style-type: none"> <li>• County Attorney</li> <li>• Assistant County Administrator</li> <li>• Director of Animal Services</li> <li>• Director of Economic Development</li> <li>• Director of Parks, Recreation and Community Services</li> <li>• Director of Planning and Zoning</li> </ul>	Scott K. York, Chairman At large (703) 777- 0204 <a href="mailto:Scott.York@loudoun.gov">Scott.York@loudoun.gov</a>  Tim Hemstreet, Assistant County Administrator (703) 777-0200 <a href="mailto:Tim.hemstreet@loudoun.gov">Tim.hemstreet@loudoun.gov</a>
Hudson, Ohio <ul style="list-style-type: none"> <li>• City Manager</li> </ul>	Hal deSaussure, Council President (330) 697-5190 <a href="mailto:hdesaussure@hudson.oh.us">hdesaussure@hudson.oh.us</a>
Milford, Delaware <ul style="list-style-type: none"> <li>• City Manager</li> </ul>	Brian Shupe, Mayor 302-424-3712, ext. 309 <a href="mailto:mayor@milford-de.gov">mayor@milford-de.gov</a>
Shoreline, Washington <ul style="list-style-type: none"> <li>• City Manager</li> </ul>	Keith McGlashan, Mayor (206) 801-2203 <a href="mailto:kmcglashan@shorelinewa.gov">kmcglashan@shorelinewa.gov</a>
Washington Township, Ohio <ul style="list-style-type: none"> <li>• Township Administrator</li> </ul>	Denise Franzking, Township Trustee (614) 561-9939 <a href="mailto:dking@wtwp.com">dking@wtwp.com</a>

## Fee

The total, not-to-exceed fee to complete the City Attorney recruitment as outlined in this proposal is \$22,800, inclusive of professional fees and expenses.

We estimate the following additional costs to the City, which would be direct billed at cost with no markup.

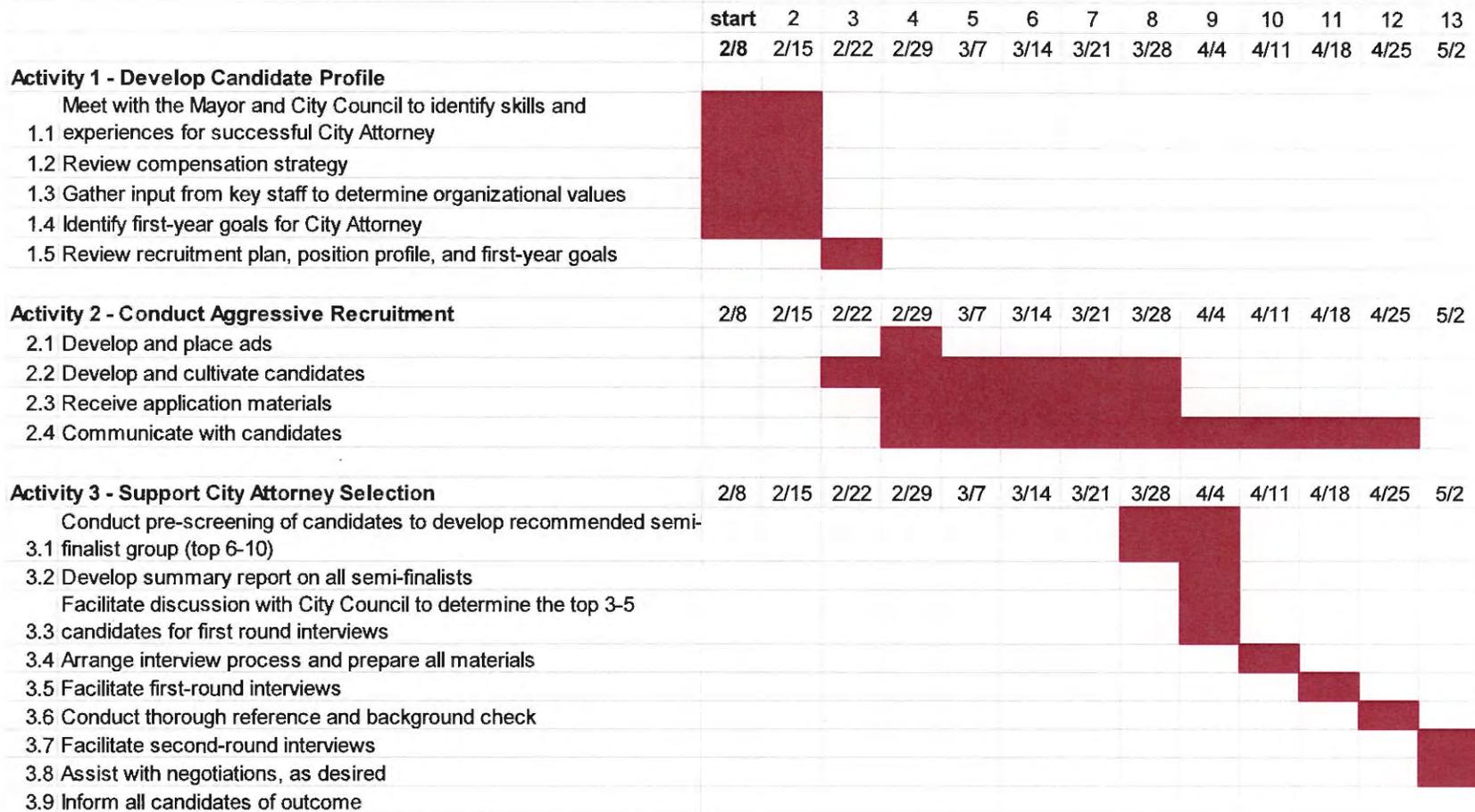
- Approximately \$1,000-\$1,500 for advertising
- Civil litigation and background checks for the top finalists estimated at \$175-\$250/finalist

Travel for finalists' interviews will also be borne by the City.

It is our practice to invoice clients monthly based on completion of tasks in the scope of work.

# Attachment A – Recruitment Schedule

## City of Englewood City Attorney Recruitment Schedule



## Attachment B – Required Form

**SIGNATURE PAGE**  
**RFP-15-018**  
**EXECUTIVE RECRUITMENT FOR CITY ATTORNEY**

**PROPOSAL FOR THE CITY OF ENGLEWOOD, COLORADO**

Proposal Due Date: Thursday, January 7, 2016 2:00 P.M. MST

Submission Date: January 7, 2016

Each respondent must sign the proposal with their usual signature and shall give their full business address. Proposals by corporations shall be signed with the name of the corporation followed by the signature and designation of the President, Secretary, or other person authorized to bind it in the matter and shall have the corporate seal affixed thereto. By signing below, Vendor further represents that this proposal is valid for at least 120 calendar days from the date of submission.

Company: <u>The Novak Consulting Group</u>	Signature: _____
Address: <u>Montevue Ave Cincinnati, OH 45212</u>	Name: <u>Julia Novak</u>
	Title: <u>President</u>
Fa	Date: <u>1/5/16</u>
En jr	F.E.I.N./S.S.N.:



**Loudoun County, Virginia  
First Year Goals for  
County Attorney**

1. Develop strong professional relationships and trust with the Board of Supervisors; develop mechanism for regular reports and/or communication as appropriate;
2. Develop strong working relationships with the County Administrator, Deputy County Administrators, Assistant County Administrators, and department heads; meet with other department directors and County administration to learn County's operational needs;
3. Spend time learning County Attorney's office operations and County's operations; meet with Deputy County Attorneys; establish regular communication and/or meeting schedule with department staff to clarify priorities, update on Board of Supervisors actions, and other items of importance to the office;
4. Assess current department organizational structure and staffing to determine if staffing levels are adequate to meet Board and other County timelines ; evaluate workload, current skill sets, and demand; develop recommendations on number and type of staff and division of labor among staff; define or redefine (as necessary) roles and responsibilities of departmental staff; align individual and team work plans with departmental and Countywide strategic vision and objectives;
5. Review current litigation with the County; provide the Board of Supervisors with periodic communication on litigation; assess any backlog and provide recommendations on reducing timeline and/or other proactive prevention;
6. Become familiar with Loudoun Code and stay abreast of changes in Virginia law with implications on County laws, regulations, and/or operations;
7. Research and determine best practices in County laws and practices; working with County administration to determine if any current issues being addressed in other jurisdictions have potential impact in Loudoun;
8. Work with County Administrator, other County departments, Board of Supervisors and other entities to ensure acquisition of right-of-way, procurement, and financing related to transportation priorities identified by the Board of Supervisors;
9. Provide legal support and advice on Phase II of the Dulles Rail project, including parking structures, land use issues, and opening of roads, and federal financing;
10. Monitor the County Attorney's Office FY 2015 budget and develop FY 2016 budget.

## ***Proposal for Executive Search Services***

City Attorney  
City of Englewood, Colorado  
Request No. RFP-15-018

January 2016

Strategic Government Resources

Ron Holifield, CEO  
PO Box 1642  
Keller, Texas 76244  
817-337-8581

[Ron@GovernmentResource.com](mailto:Ron@GovernmentResource.com)





January 4, 2016

City of Englewood  
Department of Administrative Services - Procurement Division  
1000 Englewood Parkway  
Englewood, Colorado 80110-2373

Dear Search Committee:

Thank you for the opportunity to submit this full service proposal to assist the City of Englewood in your search for a new City Attorney.

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

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

- SGR has over 75,000 email subscribers to my weekly "10 in 10 Update on Leadership and Innovation" e-newsletter.
- SGR will send targeted emails to our database of over 900 local government legal professionals.
- SGR's website, where this position would be posted, receives over 23,000 local government official visitors each month, with over 210,000 page hits per month – more than any other local government search firm website in the nation.
- SGR's Job Board (a separate website), where this position would also be posted, is the 2<sup>nd</sup> largest local government job board in the nation, with over 16,000 local government job seeker visitors each month, and over 1,200 jobs listed at any given time.
- SGR is the only search firm with social media experts on staff, which provides a comprehensive social media marketing campaign that includes email, Facebook, Twitter, and LinkedIn.

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

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

**SIGNATURE PAGE**  
**RFP-15-018**  
**EXECUTIVE RECRUITMENT FOR CITY ATTORNEY**

**PROPOSAL FOR THE CITY OF ENGLEWOOD, COLORADO**

Proposal Due Date: Thursday, January 7, 2016 2:00 P.M. MST

Submission Date: 1/4/2016

Each respondent must sign the proposal with their usual signature and shall give their full business address. Proposals by corporations shall be signed with the name of the corporation followed by the signature and designation of the President, Secretary, or other person authorized to bind it in the matter and shall have the corporate seal affixed thereto. By signing below, Vendor further represents that this proposal is valid for at least 120 calendar days from the date of submission.

Company:	<i>Strategic Government Resources</i>	Signature	
		Name:	<i>Cyndy Brown</i>
Phone		Title:	<i>Managing Director</i>
Fax:		Date:	<i>1/4/2016</i>
Email:	<i>Cy</i>	F.E.I.N./S.S.N.:	

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Englewood Parkway, Englewood, Colorado 80110-2373  
(303) 762-2412 [www.engagewoodgov.org](http://www.engagewoodgov.org)

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<b>Tab 12</b>	<b>Sample Position Profile Brochure</b>
<b>Tab 13</b>	<b>Sample Comprehensive Background Screening Report</b>
<b>Tab 14</b>	<b>Sample DiSC Management Profile Report</b>

## Contact Information

### Contact Information for Binding Official / Primary Contact

---

Cyndy Brown, Managing Director of Recruitment  
Strategic Government Resources

Address:

Cell:

Office:

Fax:

Email:

Website: [www.governmentresource.com](http://www.governmentresource.com)

### Alternate Contact

---

Ron Holifield, CEO  
Strategic Government Resources

Address:

Cell:

Office:

Fax:

Email:

Website: [.com](#)

## Company Profile

### Background

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

### Mission & Core Values

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

SGR's core values are: Customer Service; Integrity; Philanthropy; Continuous Improvement; Flexibility; The Golden Rule; Collaboration; and, Protecting Relationships.

### Office Locations

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

<b>Arizona</b>	<b>Texas</b>	<b>Florida</b>	<b>Louisiana</b>	<b>Oklahoma</b>
<i>Gilbert</i>	<i>Abilene</i>	<i>Kissimmee</i>	<i>Baton Rouge</i>	<i>Edmond</i>
	<i>Cleburne</i>	<i>Lakeland</i>		<i>Stillwater</i>
	<i>College Station</i>	<i>Sarasota</i>		
	<i>Coppell</i>			
	<i>Dallas</i>			
	<i>Graham</i>			
	<i>Greenville</i>			
	<i>Murchison</i>			
	<i>New Braunfels</i>			
	<i>Seabrook</i>			
	<i>Sugar Land</i>			

### Executive Search Team

- Ron Holifield, Chief Executive Officer
- Cyndy Brown, Managing Director of Recruitment and Administration
- Melissa Valentine, Managing Director of Executive Search Operations and Human Resources
- Lori Philyaw, Managing Director of Interim Management Services and Executive Coaching
- Cindy Hanna, Executive Search Manager
- Claudia Deakins, Executive Search Manager

**Executive Search Team (continued)**

- Katie Corder, Executive Search Manager
- Abi Compton, Executive Search Coordinator
- Muriel Call, Research Coordinator
- Rachyl Stone, Executive Search Assistant
- Doug Thomas, Regional Director
- Bill Peterson, Senior Vice President, Executive Search
- Chester Nolen, Senior Vice President, Executive Search
- Gary Holland, Senior Vice President, Executive Search
- Mark Boynton, Senior Vice President, Executive Search
- Marlin Price, Senior Vice President, Executive Search
- Mike Tanner, Senior Vice President, Executive Search
- Molly Deckert, Senior Vice President, Executive Search
- Ron Robinson, Senior Vice President, Executive Search
- Tommy Ingram, Senior Vice President, Executive Search

## Unique Qualifications

### Marketing and Networking

- SGR's 10 in 10 Update on Leadership and Innovation e-newsletter, where all executive searches conducted by SGR are announced, reaches over 75,000 subscribers.
- SGR has a database of over 900 local government legal professionals.
- SGR has formal collaborative partnerships with Maryland Municipal League, Ohio City/County Management Association, Missouri Municipal League, Oklahoma Municipal League, National Public Employers Labor Relations Association, Emerging Leaders in Local Government, City Management Association of Oklahoma, and Texas Fire Chiefs Association.
- SGR trains approximately 800 local government employees each month in live training classes.
- SGR has almost 300 local government clients in 41 states for our recruitment, training, and leadership development business lines combined.

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

### Comprehensive Needs Assessment

SGR's executive recruiting services are 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.

### Accessibility

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

### Responsive to You

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

### **Trust of Candidates**

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

### **Listening to Your Unique Needs**

SGR is more interested in listening than in talking. Some firms depend on their tried and true stable of reliable candidates. These firms do not really need to listen to the client because the search will result in the same list of finalists, no matter the type of information they receive from the client. SGR devotes tremendous energy to actively listening to your organization and helping you define and articulate your needs. SGR does not just go through the motions and then provide you with a list of qualified names from a stable of regulars. We work hard to conduct a comprehensive search that is unique to you.

### **Recorded Online Interviews with Candidates**

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

### **Comprehensive Media Reports**

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

### **Comprehensive Background Investigation Reports**

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

### **Psychometric Assessments**

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

### **Recruitment Videos**

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

### **Equal Opportunity Commitment**

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

### **Value**

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

### **Emerging Leaders**

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

### **Five Way Guarantee**

SGR provides the strongest guarantee in the industry.

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

## **Key Personnel for this Project**

### **Mark Boynton, Senior Vice President**

Mark Boynton joined SGR in 2015, after serving for more than 16 years as the Senior Human Resources Analyst/Employment Coordinator for the City of Gilbert, Arizona. While with the City of Gilbert, Mark recruited positions from entry through executive levels across all business lines involving the entire scope of municipal services. He successfully lead the search and placement for mission critical executive and mid-level positions including Town Manager, Assistant Town Manager, Fire Chief, Parks and Recreation Director, Public Works Director, Presiding Judge, Town Attorney, Town Engineer and more.

Mark has a Bachelor's of Science in Agribusiness Management from Arizona State University and is a member of the Society for Human Resources Management.

### **Ron Holifield, CEO**

Ron Holifield is the Founder and CEO of SGR. He previously served as Assistant City Manager in Plano, Texas as well as City Manager in Garland, DeSoto, Farmersville and Sundown, and on the City Manager's staff in Lubbock.

In 1996, he left city management and purchased Government Relations Specialists which he grew into the 49th largest lobby firm in Texas, before selling it to an employee. In 1999, Ron founded Strategic Government Resources to specialize in facilitating collaboration among local governments, with a particular emphasis in employee training and development of next generation leaders.

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

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

# Mark Boynton, SPHR

2562 E. Oxford Ct, Gilbert, Arizona 85295 · (480) 292-0116 · [morkboynton@governmentresource.com](mailto:morkboynton@governmentresource.com) · [mtboynton1@gmail.com](mailto:mtboynton1@gmail.com)

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## Summary

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Accomplished senior-level recruiting and selection professional. Build strong, collaborative working relationships based on trust through sustained performance. Recognized by clients as skilled communicator and creative problem solver. Help clients articulate their needs, identify and implement common sense approaches to complex recruiting and selection challenges.

## Experience

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### *Sr. Vice President – Recruiting*

#### *Strategic Government Resources, 2015 to Present*

Manage executive-level recruiting and selection processes for this national executive search firm primarily in the Southwest, and in other states as needed and assigned. Work directly with local government elected councils, professional staff and prospective executives to match the right candidate with the right opportunity.

### *Sr. Human Resources Analyst/Employment Coordinator*

#### *Town of Gilbert, Arizona, 1999 to 2015*

As sole recruiting and selection professional, provided recruiting and selection project services through direct involvement with hiring authorities. Projects were "cradle to grave" and involved entire scope of municipal services, from entry through executive levels, and across all lines of business – police, fire, parks and recreation, engineering, public works, development services, communications, economic development, accounting, budget, courts, etc.

#### Representative accomplishments:

- Successful search and placement for multiple mission critical executive and mid-level positions to include Town Manager, Assistant Town Manager, Fire Chief, Parks and Recreation Director, Public Works Director, Presiding Judge, Town Attorney, Town Engineer and more.
- Implemented cost saving measures resulting in 60% cost reduction for outsourced executive search services.
- Coordinated development of content-valid in-house promotional knowledge tests, eliminating costs associated with purchasing off-the-shelf tests.
- Sourced and implemented outside public safety testing services and processes that have saved approximately \$400,000.
- Bridged gap between enterprise-level records management system and non-integrated application tracking system to ensure position control and effective management of diverse array of recruiting projects.

Representative accomplishments (cont'd):

- Served as board member of professional testing council to bring development programming to membership.
- At request of Town Manager, served for two years as staff liaison to Town's Human Relations Commission.

Sole recruiting and selection professional for this Phoenix area government during hyper-growth phase (population 97K to 240K from 1999 to 2015). Gilbert maintains the lowest staff to citizen ratio of metro Phoenix cities and enjoys a reputation as a high performing government. This was a high volume, high energy recruiting and selection environment that required a great deal of energy, absolute integrity and substantial creative problem solving skills.

*Other Relevant Experience*

*1999 and prior, assignments in:*

- Training and development, to include course development, instruction and evaluation
- Classification and compensation, to include field and desk audits, salary surveys, presentation of findings
- Staff supervision of up to 35 service and production employees

Education

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Arizona State University  
*B.S., Agribusiness Management*

Current and Past Professional Affiliations

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- Society for Human Resources Management
- International Personnel Management Association (not current)
- Personnel Testing Council of Arizona (not current, former Board member)

## **Douglas B. Thomas**

Lakeland, Florida 33803

Home

### **City Manager (December 2003 to present) Lakeland, Florida**

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

### **EXAMPLES OF EXPERIENCE**

#### **Financial:**

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

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

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

Restructured local municipal employee pension plans to ensure fiscal sustainability, including bifurcation of Police and Fire Plans from the General Employee Plan, in addition to being a frontrunner community to offer a Hybrid Defined Benefit-Defined Contribution plan option to better meet the varying needs of employees.

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

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

### **Public/Private Partnerships:**

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

Charter member of Florida Business Watch, which was created to connect private sector partners with local government officials to share knowledge, goals and business opportunities for the betterment of communities. The unique group promotes good public policy and public-private partnerships across the State of Florida.

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

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

Award winning Fleet privatized parts inventory program with NAPA resulting in cost avoidance of over \$200,000 per year, coupled with privatized tire services with GCR Tire Centers which yields annual savings of \$111,000. Innovative approaches have contributed to the recognition of the city's Fleet Division in 2014 as "100 Best Fleets" by Government Fleet Magazine for fourth straight year.

### **Economic Development:**

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

Economic development strategies involved the creations of a "One Stop Shop" consolidated project team of city utilities and permitting officials, coupled with a dedicated ombudsman to overcome any issues to ensure projects achieve their desired development schedule.

Diverse and "out of the box" economic development experience ranging from crafting an incentive package to secure a \$45 million air separation plant which will become the electric utility's 2<sup>nd</sup> largest customer utilizing a progressive electric tariff, locating the project on city-owned land adjacent to power plants for reliability, and the utilization of re-use water for cooling purposes - to crafting a successor \$37 million stadium/training capital improvement and use agreement to maintain the Detroit Tigers Major League Baseball Spring Training and Minor League operations in Lakeland.

### **Innovation/Technology:**

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

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

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

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

Establishment of unique combined municipal and Aircraft Rescue Fire Fighting (ARFF) fire station in cost effective manner to support both FAA requirements at the city's airport in addition to improving the city's ISO rating in southwest Lakeland from Class 10 to Class 2.

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

### **Intergovernmental Relations:**

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

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

Successful federal and state advocacy efforts to advance Lakeland's Annual Legislative Agendas including topics such as commuter and freight rail initiatives, pension reform, local and intergovernmental revenues, municipal bonds, funding of local capital projects and initiatives, airport and convention center operations, Major League Baseball Spring Training retention, red light camera enforcement programs, and other general government and utility matters.

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

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

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

**EXAMPLES OF EXPERIENCE**

**Public/Private Partnerships:**

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

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

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

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

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

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

### **Intergovernmental Relations:**

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

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

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

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

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

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

### **Financial:**

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

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

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

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

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

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

#### **Innovation/Technology:**

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

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

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

### **FOUNDATIONAL EXPERIENCE**

#### **Grand Haven, Michigan:**

- Assistant City Manager (1986 to 1989)
- Administrative Assistant to the City Manager (1984 to 1985)

**Rockville, Maryland** (1982 to 1984)

**Landover Hills, Maryland** (1982)

### **EDUCATION**

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

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

## PROFESSIONAL AFFILIATIONS

International City/County Management Association 30-year member  
Florida City & County Management Association 10-year Member  
District VIII Director  
Co-Chair Public Policy Committee  
Co-Chair, Technology & Public Information Committee  
Strategic Planning Committee  
Florida League of Cities  
Legislative Committee  
"Keys to the Cities" Task Force Member  
Finance & Taxation Committee  
Home Rule Administration Council  
Michigan Local Government Management Association  
President  
Board of Directors  
Chair, Winter Institute Planning Committee  
Public Policy Committee  
Nominating Committee  
Michigan Municipal League  
Trustee  
Public Policy Committee  
Chair, Region IV  
Chair, Local Energy Aggregation Program  
National League of Cities  
Energy & Technology Committee  
Greater Gratiot Development Incorporated Board of Directors  
Gratiot County Central Dispatch Authority  
Chair  
Executive Director, Alma Local Development Authority

## COMMUNITY SERVICE

Lakeland Area Chamber of Commerce Board of Directors  
Governmental Affairs Committee  
Leadership Lakeland, Class XXII  
Lakeland Volunteers in Medicine Board of Directors  
Mid-Michigan Industries Board of Directors  
Vice Chair  
Treasurer  
Gratiot Area Chamber of Commerce Board of Directors  
Alma Kiwanis Club  
President

## SPECIAL HONORS

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

**Ron Holifield**  
**Resume – July 2014**

Strategic Government Resources, P.O. Box 1642, Keller, Texas 76248  
Cell:

**PROFESSIONAL HISTORY**

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**Strategic Government Resources – Owner & CEO**  
**January 1999 to Present**

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

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

- Owner and CEO of this 20 year old governmental consulting firm which represented businesses doing business with government and in legislative advocacy efforts.
- Doubled it in size, becoming the 49<sup>th</sup> largest lobby firm in Texas, and then sold it to an employee to focus all efforts on the launch of SGR.
- Major clients included over 40 Fortune 500 firms including American Express, Aramark, Automated Licensing Systems, Children's Comprehensive Services, IBM, Quorum Health Group, Library Systems and Services, PeopleSoft, SCT, Space Imaging, TXI, Verizon, Xerox and many others.

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

- City Manager of this highly diverse suburban community.
- Hired to lead a rapid cultural change at City Hall, into a City known for being aggressively customer service driven, highly successful in the economic development arena, and operating in a very cost effective manner.
- Significant accomplishments include:
  - Named by Texas Business Magazine as a top 20 Texas city to relocate a business.
  - Named by Texas Outlook Magazine as a top 25 city for economic development.
  - Named by Texas Business Magazine as one of the “Best Run Cities in Texas.”
  - Increase in commercial building permits in excess of 1,000% over previous year.
  - Lowest crime rate of any major city in the Dallas-Fort Worth Metroplex.

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

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

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

- Served in a variety of capacities in this rapidly growing, premier city, including: Assistant City Manager of Community Services, Assistant City Manager of Administration, Acting Assistant City Manager for Development, and Assistant to the City Manager.
- Significant accomplishments while with Plano include:
  - Designed a program that doubled mid- and upper-level management minority and female representation in four years.
  - Designed a Disadvantaged Business Purchasing Program that dramatically increased minority business contracts without quotas.
  - Served as Project Manager for a \$19.5 million Civic Center Project, bringing it in \$2 million under budget.
  - Assisted in negotiating details of the JC Penney headquarters relocation from New York City to Plano.

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

**City of Farmersville, Texas – City Manager  
1984 to 1986**

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

**City of Sundown, Texas – City Manager  
1982 to 1984**

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

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

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

**EDUCATION**

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

**MAJOR AWARDS for Municipal Organizations Managed**

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- 3CMA Economic Development Marketing Campaign Savvy Award Certificate of Excellence for International Development and Local Realtor Ads - Garland
- International Association of Chiefs of Police, Excellence in Policing Award for Neighborhood Service Team - Garland
- Finalist, Governor's Environmental Excellence Award - Garland
- Texas Natural Resource Conservation Commission Award for Excellence - Garland
- American Society of Landscape Architects, Texas Chapter, Environmental Stewardship Award for Garland's Spring Creek Forest Preserve - Garland

- Dallas Business Journal, “Metroplex Real Estate Deal of the Year (Existing Building),” – Garland
- Dallas Business Journal “Metroplex Real Estate Deal of the Year (New Construction),” - Garland
- GFOA Award for Distinguished Budget Presentation, every year, 1987-1996
- GFOA Certificate of Achievement for Excellence in Financial Reporting, 1987-1991

#### **CURRENT PROFESSIONAL PARTICIPATION**

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- ICMA Task Force on Inclusiveness
- National Institute for Governmental Purchasing Talent Management Council
- Missouri Municipal League Governance Institute Fellow
- Member, Texas Fire Chief’s Association Best Practices Recognition Board
- Author, “the 16%” weekly blog, 2013-present
- Author, “Fourth Dimension Leadership”, 2010
- Member, International City/County Management Association (ICMA), 1982-present
- Member, Texas City Management Association (TCMA), 1982-present
- Member, Texas Municipal Human Resources Association, 2006 - present
- Member, Governmental Finance Officers Association, 2010 - present

#### **PREVIOUS PROFESSIONAL PARTICIPATION**

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- Author of a Monthly Column in Texas City Manager Magazine on “Innovations that Make a Difference”
- ICMA Task Force on Employment Agreements
- ICMA Management Innovations Panel
- ICMA Conference Evaluation Committee
- ICMA/Innovation Groups National Management Practices Panel
- Author, “The Public Executive’s Complete Guide to Employment Agreements”, book published by ICMA and the Innovation Groups
- Texas Innovation Groups Executive Committee
- Author, “Crossing Department Lines – Garland’s Neighborhood Service Team”, article published in the International Association of Chiefs of Police National Journal
- Author, “Redefining Thinking, Structures and the Rules of the Game in Government”, article published in Texas Town and City Magazine
- Contributor, State Comptroller Bob Bullock’s handbook for municipalities: “Standard Financial Management System for Texas Cities”
- Texas Municipal League Advisory Committee on Legislative Affairs – Personnel Issues
- TCMA Ethics and Professional Standards Committee
- TCMA Annual Conference Committee

**SPEAKING ENGAGEMENTS**

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- National Forum for Black Public Administrators DFW Chapter Conference, 2014
- Public Purchasing Association of North Texas, 2014
- Missouri Intergovernmental Risk Association Annual Conference, 2014
- Texas City Management Association Annual Conference, 2014
- American Public Works Association Midwest Annual Conference, 2014
- Governmental Finance Officers Association Annual Conference, 2014
- National Public Employers Labor Relations Association Annual Conference, 2014
- North Texas Municipal Clerks Association, 2014
- National Institute for Governmental Purchasing Lone Star Conference, 2014
- Missouri Municipal Clerks and Finance Officers Association Annual Conference, 2014
- South Texas City Manager's Association 2014
- Urban Counties Annual Conference, 2014
- SGR Annual Conference on Creating a Learning Organization, 2014
- National Public Employers Labor Relations Association Annual Conference, 2013
- National Parks and Recreation Annual Conference 2013
- Missouri Municipal League Annual Conference, 2013
- Washington City/County Management Association Annual Conference, 2013
- Nebraska City/County Management Association Annual Conference, 2013
- Tennessee Municipal League Annual Conference, 2013
- Texas City Manager's Association Annual Conference, 2013
- Government Finance Officers Association of Texas Annual Conference, 2013
- American Public Works Association Regional Conference, 2013
- Kansas Public Works Association Annual Conference, 2013
- Texas Recreation and Parks Association Annual Conference, 2013
- Texas Public Purchasing Association Annual Conference, 2013
- Colorado City County Management Association Annual Conference, 2013
- Kansas City County Management Association Annual Conference, 2012
- National Parks and Recreation Management School, 2012
- Texas City Management Study Group, 2012
- International City County Management Association Annual Conference, 2012
- National Procurement Institute, 2012
- Missouri Municipal League Annual Conference, 2012
- Texas City Clerk's Association Annual School, 2012
- Texas County Clerk's Association Annual School, 2012
- Kansas Governmental Finance Officers Association Annual Conference, 2011
- Texas City Management Association Annual Conference, 2010
- Public Risk Management Assoc. Annual Conference, 2010
- Oklahoma City Manager's Association Annual Conference, 2010
- Northwest States City Management Association Annual Conference, 2010
- Ohio City/County Management Assoc. Annual Conference, 2009
- West Texas City Management Association Annual Training Conference, 2009

- Texas Municipal League Regional Meeting, 2009
- Texas Municipal Human Resources Association Annual Nuts and Bolts Conference, 2009
- East Texas City Management Association Annual Training Conference, 2008
- East Texas City Management Association Annual Training Conference, 2007
- International City/County Management Association Conference, 2006
- Certified Public Manager Program, 2006
- North Texas Municipal Clerks Association Management Institute, 2006
- City of Carrollton, Texas, Leadership Academy, 2006
- City of Arlington, Texas, Leadership Academy, 2005
- Urban Management Assistants of North Texas Annual One Day Conference, 2005
- Leadership Southwest, 2004, 2006, 2008
- International City/County Management Association Annual Conference, 2003
- Keynote Speaker (along with the Deputy Secretary of Defense), Government Electronics and Information Technology Association Information Technology and Defense Electronics Forecast Annual Conference – State and Local Homeland Security, 2002
- Transforming Local Government Conference, 2001
- National Association of Counties Annual Conference, 1999
- World Services Congress – Building Public Private Partnerships, 1999
- Central Texas City Management Association, 1999
- Carolinas-Virginia Hospital Trustee/Physician Conference, 1999
- Quorum Ohio CEO Conference, 1999
- Chairman of the Board In-Service Training, Quorum, 1999
- Quorum Foundations for the Future, 1999
- Quorum Chairman of the Board Training, 1998
- International City County Management Association, 1998
- Iowa Municipal Management Institute, 1997
- Quorum Foundations for the Future, 1997
- Quorum Board of Trustees Training, 1997
- Urban Management Assistants of North Texas, Conference of Minority Public Administrators, and National Forum for Black Public Administrators Workshop – 1996
- Innovation Groups Regional Conference, 1996
- Texas City Management Association Annual Conference, 1996
- Florida City/County Management Assoc. Annual Conference, 1996
- North Carolina City/County Management Association Annual Conference, 1996
- Quorum Foundations for the Future, 1996
- International City/County Management Association Conference, 1996
- Texas City Management Association Conference, 1995
- Kansas Innovation Groups Regional Workshop, 1995
- City-County Communications & Marketing Association National Conference, 1994
- National League of Cities Innovations in Government National Conference, 1994
- Innovation Groups Regional Workshop, 1994
- Texas Foundation for the Improvement of Local Government Institute, 1994

**OTHER HONORS AND ACTIVITIES**

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

# Project Methodology

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

- 1. Organizational Inquiry and Analysis**
  - Outline Project Plan and Timeline
  - Individual Interviews with Search Committee/ Key Personnel/ Community Leaders (if desired)
  - Development of Position Profile and Professional Production of Brochure
- 2. Advertising and Recruitment**
  - Ad Placement
  - Recruitment Video (optional)
  - Social Media and Marketing of Position
  - Ongoing Communication with Applicants and Prospects
- 3. Initial Screening and Review**
  - Management of Applications
  - Evaluation and Triage of Resumes
  - Search Committee Briefing to Facilitate Selection of Semifinalists
- 4. Evaluation of Semifinalist Candidates**
  - Personal Interaction with Semifinalist Candidates
  - Written Questionnaire
  - Recorded Online Interviews
  - Media Search Stage 1
  - Semifinalist Briefing Books
  - Search Committee Briefing to Select Finalists
- 5. Evaluation of Finalist Candidates**
  - Comprehensive Media Search Stage 2
  - Comprehensive Background Investigation Report
  - DISC Management Assessment
  - I-OPT Assessment
  - Finalist Briefing Books
  - Press Release (if desired)
  - Stakeholder Engagement (if desired)
- 6. Interview Process**
  - First Year Game Plan (if desired)
  - Assessment Exercise
  - Conduct Interviews
  - Deliberations
  - Reference Checks
- 7. Negotiations and Hiring Process**
  - Determine the Terms of an Offer
  - Negotiate Terms and Conditions of Employment
  - Transition Strategy
- 8. Post-Hire Team Building Workshop (supplemental service, if desired)**
  - I-OPT Team Building Workshop

## **Step 1: Organizational Inquiry and Analysis**

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

### **Outline Project Plan and Timeline**

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

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

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

### **Development of Position Profile Brochure**

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

## **Step 2: Advertising and Recruitment**

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

### **Ad Placement/ Social Media and Marketing of Position**

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

SGR's preferred strategy is to rely on email distribution of the Position Profile brochure to key opinion leaders and potential prospects across the country. The position will be announced in our "10 in 10" e-newsletter, which reaches over 75,000 local government professionals, in

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

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

### **Recruitment Video**

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

### **Ongoing Communication with Applicants and Prospects**

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

## **Step 3: Initial Screening and Review**

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

### **Management of Applications**

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

### **Evaluation and Triage of Resumes**

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

In contrast with the triage process described above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to

make sure that the minimum requirements of the position are met, and which of the preferred requirements are met. This sifting process assesses how well candidates' applications fulfill the recruitment criteria outlined in the Position Profile.

**Search Committee Briefing / Selection of Semifinalist Candidates**

At this briefing, SGR will provide a comprehensive progress report via PowerPoint presentation and will facilitate the selection of approximately 10-12 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**

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

**Personal Interaction with Semifinalist Candidates**

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

**Written Questionnaire**

SGR will ask semifinalist candidates to complete a comprehensive written exercise designed to provide greater insight into candidate thought processes and communication styles. SGR's written instrument is custom-designed around the priorities identified by the Search Committee and usually includes about 20 questions focusing on 5-6 key areas of particular interest to the client. This written instrument will be included with the semifinalist briefing book with the cover letters and resumes.

**Recorded Online Interviews**

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

### **Media Search Stage 1**

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

### **Search Committee Briefing / Selection of Finalist Candidates**

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

### **Step 5: Evaluation of Finalist Candidates**

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

### **Comprehensive Media Search Stage 2**

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

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

### **Comprehensive Background Investigation Reports**

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

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report
- Federal criminal search
- National criminal search
- County wants and warrants

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

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

### **Assessments (DiSC and I-OPT)**

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

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

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

### **Press Release (if desired)**

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

### **Stakeholder Engagement (if desired)**

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

which option, or combination of options, will be the most effective for the unique needs of the organization.

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

## **Step 6: Interview Process**

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

### **First Year Game Plan (if desired)**

“First Year Game Plan” process where finalist candidates are provided with elected official, key staff, and community leader contact information, and the candidates are given free rein to make contact with all of them in advance and use those insights to develop a “first year game plan” based on what they know so far. Feedback is received from the key contacts on their impressions of the finalist candidates from the interactions with the candidates prior to the interviews.

### **Assessment Exercise**

This is a proprietary assessment exercise customized to your search. Our assessment exercise provides the opportunity to evaluate candidates’ written and interpersonal communication skills, as well as critical analysis skills.

### **Conduct Interviews**

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

### **Deliberations**

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

### **Reference Checks**

Our reference checks are the most comprehensive in the industry. We place very little confidence on the references provided by the candidates since those can be expected to be biased. Instead, we will typically talk to as many as 20 professional contacts for a given candidate including elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, civic leaders, and media representatives. We always seek out the candidate's greatest critics and greatest fans to ensure a complete, yet balanced, perspective and overview of each candidate.

### **Step 7: Negotiations and Hiring Process**

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

#### **Determine the Terms of an Offer**

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

#### **Negotiate Terms and Conditions of Employment**

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

#### **Transition Strategy**

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

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

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SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people "see" different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues' I-OPT Profiles will enable you to work much more effectively as a team. Price is \$4,000 for a half-day onsite workshop, plus travel expenses, and \$150 per person for I-OPT reports (if not previously completed as part of the search process), which include Individual Analysis Report, Emotional Impact Management Report, Change Management Report, and Team Management Report. Two-Person Reports can be ordered for an additional fee of \$50 per report.

## Timeline (Standard Search)

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

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

## Project Cost

### All-Inclusive Not-to-Exceed Maximum Price

Professional Services Fee:	\$ 18,500
<u>Not-to-Exceed Expenses:</u>	<u>\$ 8,500</u>
<b>All-Inclusive, Not-to-Exceed Maximum Price:</b>	<b>\$ 27,000*</b>

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

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

Not-to-Exceed Expense items include:

- Professional production of a high quality brochure. This brochure (typically 3-4 pages) is produced by 5GR's graphic designer for a flat fee of \$1,500.
- Ad placement in appropriate professional publications, including trade journals and websites, and related advertising to announce the position. This is billed at actual cost, with no markup for overhead.
- Printing of documents and materials. Reproduction costs for reports and briefing books presented to the client at 23 cents per copy, plus the cost of binders/binding. Electronic discs are billed at \$5 each. Flash drives are billed at \$10 each.
- Online interviews. There is a cost of \$200 for each recorded online interview. SGR recommends conducting online interviews at the semifinalist stage (up to 12 semifinalists).
- Psychometric Assessments. There is a cost of \$150 per candidate for the DiSC Management Profile. There is a cost of \$150 per candidate for the I-OPT Assessment as well (up to 6 finalists).
- Comprehensive Media Reports – Stage 2. There is a cost of \$350 per candidate. SGR recommends conducting Stage 2 media searches on the finalist candidates (up to 6 finalists).
- Comprehensive Background Investigation Reports. There is a cost of \$300 per candidate for comprehensive background screening reports prepared by our licensed private investigations provider. SGR recommends conducting comprehensive background investigations on the finalist candidates (up to 6 finalists).
- Travel and related costs for the Project Manager incurred for the benefit of the client. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.



## References

# Executive Search Recruited Positions

## Administration

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

## Administrative Services/Internal Services

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

## Animal Services/Environmental Health

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

## Development Services

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

## Economic Development, CVB

Assistant Economic Development Director  
CVB Executive Director  
Downtown Development Director  
Economic Development Director/Executive Director  
Economic Development Corporation President/CEO

Executive Director of Port & Harbor Commission  
Vice President/Chief Econ Development Officer

## Finance

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

## Information Technology

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

## Legal

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

## Library

Library Director  
Librarian

## Marketing and Community Engagement

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

## Metropolitan Planning Organization

Director of Metropolitan Planning Organization

## Museum

Museum Director

## Parks and Recreation

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

# Executive Search Recruited Positions

## **Public Safety/EMS/Emergency Management**

Emergency Management Coordinator

EMS Executive Director

Executive Director

Police Chief

Assistant Police Chief

Fire Chief

Assistant Fire Chief

Lieutenant

## **Public Works/Utilities/ Engineering**

City Engineer

Assistant City Engineer

Director of Public Services

Public Works Director

Public Works Assistant Director

Water District Executive Director

Water District General Manager

Planning & Engineering Director

Director of Projects & Engineering

Engineering Project Manager

City Planner

Chief Plant Operator

Assistant Utilities Director

Director of Utilities

Engineering Services Manager for Water District

Assistant General Manager for Water District

## Executive Search Clients

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

## Executive Search Clients

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

## Unsolicited Feedback Regarding SGR's Performance

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

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

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

May 2015: "Thank you for the update. While it may not end positively for me, this has been one of the best experiences I have had during my search. I appreciate how [Executive Recruiter] and your organization have managed the entire process."

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

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

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

January 2015: "Even though it didn't work out, I appreciate you and your staff at SGR. Very professional and helpful; simply the best."

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

November 2014: "Thank you for your time and consideration. The communication received during this process was outstanding and very rare to receive in today's world. Thanks again."

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

September 2014: "Thanks for all your great work. Your team is the best!"

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

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

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

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

July 2014: "I wanted to thank you for the great job that [Executive Recruiter] has done on our position. She was responsive to our needs and did a superb job of organizing and presenting the candidates. It has made our job much easier in moving forward in the process. It is great to be able to work with professionals like [Executive Recruiter] in the difficult task of finding the right individuals for our organization."

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

July 2014: "Thank you for the professional handling of this search and the communication to the candidates. Makes us feel very much appreciated and not just 'another number'."

July 2014: "Thank you for letting me know the status of the search process. I appreciate the informative and timely updates from both you and [SGR staff]. I wasn't familiar with your firm prior to this search and am most impressed with the high level of personal service and professionalism that I have experienced over the past week."

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

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

June 2014: "The selection process has ended for me as the [city] has gone with another candidate but I wanted to express my thanks to you for the assistance you provided me

during my preparation. The information you provided was valuable and assisted me greatly. Thank you again, and I wish you and SGR all the best in the future.”

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

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

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

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

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

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

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

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

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

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

September 2013: “Thank you for the professionalism that you brought to this community when it was needed the most.”

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

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

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

June 2013: "I am impressed with the technology, thoroughness and professionalism of SGR in the selection process you're conducting for [client]."

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

May 2013: "Just wanted to pass along my sincere THANKS to you and [Executive Recruiter]. [SGR's] efforts to support our search for [position] were extremely professional and meshed well with our constrained timeline. We feel confidence that the candidate selected will perform to our high level of expectation. Thanks again."

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

March 2013: "...having been part of a few national searches over the past year, I sincerely appreciate the prompt and meaningful communication you and your firm embraced in this process. It made it a refreshing experience."

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

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

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

November 2012: "Thanks for the simple and continuous communications throughout the process. I have submitted over 20 applications and you are the only one that has provided communication throughout. I truly appreciate the communication in a tough process to find employment."

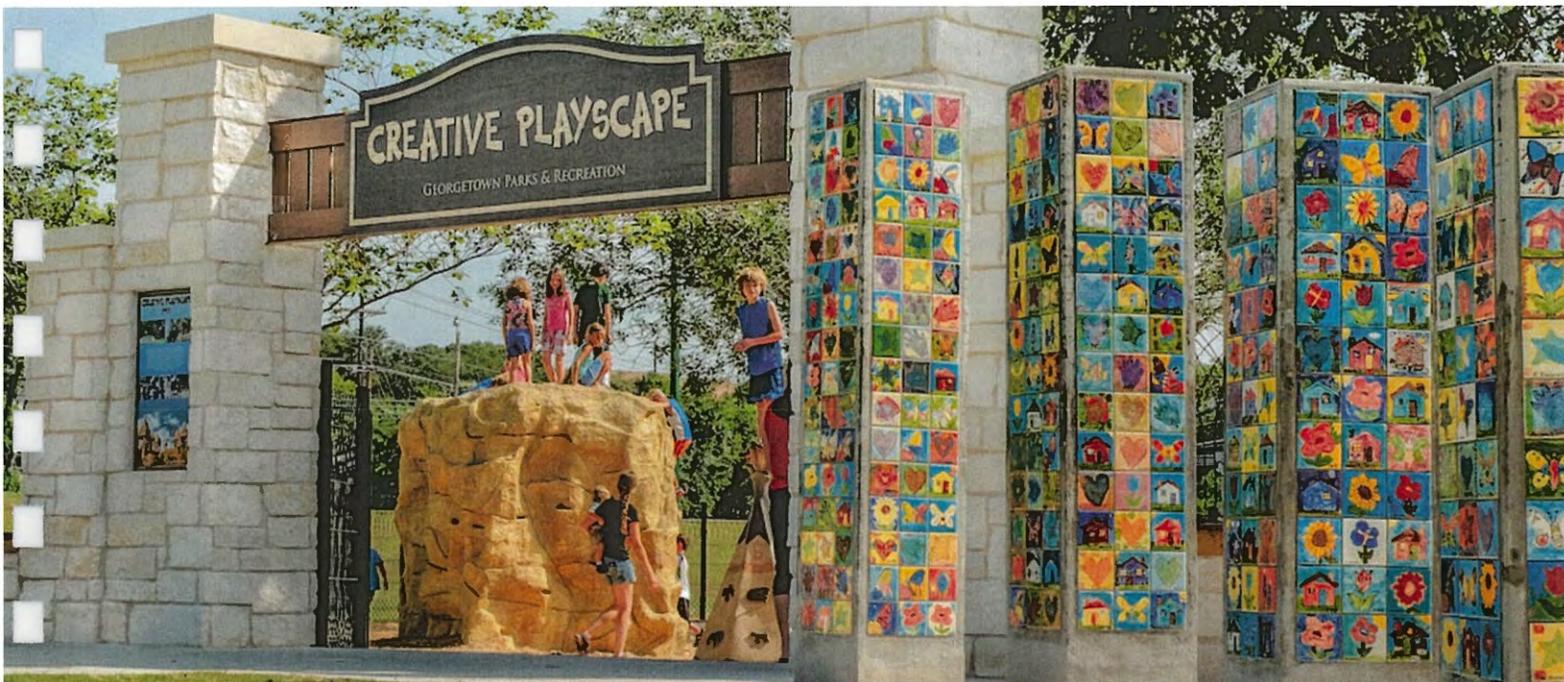
November 2012: "I wanted to thank you for an outstanding experience regardless of eventual outcome. [The search] was very well done, head and shoulders above any past experience that I have had...well done and thanks!"

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

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

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

June 2012: "Our organization continues to be delighted with our search results. When we made the commitment to take [the department] to the next level we only hope our search would equip us with the tools...man, did we get what we were looking for!"



## CITY OF GEORGETOWN, TEXAS CITY ATTORNEY POSITION PROFILE

### THE COMMUNITY

Conveniently located along Interstate 35 on the northern edge of the Austin Metro area, Georgetown is a beautiful city nestled between the clear waters of the North and South San Gabriel Rivers. Home to “The Most Beautiful Town Square in Texas,” Georgetown offers 51,02 residents an enviable quality of life with abundant employment, educational, and leisure opportunities.

Founded on July 4, 1848, Georgetown was originally the agricultural trade center for the county and surrounding area. After the Civil War, reconstruction brought prosperity to Georgetown through cattle, cotton, Southwestern University, and the railroad. As the county seat of Williamson County, one of the fastest growing counties in the nation, Georgetown continues to experience tremendous growth in both residential and commercial sectors. Georgetown is the second-fastest growing city in the U.S., according to data released by the U.S. Census Bureau in May of 2015. For cities of 50,000 residents or greater, Georgetown had the second-highest rate of population growth in the country.

Georgetown’s diverse and strong economy is fueled by one of the lowest tax rates in central Texas, an expanding transportation system, and true partnerships with City government, the local Chamber of Commerce, and Southwestern University. From 2004 to 2014, Georgetown realized a 119% increase in the City’s assessed valuation and a 160% increase in sales tax collections. Some of the 6,000 businesses that call Georgetown home include TASUS Texas, AirBorn, Inc., Citigroup Data Center, Ringdale, Radiation Detection Company, Chatsworth, Manitex International, Radix Bio-Solutions, Molecular Templates, and Maxgen Biotech, LLC. Texas Life-Sciences Collaboration Center recently completed construction of a second facility. Two behavioral health hospitals, as well as a seven-story Stratton Hotel and Conference Center are currently under construction. The business community and Georgetown residents will utilize 100 percent solar and wind energy by 2017. Georgetown Utilities Systems will be one of the largest municipally-owned utilities in the U.S. to supply its customers with 100% renewable energy.

Residents and visitors enjoy shopping in the renowned town square and in larger stores and outdoor malls along Interstate 35. A “Main Street” designated city, Georgetown cherishes its newly revitalized Courthouse and surrounding Victorian era storefronts. Georgetown also offers a variety of cultural festivals and events, hike and bike trails along the San Gabriel River, beautiful parks, challenging golf courses, and the Inner Space Caverns. The City’s prime location enables its citizens to enjoy these amenities and the charm of a small community while being in close proximity to the Austin business and entertainment scene.





## THE COMMUNITY, continued

Georgetown is a vibrant and active community for families, young professionals, and college students, and is the home to Sun City, Texas, a 5,300 acre first-class retirement community that makes up one-fourth of the population. Georgetown citizens enjoy an excellent quality of life that has been celebrated with a variety of awards and recognitions; including: "Healthiest County in Texas," Fortune Magazine's #2 place in the U.S. to "Live and Launch," Movoto.com's #3 Best Suburban City in the U.S., Texas Trails Network Partnership Award for San Gabriel River Trails, and number one place to retire in the U.S.

Most of Georgetown's educational needs are served by the highly rated Georgetown Independent School District. The public school system, serving 10,500 students on 18 campuses, offers tremendous academic opportunities for students in grades Pre-K through 12. Community pride in the district's accomplishments over the past several years stems from the state-recognized career and technical education programs, athletics, and fine arts programs. The community also supported the passage of two major bonds that will build new facilities and retrofit existing campuses.

Those interested in pursuing higher education have many opportunities nearby including Southwestern University, Austin Community College, University of Texas-Austin, and Texas State University.

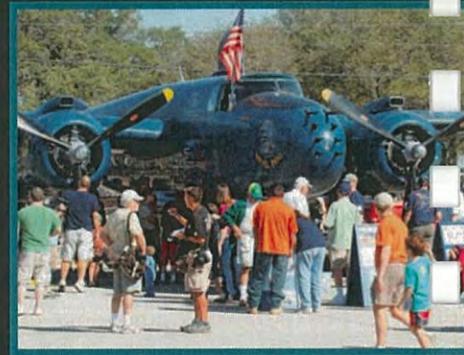
The median household income in Georgetown is \$63,381, and the median home price is \$210,184.

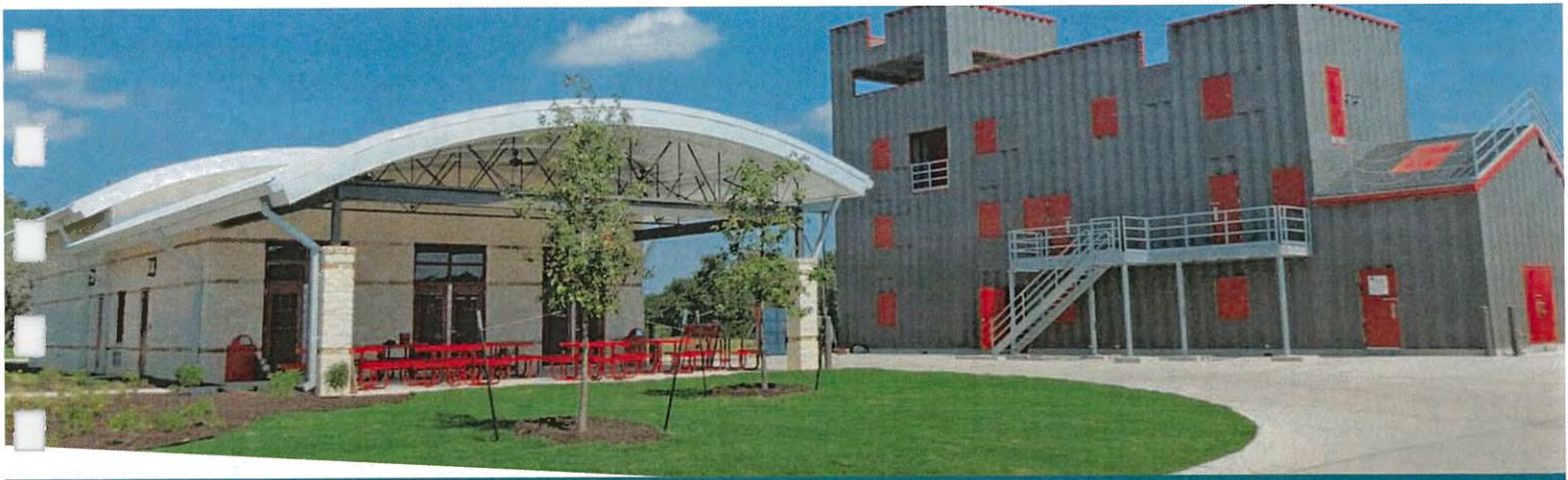
## GOVERNANCE & ORGANIZATION

The City of Georgetown is a Home Rule City operating under a Council-Manager form of government. The Mayor is elected at large and seven Council Members are elected from single-member districts. Under the administrative direction of the City Council, the City Manager serves as the Chief Administrative Officer in the execution of all services, affairs, and programs of the City and is responsible for the day-to-day operations of the organization. The City Council also appoints the City Attorney, City Secretary, and Municipal Judge.

The City has 579 full-time employees who staff departments providing a full array of municipal services including City-owned Electric and Water Utilities, Police, Fire, Finance, Human Resources, Planning, Economic Development, Parks and Recreation, Library, Airport, and Transportation. The FY 2014-15 general fund budget is \$231 million, and the property tax rate is \$0.4340 per \$100 of valuation.

The Georgetown City Council is focused on creating a high-performing organization capable of responding to the needs of its citizens with the utmost degree of professionalism, effectiveness, and efficiency. A values-centered organization, the City's employees are focused on the values of trust, communication, teamwork, professionalism, and quality of life. Georgetown enjoys a high degree of citizen engagement. Residents serve on a wide variety of boards and commissions and are interested and involved in the decision making process.





## ABOUT THE POSITION

The chief legal advisor and attorney for the City of Georgetown, the City Attorney is appointed by, and reports directly to, the Mayor and City Council, while working closely with the City Manager. The City Attorney advises all offices and departments of the organization in legal matters, and drafts and approves ordinances, resolutions, and contracts. The position handles public information requests and represents the City in all litigation and legal proceedings. The City Attorney's office has an annual operating budget of \$887,000 with an additional \$290,000 budgeted for other legal expenses. The City Attorney directly supervises two Assistant City Attorneys and two Legal Assistants.

## IDEAL CANDIDATE

The Mayor and City Council seek a City Attorney who is an exceptional communicator with proven local government experience and an excellent understanding of the council-manager form of government. The ideal candidate will professionally manage the duties and responsibilities of the office, provide clarity to staff, and promptly provide accurate information to the Mayor, City Council, and City Staff. The selected individual will be assertive yet respectful in providing concise and sound recommendations to City Council, while also helping to accomplish the goals of the governing body in an innovative and creative way.

The chosen candidate will possess exceptional interpersonal skills, composure, a team-oriented work philosophy, and a keen ability to work with a variety of diverse groups and issues. The next City Attorney should be skilled at building and maintaining positive working relationships with internal and external stakeholders and have the ability to be politically savvy while remaining politically neutral. A strong character and sense of humor are desired characteristics for the next City Attorney.

The new City Attorney will have the skills and experience necessary to handle most municipal government legal matters, but also know when it is necessary to seek the assistance of outside counsel.

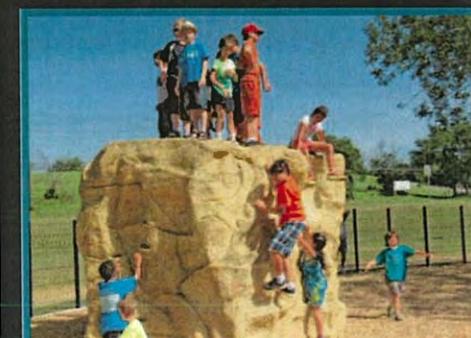
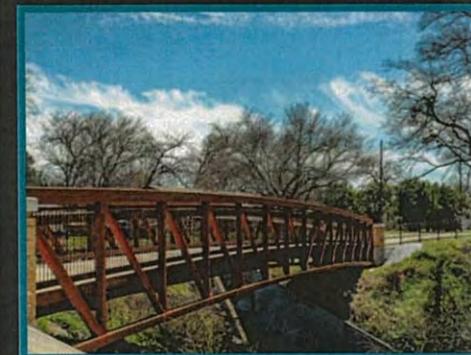
## EDUCATION & EXPERIENCE

The chosen candidate will hold a Juris Doctor from a school of law accredited by the American Bar Association and be licensed to practice law in the State of Texas. A minimum of five years of increasingly responsible Texas local government experience is required. The City of Georgetown Charter stipulates that the City Attorney will have practiced law in Texas for at least two years immediately preceding appointment.

Demonstrated experience and expertise in economic development projects and agreements of all types and sizes is essential. A solid understanding of laws pertaining to open record requests and open meetings and an excellent understanding of Robert's Rules of Order are critically important. A background in legislative issues is highly desired.

The new City Attorney should have experience and knowledge of municipal law, contract law, constitutional law, labor law, land use and environmental law, property law, and tort law. The chosen candidate should have experience and familiarity with civil procedure and misdemeanor prosecution, municipal utilities, and Texas Local Government Code Chapter 143 (Civil Service).

The City is currently addressing issues related to transportation, the Georgetown Municipal Airport, and Meet and Confer with the Police and Fire Departments, and it will be important





## COMPENSATION & BENEFITS

The City of Georgetown offers a competitive salary commensurate with qualifications and experience. The City participates in the Texas Municipal Retirement System (TMRS) at a 7% mandatory employee deposit rate with a municipal matching ratio of 2:1 with vesting at five years and full retirement eligibility at 20 years. A full range of leave and benefits are also provided.

## APPLICATION PROCESS

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

For more information on this position contact:

**Ron Holifield, CEO**  
Strategic Government Resources  
[Ron@GovernmentResource.com](mailto:Ron@GovernmentResource.com)  
214-676-1691

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

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

## RESOURCES

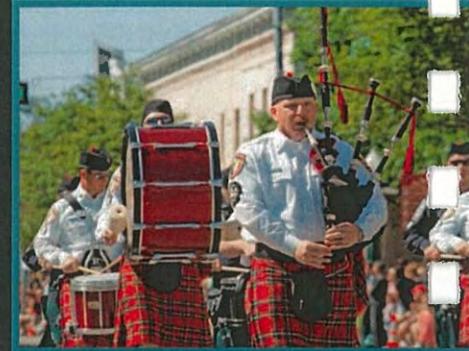
**City of Georgetown**  
[www.georgetown.org](http://www.georgetown.org)

**Visit Georgetown**  
[www.visit.georgetown.org](http://www.visit.georgetown.org)

**Georgetown Chamber of Commerce**  
[www.georgetownchamber.org](http://www.georgetownchamber.org)

**Georgetown Economic Development**  
[invest.georgetown.org](http://invest.georgetown.org)

**City of Georgetown 2030 Plan**  
[www.2030.georgetown.org](http://www.2030.georgetown.org)





**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		
SSN SEARCHED	XXX-XX-6789	04-02-2015 1:48 PM MDT		
<b>Applicant Information</b>				
FULL NAME / SSN	DOB	ADDRESS	PHONE	REPORTED DATE(S)
JANET TESTCASE		19 FOREST HILL BEDROCK, TX County: HIDALGO		First: 2015-01-16 Last: 2015-04-02
JANET LYNN TESTCASE	1962-10-05	19 FOREST HILL BEDROCK, TX County: HIDALGO	(954)547-3984	First: 1995-02-13 Last: 2015-04-02
JANET TESTCASE	1962-10-05	19 FOREST HILL BEDROCK, TX County: HIDALGO		First: 1995-02-13 Last: 2015-04-02
JANET L TESTCASE		7863 SLEEPING LILY DR LAS VEGAS, MO 89178 County: JACKSON	(702)812-1460	First: 1991-12-31 Last: 1996-05-23

**SSN Information**

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

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

**Credit**

**Credit Summary**

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

EEOA 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	EEOA
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](http://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](http://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](http://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](http://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](http://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](http://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 CUSTOMER ASSISTANCE GROUP 1301 MCKINNEY STREET, SUITE 3450 HOUSTON, TX 77010-9050 1-800-613-6743
a. NATIONAL BANKS, FEDERAL SAVINGS ASSOCIATIONS, AND FEDERAL BRANCHES AND FEDERAL AGENCIES OF FOREIGN BANKS	FEDERAL RESERVE CONSUMER HELP (FRCH) PO BOX 1200 MINNEAPOLIS, MN 55480 1-888-851-1920 WEBSITE ADDRESS: <a href="http://WWW.FEDERALRESERVECONSUMERHELP.GOV">WWW.FEDERALRESERVECONSUMERHELP.GOV</a> EMAIL ADDRESS: <a href="mailto:CONSUMERHELP@FEDERALRESERVE.GOV">CONSUMERHELP@FEDERALRESERVE.GOV</a>
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	
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<br>TRANSPORTATION BOARD   | OFFICE OF PROCEEDINGS, SURFACE<br>TRANSPORTATION BOARD<br>DEPARTMENT OF TRANSPORTATION<br>1925 K STREET NW<br>WASHINGTON, DC 20423   |
| 5. CREDITORS SUBJECT TO PACKERS AND<br>STOCKYARDS ACT   | NEAREST PACKERS AND STOCKYARDS<br>ADMINISTRATION AREA SUPERVISOR   |
| 6. SMALL BUSINESS INVESTMENT COMPANIES  | ASSOCIATE DEPUTY ADMINISTRATOR FOR<br>CAPITAL ACCESS<br>UNITED STATES SMALL BUSINESS<br>ADMINISTRATION<br>406 THIRD STREET, SW, 8TH FLOOR<br>WASHINGTON, DC 20416            |
| 7. BROKERS AND DEALERS  | SECURITIES AND EXCHANGE COMMISSION<br>100 F ST NE<br>WASHINGTON, DC 20549  |
| 8. FEDERAL LAND BANKS, FEDERAL LAND<br>BANK ASSOCIATIONS, FEDERAL<br>INTERMEDIATE CREDIT BANKS, AND<br>PRODUCTION CREDIT ASSOCIATIONS | FARM CREDIT ADMINISTRATION<br>1501 FARM CREDIT DRIVE<br>McLEAN, VA 22102-5090  |
| 9. RETAILERS, FINANCE COMPANIES, AND<br>ALL OTHER CREDITORS NOT LISTED ABOVE  | FTC REGIONAL OFFICE FOR REGION IN<br>WHICH THE CREDITOR OPERATES OR<br>FEDERAL TRADE COMMISSION: CONSUMER<br>RESPONSE CENTER- FCRA<br>WASHINGTON, DC 20580<br>1-877-382-4357 |

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**Source Information**

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**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](http://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	04-02-2015 1:50 PM MDT
NAME SEARCHED	TESTCASE, JANET	SEARCH SCOPE	10 years
DOB SEARCHED	10-05-1962		
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.

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**COUNTY WANTS AND WARRANT**

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NO REPORTABLE RECORDS FOUND - DALLAS COUNTY  
JANET TESTCASE

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**State Criminal Records Search**

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RESULTS	<b>No Reportable Records Found</b>		
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.

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**Federal Criminal Records Search**

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RESULTS	<b>No Reportable Records Found</b>		
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.

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**InstaCriminal National Search**

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RESULTS	<b>No Reportable Records Found</b>		
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.

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**Global Homeland Security Search**

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RESULTS	<b>No Reportable Records Found</b>		
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 Medicare - 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	<b>No Reportable Records Found</b>		
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	<b>Records Found</b>		
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		
<b>*** Abstract ***</b>			
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	<b>Yes</b>		
INSTITUTION NAME	<b>UNIVERSITY OF SYRACUSE</b>	SEARCH DATE	04-02-2015 1:51 PM MDT
CITY, STATE	SYRACUSE, NY	CONTACT	WRITTEN/ SC
INSTITUTION PHONE	N/A	SUBJECT	JANET TESTCASE
INSTITUTION FAX			
INSTITUTION EMAIL			
SUBJECT-PROVIDED INFORMATION	INSTITUTION-PROVIDED INFORMATION		
SOCIAL SECURITY		123-45-6789	
DATES CLAIMED	MAY 2013	DATE AWARDED: 05/15/2013	
DEGREE(S) CLAIMED	MASTERS OF PUBLIC ADMIN	MASTERS PUBLIC ADMIN	
MAJOR(S) CLAIMED	PUBLIC ADMINISTRATION	PUBLIC ADMINISTRATION	
GPA CLAIMED			
HONORS CLAIMED			
ATTENDING NAME			
COMMENTS			

Instant Driving Records	
RESULTS	<b>License Found</b>

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 80B, 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: BD981  
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

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\*\*\* End Of Report \*\*\*

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# MANAGEMENT PROFILE

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EVERYTHING **DiSC**  
MANAGEMENT

*ASSESSMENT TO ACTION.*

**Casey Tyler**

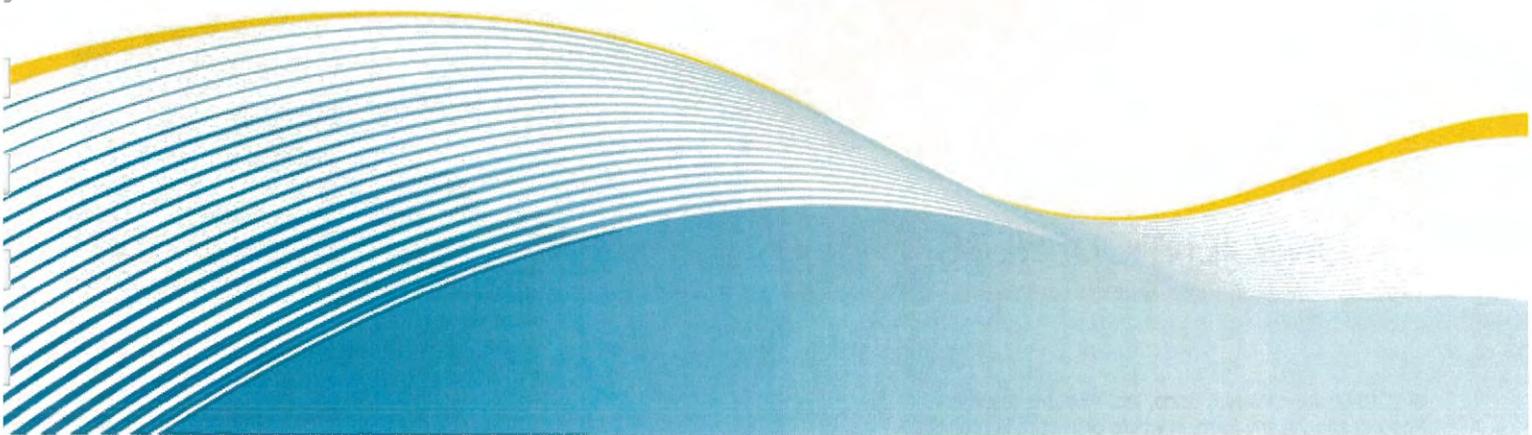
Thursday, June 12, 2014

This report is provided by:

Strategic Government Resources, Inc.  
Ron Holifield  
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Keller, TX 76244  
817-337-8581  
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**WILEY**



## INTRODUCTION TO DiSC<sup>®</sup>

### Welcome to Everything DiSC<sup>®</sup>

Casey, have you ever wondered why connecting with some people is easier for you than with others?

*Maybe you've noticed that you have an easier time managing people who focus on creating lively environments and relationships.*

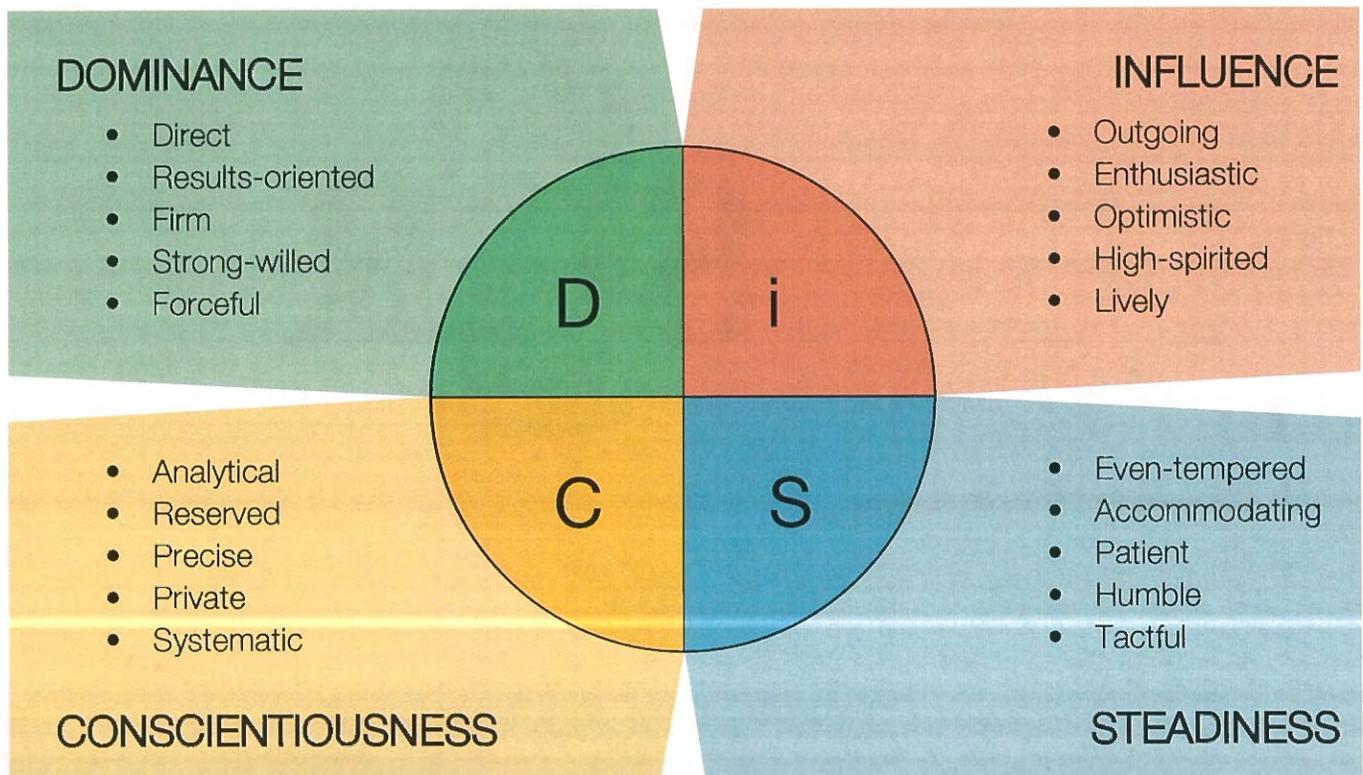
*Or, maybe you're more comfortable working with those who take an optimistic, fast-paced approach than those who work at a steadier pace.*

*Or, perhaps you relate best to people who are more enthusiastic than analytical.*

Everything DiSC<sup>®</sup> is a simple tool that offers information to help you understand yourself and others better—and this can be of tremendous use as a manager. This report uses your individual assessment data to provide a wealth of information about your management priorities and preferences. In addition, you'll learn how to connect better with people whose priorities and preferences differ from yours.

### Cornerstone Principles

- ▶ All DiSC style are **equally valuable**, and people with all styles can be effective managers.
- ▶ Your management style is also influenced by **other factors** such as life experiences, education, and maturity.
- ▶ **Understanding yourself** better is the first step to becoming more effective with your employees and your manager.
- ▶ Learning about other people's DiSC styles can help you **understand their priorities** and how they may differ from your own.
- ▶ You can improve the quality of your management experience by using DiSC to build more **effective relationships**.



## YOUR DiSC® OVERVIEW

### How is this report personalized to you, Casey?

In order to get the most out of your *Everything DiSC Management® Profile*, you'll need to understand your personal map.

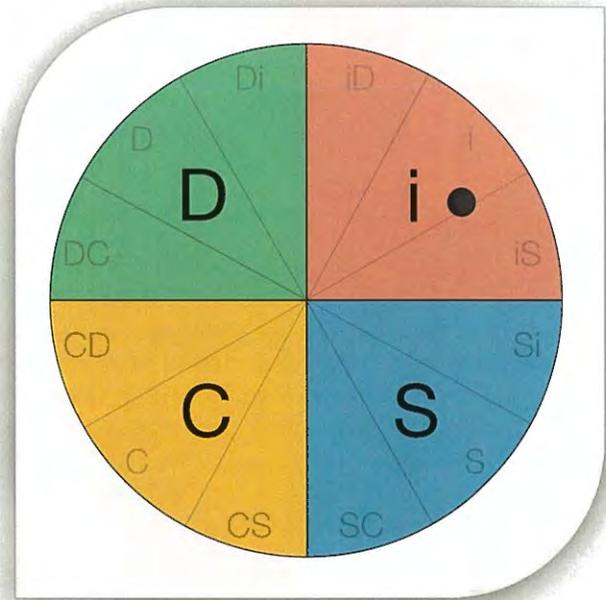
#### Your Dot

As you saw on the previous page, the Everything DiSC® model is made up of four basic styles: D, i, S, and C. Each style is divided into three regions. The picture to the right illustrates the 12 different regions where a person's dot might be located.

Your DiSC® Style: i

Your dot location indicates your DiSC style. Because your dot is located in the middle of the i region, you have an i style.

Keep in mind that everyone is a blend of all four styles, but most people tend strongly toward one or two styles. Whether your dot is in the center of one style or in a region that borders two, **no dot location is better than another**. All DiSC® styles are equal and valuable in their own ways.



### Close to the Edge or Close to the Center?

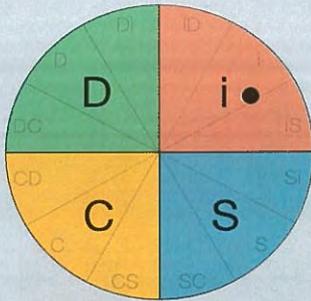
A dot's **distance from the edge** of the circle shows how naturally inclined a person is to encompass the characteristics of his or her DiSC style. A dot positioned toward the edge of the circle indicates a strong inclination toward the characteristics of the style. A dot located between the edge and the center of the circle indicates a moderate inclination. And a dot positioned close to the center of the circle indicates a slight inclination. A dot in the center of the circle is no better than one on the edge, and vice versa. Your dot location is near the edge of the circle, so you are **strongly inclined** and probably relate well to the characteristics associated with the i style.

Now that you know more about the personalization of your Everything DiSC Management Map, you'll read about the management priorities and preferences associated with the i style. Using this knowledge, you'll learn how to use Everything DiSC principles to improve your ability to direct, delegate, motivate, and develop others more successfully. Finally, you'll explore ways to work more effectively with your own manager.

# YOUR DiSC® STYLE & DOT

## Your Dot Tells a Story

Your DiSC Style Is: **i**



Like other managers with the **i** style, Casey, you probably enjoy relating to other people. You tend to have a fairly extensive network of friends and colleagues, and you may view a roomful of strangers as a fun opportunity to connect. Similarly, you're likely to get personal satisfaction out of introducing people who would not otherwise meet.

Because you're optimistic and enthusiastic, you may find it easy to get the people you manage excited about your goals and ideas. When you speak, you're likely to promote your opinions with passion. Many people probably find your enthusiasm contagious. However, those who are more skeptical may feel that you are overly optimistic at times.

When communicating, you tend to be expressive, and you may dial up your volume and gestures to get people's attention. Compared to most managers, you have a stronger urge to process your feelings by verbalizing them. At times, your somewhat talkative nature may cause you to monopolize conversations, particularly with those who are more soft-spoken.

In terms of time management, you like to have a variety of tasks on your plate and probably grow bored with routine. Most likely, you maintain your enthusiasm and drive under time pressure. Although you're often excited to start a new project, you may sometimes dive in without adequate planning or resources. Because you're probably confident in your ability to improvise, you may prefer a more free-flowing approach.

You probably enjoy making gut-instinct decisions, but you also tend to be accepting of other people's ideas. In fact, when people offer opinions or weigh in, you sometimes may be reluctant to give negative feedback for fear of being seen as the "bad guy." At times, your optimism may also cause you to overestimate your own abilities or misjudge the difficulty of a task.

You genuinely enjoy being around other people, so you probably encourage people to work collaboratively. Most likely, you see team brainstorming sessions as leading to endless possibilities, and you tend to actively solicit ideas from other people. However, because you naturally want to connect and collaborate with others, you may not always realize that some people require more personal space.

Like others with the **i** style, you may tie your self-worth closely to your social circle. You strive to make favorable impressions whenever possible, and you're most likely comfortable being the center of attention. In fact, you probably enjoy telling stories and entertaining others in a colorful, engaging way.

In conflict, you may be inclined to brush any unpleasantness under the rug for as long as possible. However, if your anger, frustration, or hurt reaches a breaking point, you may say things you later regret. For you, venting may feel like a therapeutic process, but it may make the people you manage highly uncomfortable.

Casey, like others with the **i** style, your most valuable contributions as a manager may include your ability to generate excitement, your high energy, and your desire to bring people together. In fact, these are probably some of the qualities that others admire most about you.

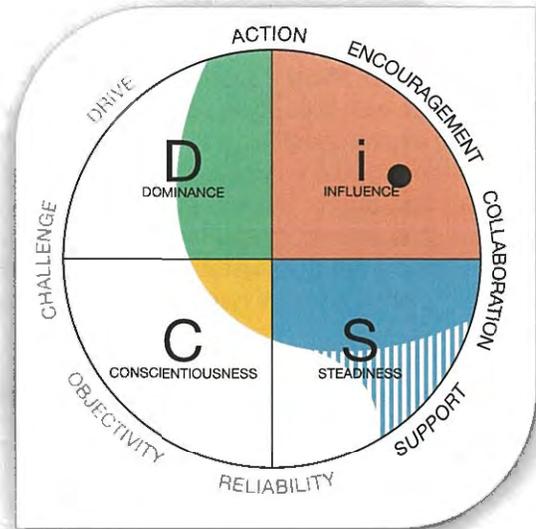
## YOUR DiSC® PRIORITIES & SHADING

### Your Shading Expands the Story

Casey, while your dot location and your DiSC® style can say a great deal about you, your map **shading** is also important.

The eight words around the Everything DiSC map are what we call **priorities**, or the primary areas where people focus their energy. The closer your shading comes to a priority, the more likely you are to focus your energy on that area. Everyone has at least three priorities, and sometimes people have four or five. **Having five priorities is no better than having three, and vice versa.**

Typically, people with the i style have shading that touches **Encouragement, Action, and Collaboration**. Your shading stretches to include **Support**, which isn't characteristic of your style.



### What Priorities Shape *Your* Management Experience?

#### ► Providing Encouragement

Casey, like other managers with the i style, you tend to value people's emotional needs and want members of your team to feel good about their contributions. Therefore, you probably take time to give people recognition and celebrate group victories. You focus on providing encouragement so people feel energized and optimistic about their work.

#### ► Valuing Collaboration

You tend to recognize the importance of group effort, making it a key component of how you work. Most likely, you include others in important activities and decisions, and you may pride yourself on your ability to build team spirit by getting everyone involved. You value collaboration because you think it not only leads to better outcomes, but it makes the job more fun.

#### ► Taking Action

Managers with the i style usually like excitement and fast movement. Most likely, you're energized by innovative, groundbreaking solutions, and you're eager to hit the ground running. In fact, your pace might be a bit fast for some of the people you manage, but rather than slow down, you may encourage them to catch up with you. Because you emphasize action, you may inspire your team to push forward quickly.

#### ► Giving Support

Moreover, you place a high priority on supporting others, although this is not typical of the i style. You may prefer to have harmony in your relationships, and people probably know you're ready to help or listen patiently when needed. Because an orderly, peaceful environment is important to you, you're willing to put your own needs aside to give support to others.

## YOUR MANAGEMENT PREFERENCES

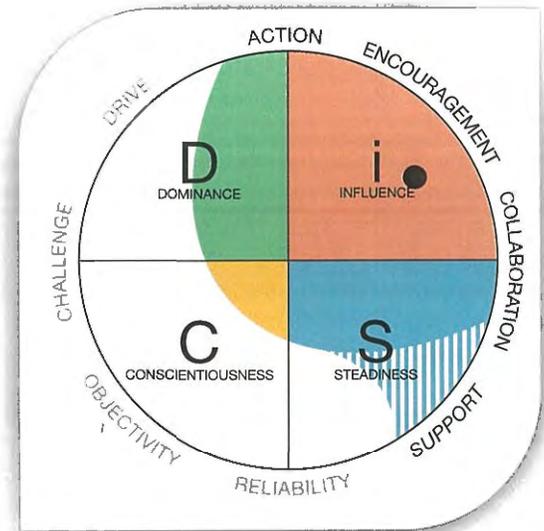
### What Do You Enjoy About Managing?

Different people find different aspects of their work motivating. Like other people with the *i* style, you may enjoy working with others toward a common goal, and you may strive to create a high-energy environment where people can express themselves. In addition, you likely appreciate that management allows you to help others succeed in their professional development. Furthermore, you may appreciate the ability to foster a supportive environment where people listen to one another's needs, and this is less typical of the *i* style.

You probably enjoy many of the following aspects of your work:

#### MOTIVATORS

- Developing warm relationships with team members
- Keeping things moving
- Inspiring others to do their best
- Promoting creativity
- Building an optimistic mindset in others
- Getting people involved
- Increasing enthusiasm
- Supporting people when they express their concerns and frustrations
- Considering the needs and opinions of others



*What do your priorities say about what motivates you and what you find stressful?*

### What Drains Your Energy as a Manager?

Then there are those management responsibilities that are stressful for you. Because you want to maintain friendly relationships and be well-liked, you may have problems pushing people to get results, especially if doing so requires you to confront them. Furthermore, you may dislike an atmosphere that feels dull or hinders your energetic pace. At the same time, unlike others with the *i* style, you may find it difficult to manage people who are too aggressive or combative.

Many of the following aspects of your work may be stressful for you:

#### STRESSORS

- Giving people unpleasant feedback
- Being forceful or insistent with others
- Making tough decisions independently
- Working steadily toward long-term goals
- Managing challenging or skeptical people
- Being unable to use your intuition
- Having to slow your pace
- Having to reprimand people
- Dealing with angry or argumentative people

## YOUR DIRECTING & DELEGATING STYLE

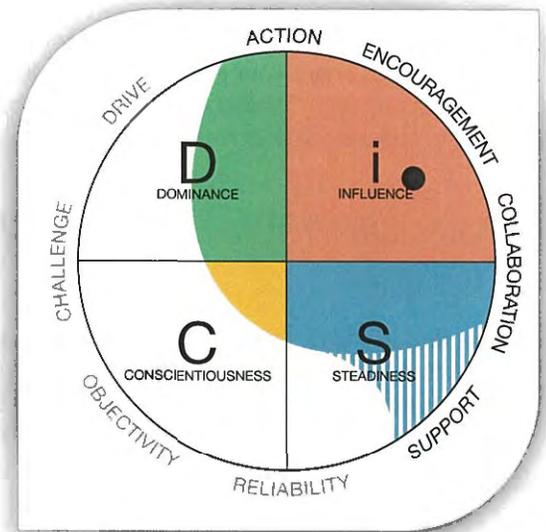
As a manager, you may find that effectively directing and delegating to your employees is more complex than simply handing off an assignment with a “please” and “thank you.” Perhaps you’ve noticed that individual employees respond positively to different types of instruction and feedback. Some want specific directions and welcome objective feedback, while others want just the opposite. Based on your DiSC® style and priorities, you have a natural approach to directing and delegating. However, to maximize satisfaction and productivity, it’s important to consider how effective your approach may be with employees of different styles.

Casey, because you place a **strong emphasis on encouragement**, you tend to be optimistic about people and their abilities. Therefore, you usually give individuals the benefit of the doubt and may assign tasks to team members without making sure they have the skills to get the job done.

You also prefer to **collaborate**, and the people you manage may be empowered by your trust in their abilities. However, when situations require a more direct approach, you may have trouble being tough and holding people accountable.

Because you **focus on action**, you tend to be fast-paced when directing a team. You probably try to get others excited about their tasks, but you may occasionally be vague about the specifics in your eagerness to get people moving.

Furthermore, you tend to be **supportive**, which isn’t typical for someone with the i style. As such, you usually make sure people know you’re there to help when needed.



## How Do You Approach Directing & Delegating?

### STRENGTHS

- Giving direction in a friendly and positive manner
- Making people feel that they are important contributors
- Encouraging creativity in the execution of tasks
- Listening to people’s concerns about assignments
- Getting people moving
- Making yourself available to help

### CHALLENGES

- Pushing people to complete their tasks
- Judging people’s abilities or competencies, without overestimating them
- Giving clear, detailed explanations
- Analyzing options before assigning a task
- Highlighting the importance of routine tasks
- Creating a reliable setting

## DIRECTING & DELEGATING TO THE D STYLE

### How Does the D Style Like to Work?

People with the D style prioritize the bottom line and are driven to get results. Furthermore, they are willing to take risks in pursuit of success, probably even more so than you. They strive for ambitious goals and want the freedom to make their own decisions without having to ask for input from other people. And because they value their independence, they may not share your preference to collaborate and work closely as a team. Their autonomy also makes them less likely to require the encouragement you frequently offer.



### Potential Problems When Working Together

People with the D style are often questioning and skeptical, and they may challenge your authority if they disagree with your decisions. They don't share your focus on other people's feelings and may be blunt or assertive when expressing their opinions. And because you tend to assume the best in people, you may mistake their self-assured attitude as competence, even if they don't have the necessary skills or experience. In these cases, you may be surprised when they fail to deliver what you expected.

### How to Be Effective with the D Style

Like you, people with the D style are fast-paced and want to work on exciting projects that will make a big impact. Therefore, encourage them to tackle more adventurous tasks. Give them freedom to decide on methods and tactics, but make sure they don't try to make decisions that exceed their qualifications. If they have exhibited sound judgment in the past, show respect for their bold ideas and decision-making ability. Given your i style, you may need to focus more closely on their skill level and make sure to check in more frequently if they lack experience.

#### If they're less experienced:

- Don't confuse confidence with competence.
- Review their plans before they move ahead.
- Check in often enough to make sure they're on track.
- Have them check with you before any risky decisions are made.
- Let them know that they will be given more autonomy as they gain experience.

#### If they're more experienced:

- Show them the most practical way to be productive.
- Be direct about the results you expect.
- Set a deadline and let them figure out how to proceed.
- Make sure they understand the consequences of their shortcuts.
- Specify the limits of their authority while still allowing for some autonomy.

## DIRECTING & DELEGATING TO THE i STYLE

### How Does the i Style Like to Work?

People who share your i style are generally upbeat and optimistic. You're both usually sociable and openly expressive, and they probably appreciate your tendency to provide them with encouragement. They typically share your enthusiasm for exciting tasks and your eagerness to interact with others. Furthermore, they're outgoing when it comes to expressing their thoughts and feelings. Just as you tend to be at ease when ideas and conversation flow freely, they may be most relaxed when they can be upfront about their needs.



### Potential Problems When Working Together

People who share your i style like to work in a fun environment, and you both probably appreciate the social aspects of the job. Like you, they enjoy spending time with other people, channeling their high energy into collaborative efforts. However, at times, your "i" employees may allow social needs to take precedence over the bottom line, and you may neglect to push them for practical results. And because you may find it easy to develop friendly relationships with them, it may be difficult for you to give them negative feedback.

### How to Be Effective with the i Style

Like you, these individuals tend to move quickly. Because they seek new or exciting projects, they may become restless if they are forced to work for long periods of time on routine tasks. They share your tendency to improvise and make spontaneous decisions. As a result, you may need to check in frequently with those who lack experience to make sure they are on track and meeting deadlines. For those who are more experienced, encourage creativity and experimentation, but make sure vital details or tasks don't slip through the cracks.

#### If they're less experienced:

- Make sure they don't lose track of details.
- Give them plenty of encouragement.
- Limit their socializing.
- Check their understanding since their enthusiasm might hide a lack of clarity.
- Hold them accountable for missed deadlines or skipped steps.

#### If they're more experienced:

- Allow them to take the lead in group settings.
- Make time to go over the details with them.
- Encourage them to keep moving forward.
- Acknowledge their contributions publicly.
- Keep them on track and on schedule.

## DIRECTING & DELEGATING TO THE S STYLE

### How Does the S Style Like to Work?

People with the S style tend to be accommodating and flexible, and you share their supportive nature even though it's less typical for someone with the i style. Therefore, they'll respond positively to your friendly manner and genuine interest in their needs. However, because they want to be sure they know exactly what is required, they want to be given clear guidance, yet may be too soft-spoken to ask for it. Consequently, you may need to make an extra effort to supply the step-by-step instruction that they like.



### Potential Problems When Working Together

These individuals tend to make steady progress toward predictable goals, while you're more likely to rely on the power of enthusiasm and big ideas. Therefore, they may become uncomfortable if you delegate high-pressure tasks to them or urge them to take risks. They dislike dealing with abrupt changes, so your tendency to improvise and make quick adjustments may leave them disoriented. As a result, they may look for more stability from you, while you may become frustrated with their hesitancy to take chances.

### How to Be Effective with the S Style

Like you, people with the S style may be most comfortable in friendly, cooperative environments. While they share your preference to collaborate with others, they will seldom push for more authority within the group because they are much more comfortable working behind the scenes. Give them step-by-step instructions and make sure they're comfortable with a task before setting them loose. If they have more experience, give them as much responsibility as you can, but make it clear that you're available to advise them when needed.

#### If they're less experienced:

- Give clear, step-by-step directions.
- Ask questions to confirm their understanding.
- Check in with them frequently.
- Refrain from giving them too much responsibility too quickly.
- Avoid pushing them to move ahead before they are ready.

#### If they're more experienced:

- Ask enough questions to elicit their concerns.
- Give them additional responsibilities when they seem ready for more challenges.
- Encourage them to take initiative.
- Make yourself available as an advisor.
- Ask them directly what kind of support they need.

## DIRECTING & DELEGATING TO THE C STYLE

### How Does the C Style Like to Work?

People with the C style relate best to clear objectives and fact-based ideas. They take time to analyze concepts and closely examine solutions. Because they rely on logic and objectivity, your tendency to make decisions based on gut instinct may frustrate them. Furthermore, they're comfortable working alone, and they may even avoid the collaboration that you prefer. In fact, they require only very minimal face time and appreciate environments that foster independence.



### Potential Problems When Working Together

These individuals want to produce dependable outcomes, so they tend to thoroughly consider all the consequences before choosing a plan. They prefer to go over options and proposals carefully, which is in contrast to your tendency to move quickly. Therefore, they may become annoyed if you pressure them to multi-task or rush their efforts, and they may see your push for exciting options as careless or sloppy. In turn, you may think their tendency to go over solutions repeatedly stands in the way of progress.

### How to Be Effective with the C Style

People with the C style want to work in an environment where they feel free to point out flaws and question inefficiencies. You may believe that their objections stifle creativity, but remember that they are more concerned with high quality and getting things right. Those with less experience may spend too much time analyzing and perfecting their work, so be sure to check in often enough to keep them on track. For those with more experience, allow more autonomy but set clear deadlines that keep them moving forward.

#### If they're less experienced:

- Avoid forcing them to collaborate unless it's necessary.
- Help them achieve quality without putting deadlines at risk.
- Communicate with clarity rather than enthusiasm.
- Make sure they have the resources they need.
- Check in to make sure they aren't getting bogged down.

#### If they're more experienced:

- Check in when necessary to ensure forward progress.
- Encourage them to ask for more direction if they need it.
- Listen to their concerns about quality.
- Allow them to work independently when possible.
- Give them opportunities to help solve complex issues.

## MOTIVATION AND THE ENVIRONMENT YOU CREATE

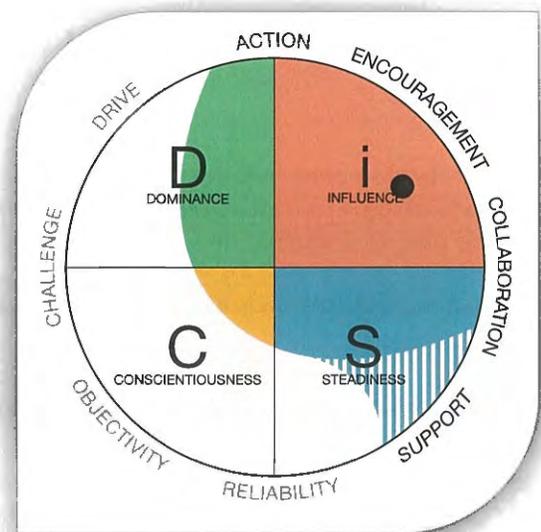
You can't motivate people. They have to motivate themselves. As a manager, however, you can create an environment where it's easy for people to find their own natural motivation. This means building an atmosphere that addresses employees' basic needs and preferences so they can do their best work, and you may naturally create a certain type of environment for those around you. It's important to understand the nature of this environment because it has a major impact on the motivation of the people you manage.

Casey, because you are **enthusiastic and encourage others**, the environment you likely create is one where people feel recognized and accepted. You probably help them see that work can be fun, and as a result, they may be more upbeat and optimistic about their tasks and contributions.

Most likely, your **tendency to take action** might help establish a high-energy setting where people want to get going and keep moving. The people you manage may be inspired by your fast pace, and your emphasis on forward momentum can help instill confidence that they are going to help make things happen quickly.

Similarly, your **strong preference for collaboration** may strengthen the bond among team members, which is often essential for reaching goals. People who feel that group efforts are appreciated are more likely to seek opportunities to brainstorm together and make improvements, without concern for who should receive the most credit.

Furthermore, unlike others with the *i* style, you have an extra priority that may influence motivation and the environment you create. Since you tend to **offer support**, the people you manage probably feel that someone cares about them, which can be extremely motivating for some.



### The Environment You Create

- Because you deliver positive feedback, people feel good about their contributions.
- Your optimism and enthusiasm can make work more fun.
- Your passion and high energy may inspire people to move quickly.
- Because you build teams, people feel a sense of camaraderie.
- When you put confidence in others, they may feel empowered to use creative approaches.
- Because you are understanding and patient, workers are less frustrated when attempting new things.

## MOTIVATION AND THE D STYLE

### What Are the Motivational Needs of the D Style?

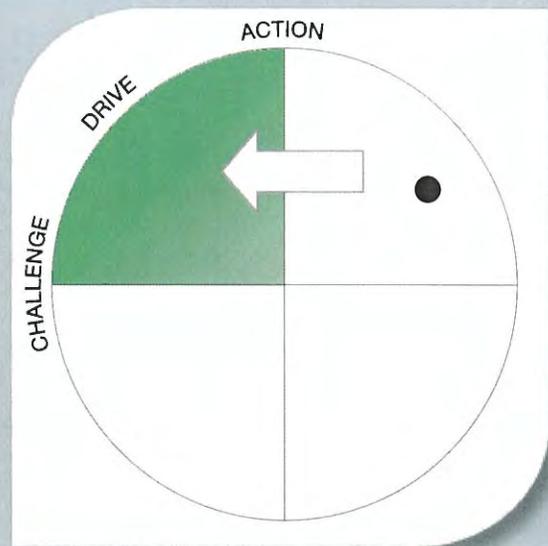
Employees with the D style are motivated to win, so they probably care more about the bottom line than how they get there. They're driven to achieve, probably more so than you, so they often thrive in competitive environments and can sometimes turn the most collaborative task into a contest. Furthermore, they share your desire to move quickly and want to make a big impact with innovative or daring ideas. In fact, they may be so focused on individual career growth that they disregard the needs of others, and you may have trouble understanding their challenging approach.

#### What **demotivates** the D style?

- Routine
- Foot dragging
- Being under tight supervision
- Having their authority questioned or overruled
- Feeling like their time is being wasted
- Having to wade through a lot of details

#### How does **conflict** affect the motivation of the D style?

- Employees with this style may embrace conflict as a way to create win-lose situations.
- They may be energized by the competitive aspects of conflict.
- They may waste energy dwelling on who is at fault.



#### How can you help create a **motivating environment** for the D style?

- Let them know the value they bring to the organization.
- Don't overlook opportunities to allow them to work independently.
- Let them control their work environment as much as possible.
- Orchestrate healthy competitions that will contribute to team success.
- Challenge them with concrete goals meant to stretch their abilities.
- Explain the big-picture, bottom-line purpose of new projects.

#### What's the best way for you to **recognize and reward** the D style?

- Reward their top performances with more responsibility and autonomy.
- Compliment them directly when their initiative and drive help the organization.
- Give them credit for their work and ideas that lead to team success.
- Offer them opportunities for advancement when they seek new challenges.

## MOTIVATION AND THE i STYLE

### What Are the Motivational Needs of the i Style?

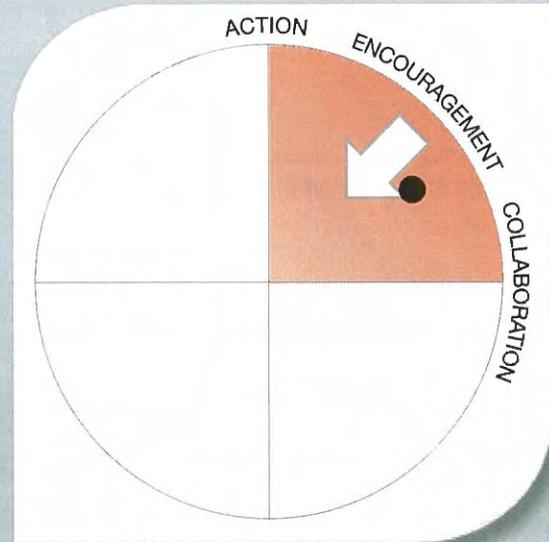
Employees with the i style look for high-energy environments where adventurous or groundbreaking ideas are valued. They're eager to collaborate, as you probably are, so they're likely to put a lot of energy into socializing and maintaining relationships. Because they like fun, vibrant settings, they often move quickly and indulge in a variety of tasks, and you probably don't have much trouble keeping up with their fast pace. Those with the i style are also motivated by public recognition, and like you, they appreciate a warm and encouraging environment.

#### What **demotivates** the i style?

- Being isolated from others
- Working in a reserved, slow-paced setting
- Having their contributions go unrecognized
- Performing routine or repetitive tasks
- Wading through a lot of details
- Working with pessimistic or critical people

#### How does **conflict** affect the motivation of the i style?

- Conflict may make them emotional or angry, and as a result may negatively affect their performance.
- They may take conflict personally, which could de-energize them.
- They may dwell on the conflict rather than focus on their tasks.



#### How can you help create a **motivating environment** for the i style?

- Let them collaborate with you and others.
- Encourage their positive energy and give them opportunities to express themselves.
- Limit the predictability and routine of their tasks when possible.
- Reinforce their optimism with your natural enthusiasm and energy.
- Give them opportunities to be in the limelight.
- Provide some time to socialize without compromising results.

#### What's the best way for you to **recognize and reward** the i style?

- Praise them publicly, making sure the whole team knows when they've accomplished something great.
- Let them know that others appreciate the energy and enthusiasm they consistently bring to the table.
- Reward them by giving them opportunities to shine.
- Recognize their contributions by recommending them for awards or advancement opportunities.

## MOTIVATION AND THE S STYLE

### What Are the Motivational Needs of the S Style?

People with the S style prefer a calm, structured atmosphere where tension and conflict are rare. Like you, they tend to be supportive, and may even withhold their own opinions to accommodate or please other people. In addition, they like to connect with colleagues on a personal level by working in a collaborative setting, and you may appreciate their affinity for teamwork. Furthermore, they want to be seen as reliable and to have enough time to perform their duties without being rushed or stressed, which probably isn't as important to you.

#### What **demotivates** the S style?

- Competitive environments
- Having to change direction abruptly
- Being rushed into quick decisions
- Dealing with cold or argumentative people
- Being forced to improvise
- Being in chaotic situations

#### How does **conflict** affect the motivation of the S style?

- They may compromise on things they care about but remain frustrated beneath the surface.
- They may waste energy worrying that people are mad at them.
- They may become fearful about making mistakes, limiting their effectiveness or ability to take chances.



#### How can you help create a **motivating environment** for the S style?

- Avoid rushing them for results, which may require you to slow your pace at times.
- Let them collaborate with others, but don't push them to be more social than they want to be.
- Be clear about their tasks and responsibilities, and don't skip the specifics.
- Plan ahead to be able to give plenty of warning when changes are coming.
- Give them the structure and security they need to feel comfortable.
- Ask for their ideas, which they might not share without encouragement.

#### What's the best way for you to **recognize and reward** the S style?

- Reward their steady contributions to team success by making them feel like a vital part of the team.
- Give them more responsibility, and let them know that you trust them to deliver reliable results.
- Offer sincere praise, but avoid putting them in the limelight.
- Encourage them to consider advancement opportunities when you feel that they're ready, since they're unlikely to ask.

## MOTIVATION AND THE C STYLE

### What Are the Motivational Needs of the C Style?

Employees with the C style look for an environment where they will have time to analyze ideas and ensure flawless outcomes. They want to produce work that's reliable, so they prefer to maintain a moderate pace and exercise a sense of caution, which isn't one of your top priorities. Because they tend to be even more objective than you are, they like to weigh all the options and gather all the facts before making decisions. Also, they want to master their responsibilities, so they often challenge ideas to ensure accuracy, an approach you probably don't share.

#### What **demotivates** the C style?

- Being required to work collaboratively
- Receiving vague or ambiguous directions
- Having to deal with strong displays of emotion
- Being forced to let errors slide
- Having to make quick decisions
- Being wrong

#### How does **conflict** affect the motivation of the C style?

- They may become resentful and unyielding, limiting their productivity.
- They may withdraw from the situation to avoid having to deal with emotional reactions.
- Their unexpressive manner may conceal a tendency to worry excessively.



#### How can you help create a **motivating environment** for the C style?

- Explain the purpose of tasks logically rather than enthusiastically.
- Encourage them to help define quality standards.
- Listen to their insights about projects or tasks, and avoid dominating conversations.
- Provide opportunities for independent work rather than focusing on collaboration.
- Convey your expectations clearly and specifically.
- Give them plenty of time to process information.

#### What's the best way for you to **recognize and reward** the C style?

- Compliment them privately by highlighting specific aspects of their performance that stand out.
- Thank them for the unique contributions they make by ensuring high-quality outcomes.
- Reward them by providing new opportunities to complete challenging projects independently.
- Encourage their growth by offering to help them build expertise in new areas of interest.

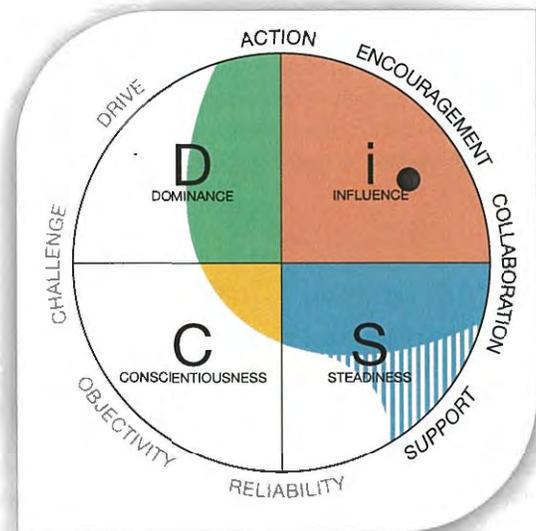
## YOUR APPROACH TO DEVELOPING OTHERS

One of the most important but often overlooked areas of management is employee development. By development, we don't mean day-to-day direction on current job duties. Instead, we're talking about supporting employee's long-term professional growth by providing resources, environments, and opportunities that capitalize on their potential.

Certainly, your employees will need to work through those limitations that are significant obstacles to their growth. Research shows, however, that you'll be most effective as a manager if you can help your employees identify and build on their strengths, rather than trying to fix all of their weaknesses. Each manager has a natural approach to this development task, and your approach is described below.

Casey, you usually want the best for the people you manage, and this interest in their well-being often helps you address their development needs. Most likely, you're optimistic about people's abilities and encourage them to reach for their loftiest goals. When it comes to career growth, you may motivate people to take quick action and be creative as they find ways to use their strengths. And because you usually let people know that you're eager to help them develop, they probably feel comfortable approaching you with their questions and concerns. Overall, you find ways to give people confidence as they identify their talents and provide opportunities for them to showcase these talents.

Furthermore, unlike others with the *i* style, you also have an extra priority that might influence your approach to developing others. To you, developing others encompasses giving support and being there to assist people when they need it.



### Your Development Approach

#### ADVANTAGES

- Encouraging creative or daring ideas for people's development
- Making yourself available for mentoring
- Boosting others' self-confidence with your belief in their abilities
- Pushing people to move quickly in their development
- Inspiring people to think big
- Taking the time to listen to people's real concerns

#### DISADVANTAGES

- Pushing people at a pace that doesn't allow them time to develop necessary skills
- Being unrealistically optimistic about some people's development options
- Failing to take a long-range view of people's development needs
- Putting too much emphasis on positive behaviors at the expense of addressing problems
- Failing to consider whether development plans are well-suited to the person
- Being too accepting when people fail to meet your expectations

## DEVELOPING YOUR “D” EMPLOYEES

### Areas Where They Have Strong Potential

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Willingness to take risks and challenge the status quo
- Comfort being in charge
- Confidence about their opinions
- Persistence through failure or tough feedback
- Competitive spirit and drive for results
- Ability to create a sense of urgency in others
- Comfort being direct or even blunt
- Restless motivation to take on new challenges
- Ability to find effective shortcuts
- Willingness to speak up about problems



### Obstacles and Strategies in the Development Process

#### Drive

People with the D style are usually quite driven, so it may be important to ensure that their energy is channeled in the right direction. Otherwise, they may strive for their own goals and give less attention to the organization's needs. At times, you may need to rein them in and make sure their priorities align with those of the organization, which may require you to be more direct than is natural for you.

- Consider development opportunities that have the potential for impressive results.
- Be sure that they know the difference between individual and organizational goals.
- Encourage their ambition and autonomy, but be prepared to redirect their focus.

#### Action

Like you, people with the D style tend to move fast, so they may not believe they require any structure or long-term development plan. In your mutual zeal for rapid progress, the two of you may fail to plot out the details of their long-term growth. This is especially true if they are inexperienced or prone to make important decisions with very little information.

- Remember that they may insist on moving forward even without the necessary skill set.
- Help them slow down to think through their development path.
- Review the big picture and encourage them to come up with appropriate long-term goals.

#### Challenge

These individuals are more independent than you, and they may be strong-willed in pursuing their goals. As a result, they may challenge your leadership, especially if you are focused on collaborative efforts. Give them as much autonomy as you can without undermining your own authority, but don't allow them to avoid their responsibilities related to the group effort.

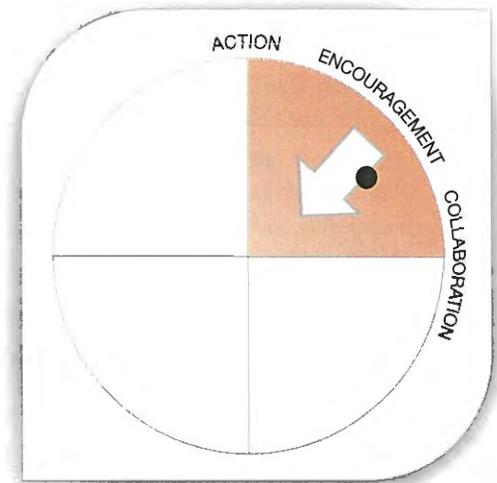
- Allow them to work independently to the degree that they don't damage team unity.
- Reassert your authority if necessary.
- Set up a system so they know when you are suggesting and when you are telling.

## DEVELOPING YOUR “I” EMPLOYEES

### Areas Where They Have Strong Potential

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Ability to build a network of contacts
- Willingness to accept new ideas
- Interest in working with others
- Comfort taking the lead
- Persistence through optimism
- Tendency to create enthusiasm
- Ability to empathize with others
- Willingness to experiment with different methods
- Tendency to give praise and encouragement to others
- Ability to rally people around an idea



### Obstacles and Strategies in the Development Process

#### Encouragement

People who share your i style want to know that they are doing a good job and are on the right development path, so they may appreciate your preference to focus on the positive while offering feedback. However, because you both tend to be optimistic, you may gloss over negative issues and ignore potential problems. Therefore, you may need to make sure that they understand which areas require improvement.

- Continue to be optimistic when assessing their development, but don't ignore problems.
- You may need to offer tougher feedback at times.
- Check to make sure they understand your feedback.

#### Action

Like you, these individuals are interested in fast-paced innovation, and they may avoid development opportunities that require in-depth analysis. Because you are equally likely to push for action, the two of you may come up with development plans that are vague or overly optimistic. Instead, it may be helpful to look at promising opportunities that might require more attention to detail.

- Encourage their spontaneity when appropriate.
- Point out the negative consequences of not taking the time to develop skills with deliberate effort.
- Avoid letting your mutual enthusiasm obscure important details or potential issues.

#### Collaboration

Like you, these individuals love working with other people, and this can be a great source of strength in their development. However, because you both value collaboration above individual accomplishment, the two of you may focus exclusively on collective efforts at the expense of personal goals. Remember that sometimes independent efforts are as important as teamwork when it comes to personal growth.

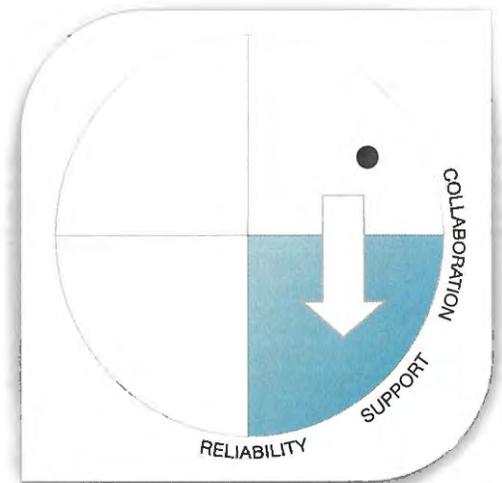
- Encourage them to pursue opportunities that involve working with others.
- Allow them to lead small groups.
- Remind them that their growth will also depend on independent work.

## DEVELOPING YOUR “S” EMPLOYEES

### Areas Where They Have Strong Potential

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Ability to work with different types of people
- Interest in maintaining steady progress
- Tendency to be diplomatic
- Willingness to support team goals
- Ability to empathize with others
- Persistence to work on routine or highly detailed projects
- Tendency to follow through on commitments
- Ability to calm upset people
- Understanding of others' perspectives
- Willingness to be flexible to others' needs



### Obstacles and Strategies in the Development Process

#### Support

While it's not typical for the i style, you tend to be supportive and offer the reassurance that people with the S style need. As a result, they probably appreciate the level of patience and consideration you extend to their development. Still, because you focus on people's emotional needs, you may not push them to reach beyond their comfort zones.

- Help them see the depth of their skills and abilities.
- Remind them that they have to focus on their own needs at times.
- Push them gently to grow and develop.

#### Reliability

They are dependable and stable. For this reason, they may feel that your development plans are too risky or adventurous. In addition, they may want more structure from you when it comes to laying out their professional future.

- Encourage them to look beyond the risk in bold development plans to see the opportunities.
- Give them time to warm up to ideas that involve a lot of change.
- Work with them to create specific development plans.

#### Collaboration

Like you, people with the S style are comfortable working with others, but their focus on collaboration may be at the expense of individual opportunities for growth. And since you both want harmonious relationships, you may have trouble providing tough feedback. Trying to avoid hurting their feelings may deprive them of constructive criticism that could help them down the line.

- Encourage them to pursue collaborative opportunities while furthering their own development.
- Show them that they have the strength to work autonomously.
- Offer constructive feedback when necessary.

## DEVELOPING YOUR “C” EMPLOYEES

### Areas Where They Have Strong Potential

Consider ways that these employees and the organization can take full advantage of the following strengths:

- Insistence on quality
- Ability to look at ideas logically
- Comfort with studying the specifics
- Interest in maintaining error-free work
- Ability to pinpoint potential problems
- Persistence in analyzing solutions
- Willingness to work alone
- Tendency to avoid letting personal feelings interfere with work
- Ability to exercise caution and manage risks
- Interest in developing a systematic approach



### Obstacles and Strategies in the Development Process

#### Objectivity

These individuals use logic to guide their actions, so they may believe that your more intuitive approach to development is misguided or sloppy. Because of their interest in progressing rationally, they may prefer to work in a “cave” when planning their development, and they may discount team unity and other people’s feelings.

- Steer them toward analytical development opportunities.
- Respect their independence, but remind them to fill you in on their progress.
- Avoid forcing them to socialize, but reinforce the importance of teamwork.

#### Reliability

People with the C style want development opportunities that are clear and well planned, so they may reject your tendency to keep moving forward, leaving the specifics for later. Further, they may be less interested in your daring or innovative ideas for development, even though playing it safe isn’t likely to lead to growth.

- Put development opportunities into a clear, well-organized framework.
- Encourage them to look beyond safe and predictable development plans.
- Ensure that they see the drawbacks of playing it safe.

#### Challenge

These individuals are often skeptical, so they may probe ideas for flaws even after others have accepted them. They frequently question solutions, which may be frustrating as you work with them to create a development path. And their tendency to say “no” may come across as dismissive or resistant.

- Expect that you’ll have to back up your ideas with evidence if you want buy-in.
- Hold them accountable if they question your ideas in a disrespectful way.
- Give them time to think over your suggestions before making final decisions together.

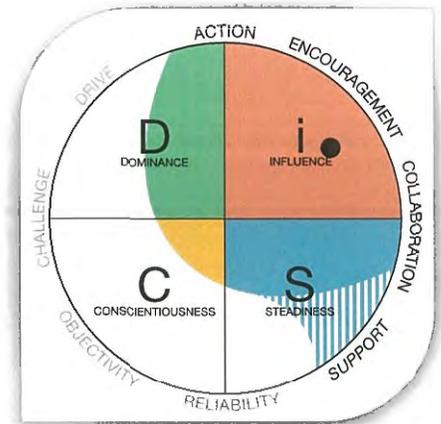
## HOW YOUR MANAGER SEES YOU

One of the most important but often overlooked aspects of management is sometimes called "managing up." This refers to effectively working with and influencing your own manager. Understanding how your manager sees you is important, but sometimes difficult. This page provides insight into how your manager might see you.

### ► Encouraging

Casey, since you have an i style, you probably come across as enthusiastic and people-oriented. Your manager may appreciate your tendency to inspire people to keep a positive outlook. On the other hand, because you're sometimes overly optimistic, some managers may be concerned that you let your emotions cloud your judgment, while others may not identify with your emphasis on a lively work environment.

- Some managers may see you as unrealistically optimistic.
- Your manager may prioritize facts over passion.



### ► Active

Many managers will appreciate that you get going quickly on tasks and projects. Furthermore, they may like how your energetic push toward new opportunities gives the organization momentum. On the other hand, some managers may see your speed as sloppy or reckless, while others may worry that your excitement could cause you to overlook other important factors.

- Your manager may see shortcuts as evidence of sloppy work.
- Some managers may find your more adventurous ideas to be impractical or unrealistic.

### ► Collaborative

Because of your emphasis on teamwork, your manager probably feels comfortable that you'll gather a lot of input to create stronger solutions. Many managers may also appreciate your openness to ideas even if they didn't originate with you. However, your consistently collaborative approach may lead some managers to think that you're more interested in the group process than in getting things done.

- Your manager may think that you have trouble staying on task.
- Managers who stress independent work may want you to act decisively without involving others.

### ► Supportive

In addition, you tend to be supportive, which isn't typical of the i style, and many managers may see your willingness to help as a great asset in making their jobs less stressful. However, some managers may think you have trouble holding people accountable for subpar performances.

- Your manager may see you as overly lenient with people who are underperforming.
- Some managers may see you as too willing to compromise on goals rather than pressure others.

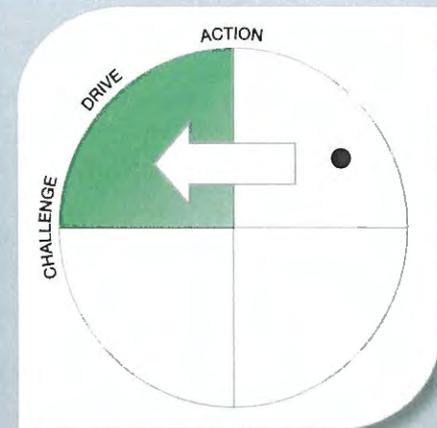
## WORKING WITH “D” MANAGERS

Most of us would like to understand our own manager a bit better. If your manager tends toward D, here are some insights for working more effectively together.

### Their Priorities & Preferences

Managers with the D style put a strong emphasis on drive and are active in pursuing bottom-line results. They can be demanding and blunt and won't hesitate to voice their skepticism. Overall, they respond best to people who can quickly help them achieve success.

- Unlike you, their drive for results may cause them to overlook people's feelings or make compromises to quality.
- Like you, they prioritize action and want to keep progressing at a rapid pace.
- Unlike you, they tend to openly challenge the status quo and pressure others to meet their high standards.



### Advocating & Getting Buy-In

Managers with the D style want to see concrete results as fast as possible, so you may get buy-in by showing how your plan will quickly affect the bottom line. And because they respect confidence, your natural self-assurance might help your proposals get serious consideration. However, if you present your ideas enthusiastically without illustrating the substance, these managers may dismiss them as frivolous. Like you, they want to keep things moving quickly and may become frustrated when something or someone slows progress. Avoid unnecessary details, but be ready with facts in case they challenge your assumptions. Furthermore, they want to feel in control, so show respect for their leadership by offering them an ownership stake in the solution.

- Keep the focus on the bottom line.
- Project confidence in your ideas, but only when it's genuine.
- Avoid coming across as overly enthusiastic or passionate.

### Dealing with Conflict

Managers with the D style can become competitive in conflict, creating win-lose scenarios in which compromise is seen as a sign of weakness. They aren't inclined to gloss over differences or avoid confrontation. This is probably quite a bit different than how you handle conflict, since you prioritize friendly relationships. When working with these managers, be careful not to brush past the issues. They're probably more frank than is comfortable for you, but remember not to take it personally. State your points objectively without getting defensive.

- Avoid viewing their directness as a personal attack.
- Don't gloss over disagreements just to keep things friendly.
- Keep the discussion focused on the issue at hand.

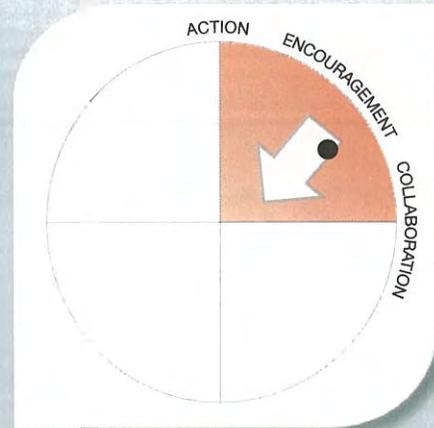
## WORKING WITH “I” MANAGERS

Most of us would like to understand our own manager a bit better. If your manager tends toward i, here are some insights for working more effectively together.

### Their Priorities & Preferences

Managers with the i style tend to be energetic and encourage others to do their best. Overall, they want to lead a fast-paced but friendly team, and they will likely respond best to people who like to create an optimistic team spirit.

- Like you, they give people recognition and celebrate group victories.
- Like you, they prefer to work with others and prioritize teamwork.
- Like you, they focus on action and move quickly while striving for forward progress.



### Advocating & Getting Buy-In

Managers who share your i style look for cooperation and want to know how your plans will affect other people. Like you, they're interested in finding ways to interact, and they believe collaboration leads to better outcomes. To gain their buy-in, show them how team members can work together to reach your goals. Use your energetic approach to show them that your solution has the power to invigorate people, but avoid exaggerated claims that might mask legitimate flaws. Furthermore, they share your desire for fast movement and groundbreaking solutions, so lay out the big picture, and assure them that things will happen quickly once you have their buy-in.

- Emphasize how your ideas can quickly energize people.
- Discuss the effect of your ideas on other people.
- Refrain from overestimating an idea's true potential.

### Dealing with Conflict

Managers who share your i style want to maintain friendly relationships. However, self-expression is very important to them, so they may demand to be heard in a conflict situation. Because you have a similar approach, you and an “i” manager may say harsh things to one another that are difficult to take back. Furthermore, you both may have trouble letting things go later. Therefore, when things get tense, express your concern for their feelings and a desire to work through the conflict quickly but thoroughly, and avoid personal attacks. Let them know that a disagreement now doesn't mean a poor relationship down the road.

- Avoid engaging in any personal attacks
- Acknowledge the importance of everyone's feelings.
- Make it clear that your relationship is still strong.

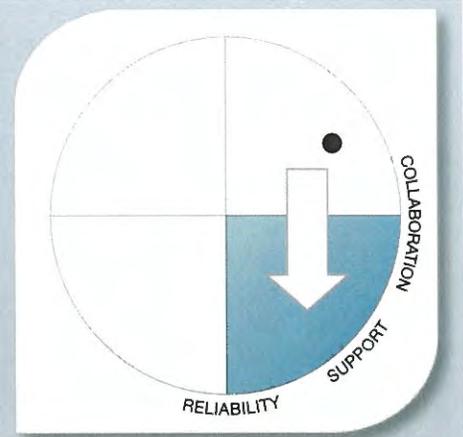
## WORKING WITH “S” MANAGERS

Most of us would like to understand our own manager a bit better. If your manager tends toward S, here are some insights for working more effectively together.

### Their Priorities & Preferences

Managers with the S style tend to be accommodating and dependable. Overall, they want to lead a team in a calm setting where tension is rare, and they will likely respond best to people who are friendly team players.

- Like you, they emphasize supporting others and have empathy for people’s needs.
- Like you, they prioritize collaboration and want people to work together harmoniously.
- Unlike you, they often dodge change in order to maintain a dependable setting.



### Advocating & Getting Buy-In

Managers with the S style want to see how your ideas can contribute to steady progress and reliable results. They are less spontaneous than you tend to be and would need time to prepare for any major changes that you might suggest. While they'll probably let you lead the discussion, remember that excessive enthusiasm is unlikely to help you gain their buy-in. Because they often weigh both sides of a decision, they may want more time to consider your proposal. Furthermore, like you, they're interested in collaboration and team unity. Capitalize on this mutual interest by specifying how your solution can create opportunities to bring the group together. And remember that if the plan feels disorganized, you may not earn their needed support. Present your ideas as clearly as you can, and be ready with details to address their concerns.

- Refrain from overwhelming them with your enthusiasm.
- Lay out your plan in a step-by-step manner.
- Emphasize how your idea helps people.

### Dealing with Conflict

Managers with the S style want to avoid conflict whenever possible, so they may gloss over differences or even deny that there is a problem. Unlike others with the i style, you share their priority on support and also dislike addressing issues head-on. You may need to take a more direct approach to clear up disagreements. Don't assume their silence means the matter is resolved. Express your concern for their feelings and a desire to work through the conflict quickly but thoroughly. If you allow them to bury their feelings, resentment may build.

- Address the situation directly rather than masking your differences.
- Don't assume that their silence means they agree with you.
- Follow up to make sure the issue is resolved.

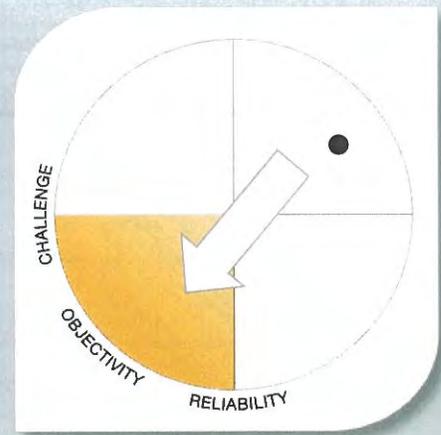
## WORKING WITH “C” MANAGERS

Most of us would like to understand our own manager a bit better. If your manager tends toward C, here are some insights for working more effectively together.

### Their Priorities & Preferences

Managers with the C style put a strong emphasis on logic and maintaining a stable environment. Overall, they want to lead by setting high standards, and they will likely respond best to people who share their concern for high-quality outcomes.

- Unlike you, they spend a lot of time on objective analysis to ensure accuracy.
- Unlike you, they tend to move cautiously in order to deliver a reliable outcome.
- Unlike you, they tend to show open skepticism for ideas that aren't backed up by facts.



### Advocating & Getting Buy-In

Managers with the C style want to see how your ideas can lead to a high-quality solution. Because they want to anticipate potential issues or complications, they're likely to ask a lot of questions. For this reason, your big-picture focus may fail to get their buy-in. If you want them to act, prove your competence by utilizing facts and logic. Furthermore, they're more interested in reliability than speed, so you may need to slow down and show them that you've thought through all of the consequences of your plan. They're unlikely to respond well to overly enthusiastic presentations. In fact, if you come across as too passionate, they're more likely to view your efforts as chaotic and unsafe. By giving them the information they want and the time to process it, you will be much more likely to get them on your side.

- Lay out your plan clearly and avoid glossing over the specifics.
- Be ready to provide all the information they need to reach a decision.
- Refrain from overwhelming them with your enthusiasm.

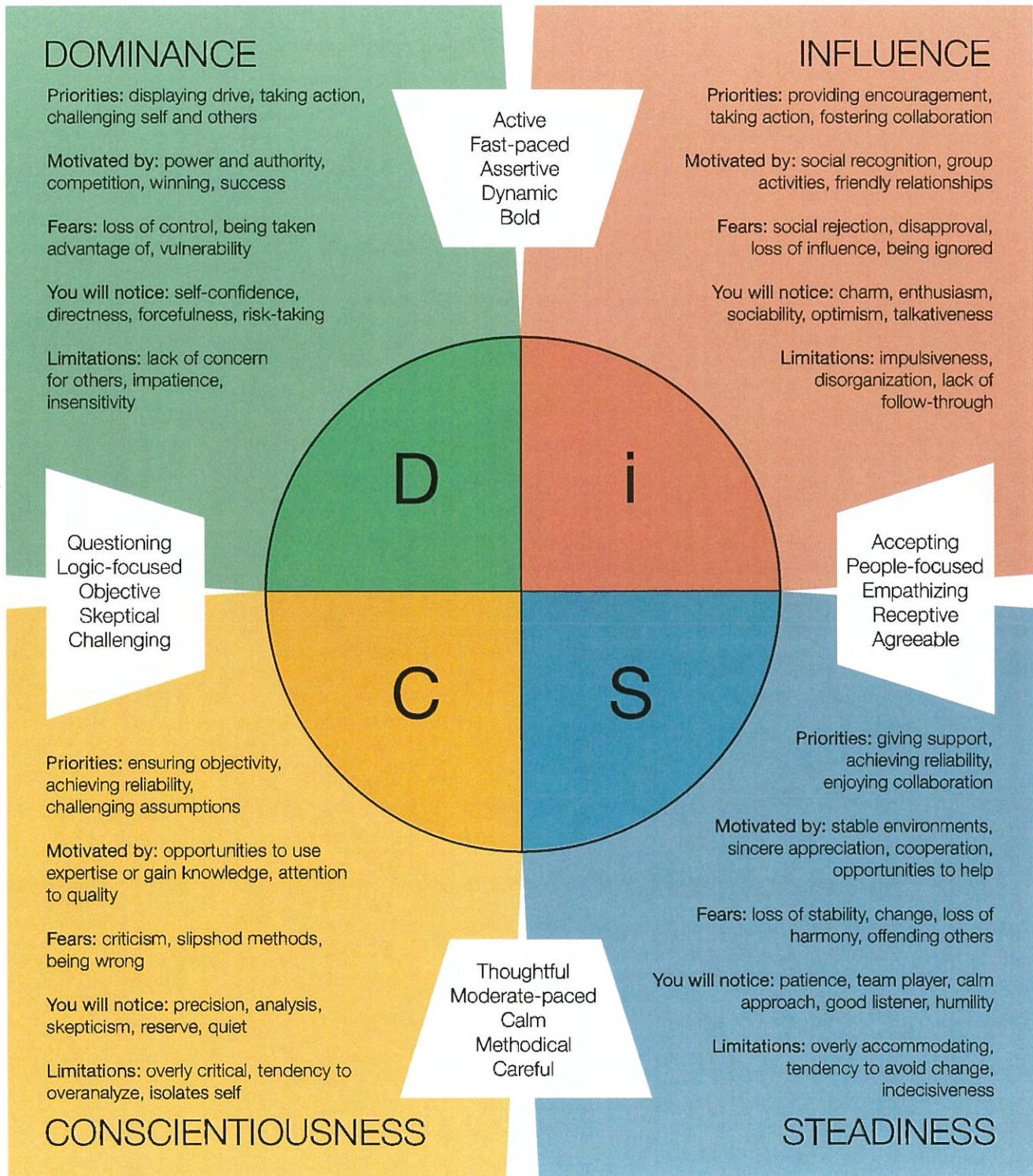
### Dealing with Conflict

Because managers with the C style view conflict as a disagreement over who is correct, they may avoid direct aggression and remain objective instead. If emotions begin to run high, however, they may withdraw or refuse to discuss the matter further. You tend to gloss over differences, but if forced to confront the situation, you may become emotional. In such cases, they may not understand your need to express yourself. Therefore, you may need to focus more on facts to make sure you hear their side of the story. Don't insist on immediate resolution since they may need time to process. State your position factually and give them time to present their side.

- Support your opinions with logic and facts.
- Refrain from making emotional appeals.
- Give them space to process before confronting the issues.

## APPENDIX: OVERVIEW OF THE DiSC® STYLES

The graphic below provides a snapshot of the four basic DiSC® styles.



**CITY OF ENGLEWOOD  
COLORADO**

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**PROPOSAL FOR EXECUTIVE RECRUITMENT  
SERVICES FOR THE POSITION OF**

**CITY ATTORNEY**

**RFP-15-018**



**The Mercer Group, Inc.**

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*Consultants To Management*



# The Mercer Group, Inc.

Consultants to Management

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Carbondale, CO 81623  
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TF800-609-8323  
[garysuiter@comcast.net](mailto:garysuiter@comcast.net)

[www.mercergroupinc.com](http://www.mercergroupinc.com)

January 4, 2016

City of Englewood  
Department of Administrative Services, Procurement Division  
1000 Englewood Parkway  
Englewood, CO 80110-2373

Dear Mayor and Council Members:

The Mercer Group is pleased to submit this proposal in response to your need for a City Attorney. We are most interested in assisting the City of Englewood with this critical recruitment and would have no difficulty beginning work at your convenience to ensure a smooth process.

We are well-experienced and very deliberate in determining the standards expected by municipal officials, so that our searches are well-founded from the beginning. We will gladly collaborate with City Council and staff in order to develop an accurate position profile that best reflects the needs of both the organization and the community, as a whole. We are also very familiar with Colorado law regarding confidentiality, open meetings and public information. ***Our guarantee is for a 24-month period*** following the date of placement.

The Mercer Group has completed the following similar searches:

- Boulder, Colorado - City Attorney - 2003
- Broomfield City and County, Colorado - City Attorney - 2004
- Greensboro, North Carolina - City Attorney - 2011
- Lee's Summit, Missouri - City Attorney - 2008
- Longmont, Colorado - City Attorney - 2008

Ron Miller, former City Manager of Aurora and Mercer affiliate will lead this project, He will be assisted by Gary Suiter, a former City and County Manager in Colorado for 20+ years and a Senior Vice President for the Mercer Group. Fran Suiter, Vice President, will provide administrative support and background research throughout the process. We will also call upon other Mercer associates nationwide to establish broad search networks and channels.

We are committed to finding you an excellent candidate for the City of Englewood. Thank you for the opportunity to respond to this important recruitment and we look forward to working with you. Please call us at (970) 963-0752 or email us at [garysuiter@comcast.net](mailto:garysuiter@comcast.net) with any questions.

Sincerely Yours,

Senior Vice President

Enclosures

**ATLANTA • DALLAS • CARBONDALE • ESTES PARK • LANSING • MARIETTA  
NEW ORLEANS • PHOENIX • RALEIGH AREA • SANTA FE • SCOTTSDALE • SACRAMENTO AREA • WINTER HAVEN**

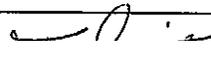
**SIGNATURE PAGE**  
**RFP-15-018**  
**EXECUTIVE RECRUITMENT FOR CITY ATTORNEY**

**PROPOSAL FOR THE CITY OF ENGLEWOOD, COLORADO**

**Proposal Due Date:** Thursday, January 7, 2016 2:00 P.M. MST

**Submission Date:** 1/7/2016

Each respondent must sign the proposal with their usual signature and shall give their full business address. Proposals by corporations shall be signed with the name of the corporation followed by the signature and designation of the President, Secretary, or other person authorized to bind it in the matter and shall have the corporate seal affixed thereto. By signing below, Vendor further represents that this proposal is valid for at least 120 calendar days from the date of submission.

<b>Company:</b> The Mercer Group, Inc.	<b>Signature:</b> 
	<b>Name:</b> Gary Suiter
	<b>Title:</b> Senior Vice President
	<b>Date:</b> 1-7-2016
<b>Email:</b>	<b>F.E.I.N./S.S.N.:</b>

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1000 Englewood Parkway, Englewood, Colorado 80110-2373  
(303) 762-2412 [www.Englewoodgov.org](http://www.Englewoodgov.org)

# **CITY OF ENGLEWOOD**

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**Proposal for Executive Recruitment Services**

**for the Position of**

**City Attorney**

**RFP-15-018**

**January 4, 2016**

**THE MERCER GROUP, INC.**

**Colorado Office**

164 Goose Lane

Carbondale, CO 81623

TEL/FAX: 970-963-0752

## I. INTRODUCTION, BACKGROUND, AND OBJECTIVES

This section presents our understanding of the City of Englewood requirements for this search, as well as the objectives and scope of the project.

### A. Introduction and Background

The City of Englewood is a Home Rule Municipality located in Arapahoe County, Colorado centrally located within the Denver Metropolitan area. The City of Englewood is ideally situated for citizens, business people, and visitors. Englewood offers a small town atmosphere of a community with all the benefits of a larger metropolitan area nearby. Englewood is a home-rule City with a Council-Manager form of Government. The City was incorporated in 1903, and the City Charter was adopted by residents in 1958. The City Council is made up of seven members elected on a non-partisan basis. The Mayor and the Mayor Pro Tem are elected by the Council.

Englewood is a full-service city with its own, independent park, library, and public works systems. Englewood provides snowplow service to neighboring municipalities and water to a large portion of the metro area.

The City of Englewood also unveiled a Mission Statement in early 2015: *To promote and ensure a high quality of life, economic vitality, and a uniquely desirable community identity.*

The City is facing organizational adjustments as some long-time members of the executive management team have retired or are preparing to retire. The City will soon implement a Priority Based Budgeting system in which the community will play an important role. Input from the community will also be important in the coming year as the City plans for updates to its Parks and Recreation Master Plan. City staff have also begun a thorough analysis of City operations and are working to develop effective strategies on themes ranging from communications to infrastructure.

Having a City Attorney that understands these challenges will be essential in order to ensure the Council moves forward with its new directions. Our team will find the right candidate for the City.

It is our understanding that:

- It is the intention of the City Council to provide an efficient, deliberate selection process for the new City Attorney using assistance from a professional search firm.
- Services proposed include position analysis and preparation of a position profile; recruitment for the position; inviting potential candidates to apply; reviewing and screening applications; conducting preliminary interviews and background checks of selected candidates; recommending a list of final candidates; coordinating final interviews; communicating throughout the process.
- The City wishes to conduct a comprehensive national recruitment process, to ensure the best-qualified candidates are found and that the best-qualified individuals are considered for the position.

We are confident that The Mercer Group will be able to draw from among the finest municipal management professionals nationally for this critical position at the City of Englewood.

## **B. Objectives**

The objectives that we propose in order to help find the best-qualified candidates for the position are as follows:

- To conduct on-site needs assessment for the new City Attorney.
- To develop a comprehensive position profile.
- To encourage top-level people to apply who might otherwise be reluctant to respond to an advertisement [we are well-networked with many attorneys and firms in Colorado].
- To save a considerable amount of the Council's and staff's time in establishing a position profile and reviewing applicants.
- To comply with appropriate personnel regulations and laws (e.g. EEO, ADA, CORA, etc.).

- To independently and objectively assess the qualifications and suitability of candidates for the position.
- To recommend a pool of finalist candidates to the City Council.
- To coordinate finalist candidate interviews with the Council and others, as appropriate.
- To respond to all candidate inquiries and produce all correspondence throughout the search.
- To preserve the confidentiality of inquiries to the degree possible under Colorado law.
- To assist the City Council in reaching a final decision.
- To keep the Council closely involved in key decisions and informed of our progress.

## **II. FIRM HISTORY, QUALIFICATIONS AND STAFFING**

### **A. Firm Qualifications**

The Mercer Group is an independent management-consulting firm incorporated in the State of Georgia and operating nationwide as a consortium of independent consultants. James L. Mercer, a long-term public management consultant, founded the firm in 1990.

Through its consortium of highly skilled professional consultants, The Mercer Group provides exceptionally high quality management consulting services to state and local governments, transit authorities, health care providers, utilities, special districts, and private sector clients. Our key consultants have conducted successful searches for hundreds of public sector organizations nationally and can offer numerous references as testimony of our work. Public sector clients constitute over 90% of our business.

James Mercer has conducted or assisted in the conduct of more than 250 successful executive searches in recent years. He is the Chief Executive Officer of our firm and is located at our Santa Fe office.

## **B. Resumes of Our Key Staff**

### **Ronald S. Miller, Primary Contact**

Mr. Miller has been involved in municipal management since 1980. He is a widely-recognized leader in the profession and has been consulting for local governments since 2010.

#### **Education/Summary of Qualifications**

- Master's Degree in Public Administration, University of Missouri – KC
  - Credentialed City Manager – International City Management Assn. (ICMA)
  - 30 years of progressively responsible municipal administrative/management experience
- 
- 7-time National Award Winner from ICMA for Program Excellence
  - City of Aurora named “All America City” by National Civic League – 2008
  - Civitan “Citizen of the Year” – 2009
  - Chamber of Commerce Leadership Award – 2010
  - Circle of Life Award – 2011
  - Twice Named “Best City Employee” – *Aurora Sentinel Newspaper*

#### **Professional Experience:**

- City Manager, City of Aurora, CO, 1997 – 2010
  - Population 314,000
  - 2700 employees
  - \$250,000,000 operating budget
- City Manager, City of Naperville, IL, 1990 – 1997  
Population 150,000
- Chief Administrative Officer, City of Topeka, KS, 1985 – 1988  
Population 120,000
- Adjunct Professor, University of Colorado-Denver, Fall, 2011

Mr. Miller's contact information is as follows:

Ronald S. Miller

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**Gary Suiter, Mercer Group Senior Vice President**

Gary Suiter is the owner of Suiter & Associates, LLC, a management-consulting firm that specializes in municipal governance and is a part of the Mercer Group consortium. He has a distinguished career in local government of over 30 years, serving in chief executive positions in Colorado, which included city, county, airport, and emergency preparedness management positions in rural, urban, and resort communities. Since starting his own consulting firm in 2002, he has assisted many municipalities and organizations throughout the Rocky Mountain West with executive recruitment, strategic planning, group retreats, major land use applications, annexations, organizational analysis, and performance measurement. He affiliated with The Mercer Group in 2010 and is conducting executive searches for local governments in the western U.S.

Mr. Suiter is recognized as a leader in the local government management profession and has served as President of the Board of the Colorado City and County Management Association.

Following are some of his accomplishments:

- Recently designed and conducted multiple executive recruitments (Arvada, Aurora, Erie, Estes Park, NFRMPO, Sheridan, Mesa County, and many others).
- Facilitated many retreats for City Councils and their staff, enabling them to develop specific goals and implementation strategies for more effective governance.
- Served as Interim City Manager for Castle Pines, Salida, Rifle, Minturn, Snowmass Village, and Berthoud, CO.
- Provided leadership training for Mayors and Elected Officials and staff.

- Performed multiple organizational assessments to improve business systems, communication, and overall team effectiveness.
- Developed Performance Standards and Specific Objectives (for cities and other clients), thereby benchmarking employee performance and increasing organizational efficiency.

Mr. Suiter's primary objective is to provide *added value* to his clients through expert executive recruitment, strategic planning, and management consulting services. He is available immediately to assist with this effort. His contact information is as follows:

Gary Suiter, Senior Vice President  
The Mercer Group, Inc.  
164 Goose Lane  
Carbondale, CO 81623  
Telephone/Fax: 970-963-0752  
Mobile: 970-274-0176  
Email: [garysuiter@comcast.net](mailto:garysuiter@comcast.net)  
Website: [mercergroupinc.com](http://mercergroupinc.com)  
Website: [www.suiterassociates.com](http://www.suiterassociates.com)

## **2. Fran Suiter, Technical and Administrative Support**

Fran Suiter has 25 years of experience in the management and human resource fields. Her expertise is in staff training, program design, HR analysis and management. She was a Human Resource Director in the non-profit sector and is Vice President of the Mercer Group's Carbondale office. Ms. Suiter possesses a B.A. in English from Metropolitan State College, Denver, CO.

### **III. OUR APPROACH, WORK PLAN AND SCHEDULE**

#### **A. Approach**

Our approach and style are interactive. That is, we form a partnership with our client to conduct the project. The staff and others that you may ask to participate in the process will benefit by gaining more in-depth knowledge and understanding of the professional screening process and selection of candidates, thereby creating ease of implementation.

## **B. Work Plan**

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

### **1. Position Analysis**

We will have extensive consultation with the City Council and key staff as well as other individuals or groups (if you wish) to learn the City's vision/mission, goals and objectives, the needs and issues, requirements of the job, and to verify information about the environment within which the position functions. We will spend a considerable amount of time at the beginning of the process in Englewood in order to improve our knowledge of the City organization.

During this process, we will initiate individual interviews with the Council and appropriate staff to identify expectations, perceptions, and issues regarding the position, as well as the expected characteristics of the next successful City Attorney.

Based on those meetings and interviews, we will prepare a draft position profile and review it with the Council in order to arrive at a general agreement regarding the specifications for the position. The final position profile will include information about the City, the community, major issues to be faced, the position, and the selection criteria established. Our Position Profiles are found to be thoroughly informative to prospective candidates.

### **2. Recruitment Process**

We will review our database to determine those candidates whom we may already know and/or already have on file who may meet the City's specifications.

Although this process is valuable, we will rely most heavily on our own contacts in the municipal management field and on our own experience. In other words, through "networking" (not just advertising), we will conduct a nation-wide professional search for the best qualified candidates and invite them to apply for the position. The Position Profile is a very effective tool during this phase of direct recruitment.

We will also provide the Council with advertising alternatives. Based on those discussions, we will place ads in professional journals, national, regional and local web sites, and many other channels to encourage applicants to apply. We are accustomed to using professional sources also that are relied upon by minority and women candidates.

### **3. Resume Review**

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

### **4. Candidate Screening**

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

We will be responsible for screening the applications received. This initial screening will be conducted in person, by telephone, or via internet with a group of 12-15 leading candidates.

Once the initial screening is completed, we will select 6-8 leading candidates who most closely match the criteria established by the City Council. The output of this step in the process will be a matrix display of leading candidates showing how each rates against the selection criteria established by Council (Exhibit I). It will include "thumbnail" comments about each proposed finalist with respect to some of the key selection criteria, and we will include the *resumes* of the proposed finalists.

We will assist the City to identify a shorter list of those potential finalists who appear to be the most promising to invite for interviews. One contingency here is that the City may not approve of any of the candidates. If that should occur, we would, of course, keep searching until the City's needs are clearly met.

### **5. Background Investigation Procedures**

As part of our process in evaluating your top candidates, we make detailed and extensive background checks. In conducting these, it is our practice to speak directly to individuals who are now or have previously been in positions to evaluate the candidate's job performance. We also verify past employment difficulties, if any, including any legal action filed against former employers.

As part of our evaluation process, we verify undergraduate and graduate college degrees. As an additional option, we can arrange for credit checks, criminal checks, psychological testing of the candidates that may be desired. (These may be extra cost items.)

## **6. Interview Process**

Based on the preceding steps, an interview guide and report on the finalists will be compiled. We will prepare a written summary on each finalist. The information will cover, but not be limited to, 1) present position, 2) total years' experience, 3) salary requirements, 4) education, 5) previous positions held, 6) notable projects, 7) management style, 8) skills and abilities, and 9) professional goals. This information will be presented to the Council in a detailed written format combined with the results of the background investigation and candidate screening.

Our report will be presented in a meeting with the City Council and key staff in which we will discuss our findings and provide background information, sample questions and a rating form for the interviews. Targeted questions will be recommended related to Englewood's issues, management concepts and competencies as well as work experience.

We will also provide the Council with our recommendations relative to timing, sequencing, location, setting, format, and conduct of interviews with the finalists. We will arrange schedules for top candidate interviews with the City Council and will coordinate the process.

During the time candidates are in Englewood for interviews, it can be effective to schedule a reception for employees and other City leaders to meet the candidates. Such a reception can be arranged informally at a convenient time and place. This often helps the candidates gain their bearings about the community. City Councils and staff often gain valuable feedback from those attending and from observing the interactions with the candidates.

## **7. Communication**

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

Finally, we will notify all unsuccessful candidates who were not recommended for interview of the final decision reached.

We will keep the City Council closely informed and involved in key decisions concerning the search process at all times. We will prepare and send weekly reports that describe the progress on the recruitment, specific steps to be taken to meet the City's deadlines.

Support from the City will be needed, as follows:

- Arranging meeting schedules with the City Council and key staff members
- Providing city budget, organization charts and other relevant documents
- Contact information for the search
- Space arrangements for finalist interviews
- Transportation arrangements for guided tours
- Candidate expense reimbursements
- Processing invoices for payment

<i>A = Significant Experience</i> <i>B = Some Experience</i> <i>C = Insignificant Experience</i>
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**EXHIBIT I**  
**THE MERCER GROUP, INC.**  
**SAMPLE CANDIDATE EVALUATION MATRIX**

CANDIDATE	Selection Evaluation Criteria					
	Staff Relations	Participative Management	Negotiation Skills	Strategic Thinker	Municipal Knowledge	Communication Skills
John Jones	A	A	A	A	A	A
Mary Jackson	C	B	A	A	B	A
Juan Perez	B	A	C	B	C	A
Susan Jones	A	C	B	C	C	C
William Jefferson	C	B	C	C	B	A
Linda Chong	B	C	C	C	B	B

### **C. Schedule**

Early February – Finalize contract with the City

February 8 – Travel to Englewood to gain input from City Council in order to develop detailed candidate profile and the criteria that will be used to evaluate candidates.

February 16 – 29 – With the assistance of City HR staff, finalize the candidate profile and project details and design an appropriate advertising campaign, including but not limited to:  
a. Developing and mailing brochures to appropriate audiences  
b. Advertising in professional journals, publications and websites  
c. Contacting professional associations  
d. Identifying and marketing the position to potential candidates in the field  
e. Posting on City and Consultant websites  
f. All applications will be submitted to the City through its website.

March 1 – 31 – Position is posted. Consultant will receive and screen applications and resumes for minimum requirements established by City Council. Applications that meet minimum will be further screened to include: initial background/reference checks, personal &/or telephone interviews, etc.

April 4 – Consultant recommends short list of candidates for the Council's consideration. With assistance from the City, the Consultant will design the most beneficial interviewing process, which may include:  
a. Developing interview questions for panels  
b. Training panelists  
c. Coordinating various aspects of the interview process.

Week of April 18 – Conduct interview/assessment process approved by City Council.

Week of April 25 – Consultant will conduct background and reference checks for top candidates, as required. Final follow up interviews &/or meetings with City Council will occur. If requested Consultant will assist with final offer.

May 1 – Offer made to successful candidate.

This schedule can be altered in order to meet the City's requirements.

#### IV. COST PROPOSAL

Our professional fees for the services outlined to recruit the new City Attorney are **\$16,500** plus not-to-exceed direct expenses of **\$3,800**. Our fees are broken down as follows:

Job Analysis, Position Profile.....	\$ 3,300
Advertising and Recruitment.....	2,300
Resume Review .....	1,900
Candidate Screening.....	2,850
Background Investigation .....	3,250
Interview Process.....	<u>2,900</u>
TOTAL FEE.....	<b>\$16,500</b>
MAXIMUM DIRECT EXPENSES.....	<u>3,800</u>
MAXIMUM FEES AND EXPENSES.....	<b><u>\$20,300</u></b>

#### **Option: Comparable Salary Survey: \$1,350**

**EXPENSES:** Direct expenses are for advertising sources (trade journals, internet ads, etc.), consultant travel, copying, background checks, brochure, and report preparation. We charge federal per diem rates for travel and meals. The direct expense proposal does not contemplate the cost of newspaper advertising. Advertising specifically for private sector managers may result in additional expenses of up to \$3,000.

Because of our location in Colorado, expenses can be kept to a minimum. The cost for final candidates to travel to interview with the City Council and staff is not included. Such costs are typically paid by the City on a reimbursement basis, directly to the candidates.

The City of Englewood's cost for The Mercer Group, Inc. for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized by the City in writing. We will submit invoices for fees and expenses. It is our practice to bill one-third at the start of the search, one-third after 30 days, and one-third upon successful negotiation with the Manager's selected candidate. Each invoice will be payable upon receipt for professional services. Expenses will be billed in addition and shown as a separate figure.

We will comply with all applicable laws, rules and regulations of federal, state and local government entities. Our ability to carry out the work required will be drawn greatly from

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

We assure you that we will devote our best efforts to carrying out this engagement. The results obtained, our recommendations and any written material provided by us will represent our best judgment based on the information available to us.

Thank you for the opportunity to serve the City of Englewood.

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**Sample Work Product**

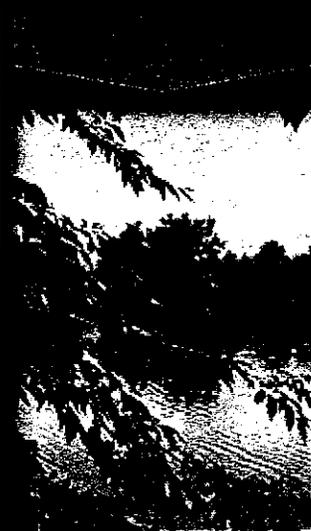
**City of Littleton Recruitment Brochure**

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# Littleton

COLORADO

is seeking a...  
**City Manager**



Littleton

**M**  
The  
Mercer  
Group, Inc.

## THE COMMUNITY

The historic City of Littleton, incorporated in 189D, is a vibrant, proud, economically and socially diverse community with a strong Western character and high quality of life. With outstanding recreational opportunities, Littleton provides a genuine small-town feel and a sense of place. It is a city with many modern amenities, yet also boasting an economically viable and historic downtown. The city takes great pride in its high level of citizen involvement, quality of education, and strong community spirit.

The city is located on the south side of the Denver metropolitan area and is the Arapahoe County seat. The community is largely built-out and boasts a thriving downtown, which is a destination for unique retail and dining opportunities, as well as community events. It is a walkable community, with high-quality neighborhoods, many parks, and premiere, award-winning open space particularly along the South Platte River.

The city operates a library and the state's first museum to be a Smithsonian Affiliate. Littleton's vibrant business community is largely a product of its nationally recognized Economic Gardening program. Visit <http://www.littletongov.org/bia/economicgardening/> for more information. The city's retail environment provides a balanced mix of "mom-and-pop" stores and national chains. In Littleton, there is a strong commitment to maintaining the city as a great place to live, work and play and where sustainability is an important goal.

Littleton is served with both local and regional transit lines, including two light rail stations that provide easy access to downtown Denver cultural activities as well as Coors Field, the Pepsi Center, Invesco Field, the Colorado Convention Center and a higher education complex. The community is also served by the Littleton Public School District, consistently rated one of the highest performing school districts in the state. Visit [www.littletonpublicschools.net](http://www.littletonpublicschools.net) for more information. Littleton is also home to Arapahoe Community College which occupies 51 acres and has an annual student population of about 18,000.

The City of Littleton is considered a full-service community, and its citizens have high expectations for services. Littleton's population of about 42,000 is educated, diverse and involved. The citizens are actively engaged in their local government, with a high-degree of volunteerism (more than 100 citizens serve on various boards and commissions), and believe strongly in government transparency.

# Littleton City Manager

## Littleton Quick Facts

Population  
**41,519**

Median Age  
**38.6**

Median Household Income  
**\$50,583**

Incorporated Square Miles  
**13.83**

Operating Budget - 2011  
**\$85,763,630**

Households  
**17,313**

School Districts  
Littleton Public Schools, Jefferson County Schools

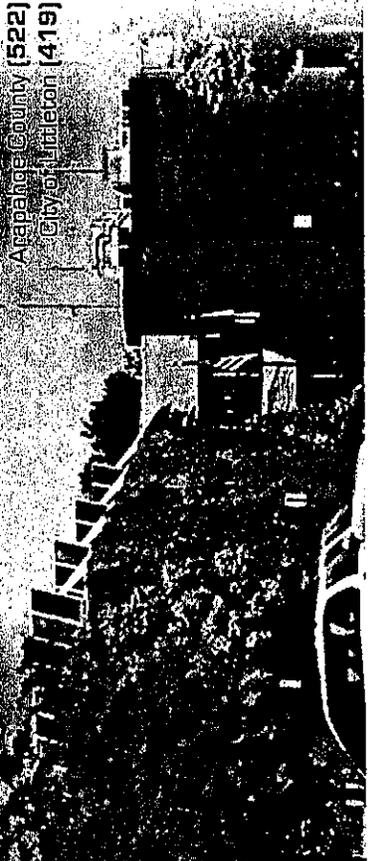
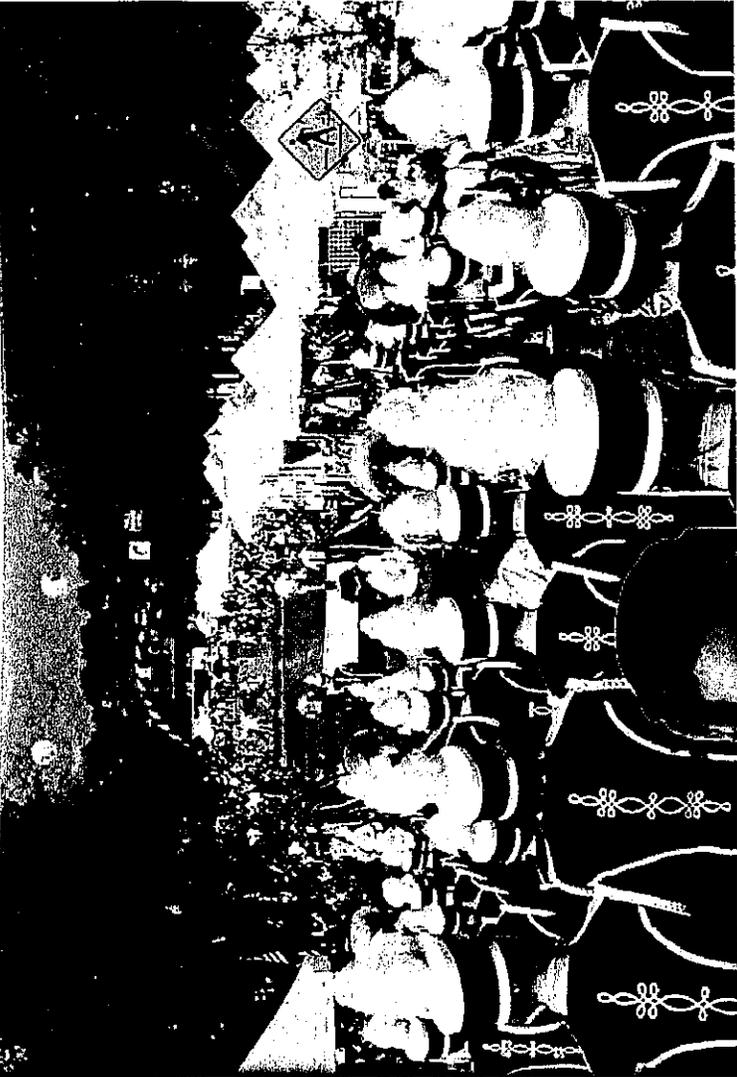
City / County / State Sales Tax  
**3% City / 25% County / 2.9% State**

City of Littleton Property Tax Mill Levy for 2011 - **6.662**

Top Private Employers  
CenturyLink (Qwest) (1,663)  
Echo Star (Dish Network) (1,667)  
Littleton Adventist Hospital (967)

Top Public Employers  
Littleton Public Schools (830)  
Arapahoe County (522)  
City of Littleton (419)

## Western Welcome Week



# Littleton

## City Manager

### CITY GOVERNMENT

The city is a municipal corporation, incorporated in 1890. The city is governed by a city council, which consists of seven council members, with four elected from districts and three elected at-large. The council elects the mayor as council president and mayor pro tem from among its members. The city manager is appointed by the city council and serves at its pleasure. The city council also appoints the municipal judge and the city attorney.

Littleton adopted a Home Rule Charter in 1959 and has a stable council-manager tradition with only three city managers since 1972. The current manager is retiring in September after 27 years of service at the city, 12 as city manager. Visit [www.littletongov.org](http://www.littletongov.org) for more information.

Total FY 2011 General Fund budget is \$46.4 M, with all funds totaling \$85.7 M. The city relies on sales, use, and property taxes to support its operations. The City of Littleton has a new AA- bond rating, and approximately 400 full-time employees.

### CITY ORGANIZATION OVERVIEW

The principal departments of the city include Administrative Services, Finance, Police (unionized), Littleton Fire Rescue (unionized), Community Development, Information Services, Communications, Library, Museum, Public Services (public works and utilities), and Business/Industry Affairs. The city manager has the primary responsibility for providing direction and coordinating the activities of all departments and functions of the city. City fire and rescue staffs are also contracted out to the Littleton Fire Protection District and the Highlands Ranch Metro District.

Water service is provided through a contract with Denver Water. Sewer service is provided through a jointly-owned wastewater treatment plant (third largest in the state) with the City of Englewood that also provides service via intergovernmental agreements with adjoining jurisdictions and districts. Park and recreation services are provided by the South Suburban Parks and Recreation District. Visit <http://www.ssprd.org/southsubnew/default.asp> for more information.

The city staff is extremely dedicated, involved, and knowledgeable, which translates into a service-oriented culture in city hall.

### COMMUNITY ISSUES

- ❑ Like many communities, Littleton faces the challenge of balancing its character and sense of community while integrating elements of change and growth into the city's vision of future planning.
- ❑ The city is bounded on all sides by developed communities which limits the possibility of annexations; most future growth will come through redevelopment and growth of existing businesses.
- ❑ Annual budgets need to be sustainable without dipping into reserves, yet continue to provide high levels of service to the community. While the city is in generally sound financial condition, the need for careful budget management and choices among competing priorities will no doubt continue into the foreseeable future.
- ❑ Reaching out and assimilating the immigrant population has also been identified as an issue. Littleton's Immigrant Resources Center (IIRC) at Bemis Library is an award-winning, nationally-recognized program helping immigrants with a variety of information, English as a Second Language and citizenship assistance.
- ❑ The city has two fire/rescue partners that have proposed some significant changes to their long-standing contract. The new manager will likely have to deal with these sensitive contract negotiations and relationships.
- ❑ The city sells sewer service and fire service outside of the city boundaries to multiple jurisdictions. In addition, the city receives parks and recreation management, and water delivery by external governmental entities. Managing the contracts and relationships with those governmental entities is an ongoing issue.
- ❑ Proactive secession planning will likely be required by the next manager, as senior staff retire.



# Littleton

City Manager

## CITIZENS OF LITTLETON

### BOARDS and COMMISSIONS

Board of Adjustment  
 Building Board of Appeals  
 Election Commission  
 Fine Arts Committee  
 Historical Preservation Board  
 Housing Authority  
 Library Board

### CITY COUNCIL

### BOARDS and COMMISSIONS

*continued*  
 Licensing Authority  
 Museum Board  
 Planning Commission  
 Riverfront Authority  
 Tree Committee  
 Victim Assist. Comp. Board

### MUNICIPAL JUDGES

### CITY MANAGER

### CITY ATTORNEY

### DEPUTY CITY MANAGER

ADMIN. SERVICES:  
 Building Maintenance  
 City Clerk  
 Copy Center  
 Fleet Maintenance  
 Human Resources  
 Municipal Court  
 Senior Transportation

### COMMUNICATIONS

Medio Relations  
 Public Information  
 Web Services

### Bemis Public Library

Administration  
 Adult Services  
 Circulation Services  
 Technical Services  
 Youth Services

### Business/ Industry Affairs

Available Real Estate/  
 Buildings  
 Business Plans  
 Business Research  
 Focus Groups  
 Marketing

### Community Development

Building Department  
 Environmental Codes  
 Historic Preservation  
 Neighborhood Svcs.  
 Planning  
 Zoning Enforcement

### Emergency Planning

Disaster Plan  
 Training

### Finance Department

Accounting & Budget  
 Payroll  
 Sales Tax  
 Sales Tax Auditing  
 Treasury Mgmt.  
 Utility Billing

### Historical Museum

Collections  
 Depot Art Center  
 Education  
 Exhibits  
 Interpretation

### Information Services

IT Proj. Mgmt. Plnng.  
 IT Disaster Rec. Plnng.  
 Staff PC Support  
 Software/DB Admin.  
 Sys./Network Admin.  
 Telecommunications

### Littleton Fire Rescue

Communications  
 Emergency Medicine  
 Fire Suppression  
 Life Safety/Fire  
 Prevention  
 Training

### Littleton Police Department

Investigations  
 Patrol  
 Support Services

### Public Services

Engineering  
 Grounds Maintenance  
 Landscape Mgmt.  
 Street Maintenance  
 Traffic  
 Utilities

# Littleton

## City Manager

### KEY FUNCTIONS OF THIS POSITION

The city manager provides for the enforcement of the laws, regulations, ordinances, and contracts of the city. The city manager is responsible for the efficient operation of the city as well as the hiring, discipline, and dismissal of city employees. The city manager serves at the pleasure of the city council and is responsible for the implementation of the policies of the council.

The manager is responsible for preparing and submitting a proposed budget to the council and responsible for the administration of the budget. The city manager exercises supervision and control over all departments and makes recommendations to the city council concerning policy and procedural issues, including the financial condition and future needs of the city.

### THE IDEAL CANDIDATE

#### Working Style, Knowledge, Skills, Abilities and Personal Characteristics

The ideal candidate will be an energetic and experienced leader who possesses outstanding management, supervisory, communication and negotiating skills. The ideal candidate must have an established record of strategic planning, performance management, and stable financial management and fiscal discipline. The candidate must possess integrity, accountability, ethics and personal responsibility.

The candidate must be politically astute, while maintaining a professional, apolitical perspective and will have the ability to absorb and analyze information and situations quickly and thoughtfully, including the articulation of diverse viewpoints. The new manager will know how to communicate with the council effectively, respecting their personal styles and communication needs and demonstrate a record of collaboration with the city council.

The new manager must be able to work with the city council as a whole, and at the same time, each council member individually. The city manager will anticipate and assist the council in the adoption of responsible and forward-thinking policies and exhibit patience, wisdom and good judgment. The new manager will be a solid decision-maker, adept at building and maintaining strong and effective working relationships with the council, city employees and the community.

The city manager must show the ability to build relationships with a well-educated and politically-involved citizenry. The city manager must also establish and maintain relationships with surrounding cities, contractual customers of the city, and other regional entities.

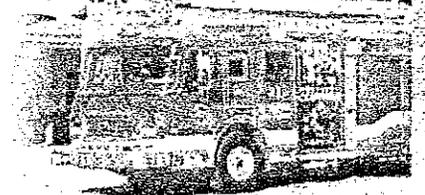
The new city manager must exhibit a talent for developing and retaining a highly skilled and effective workforce and organization. The ideal candidate will be even-tempered and have an empowering management style with a team focus, recognizing that he or she is joining an organization with many senior-level and highly experienced staff members. At the same time, the city manager is expected to maintain high standards of expectation for performance, and be willing to hold individuals accountable for their performance, while providing clear direction and decisiveness.

The manager is also expected to support staff, particularly in the areas of professional training and development. He or she should be active in professional organizations, encourage professional development, value opposing points of view and be visible in the community.

The successful candidate must be openly transparent in the accumulation and sharing of information. He or she will provide sound options to the council, keeping them equally informed, and provide accurate and balanced reports that represent the best interests of the community.

The city manager will also possess conflict resolution and mediation skills. The successful candidate will be a long-term strategist, acknowledging the past, embracing the present, and having an eye toward the future. The city manager needs to be a skilled negotiator, able to balance potential development interests with community interests.

The new manager will be inclusive, diplomatic and adept at managing differences of opinion in the community and among the council members.



# Littleton

## City Manager

### EDUCATION & EXPERIENCE

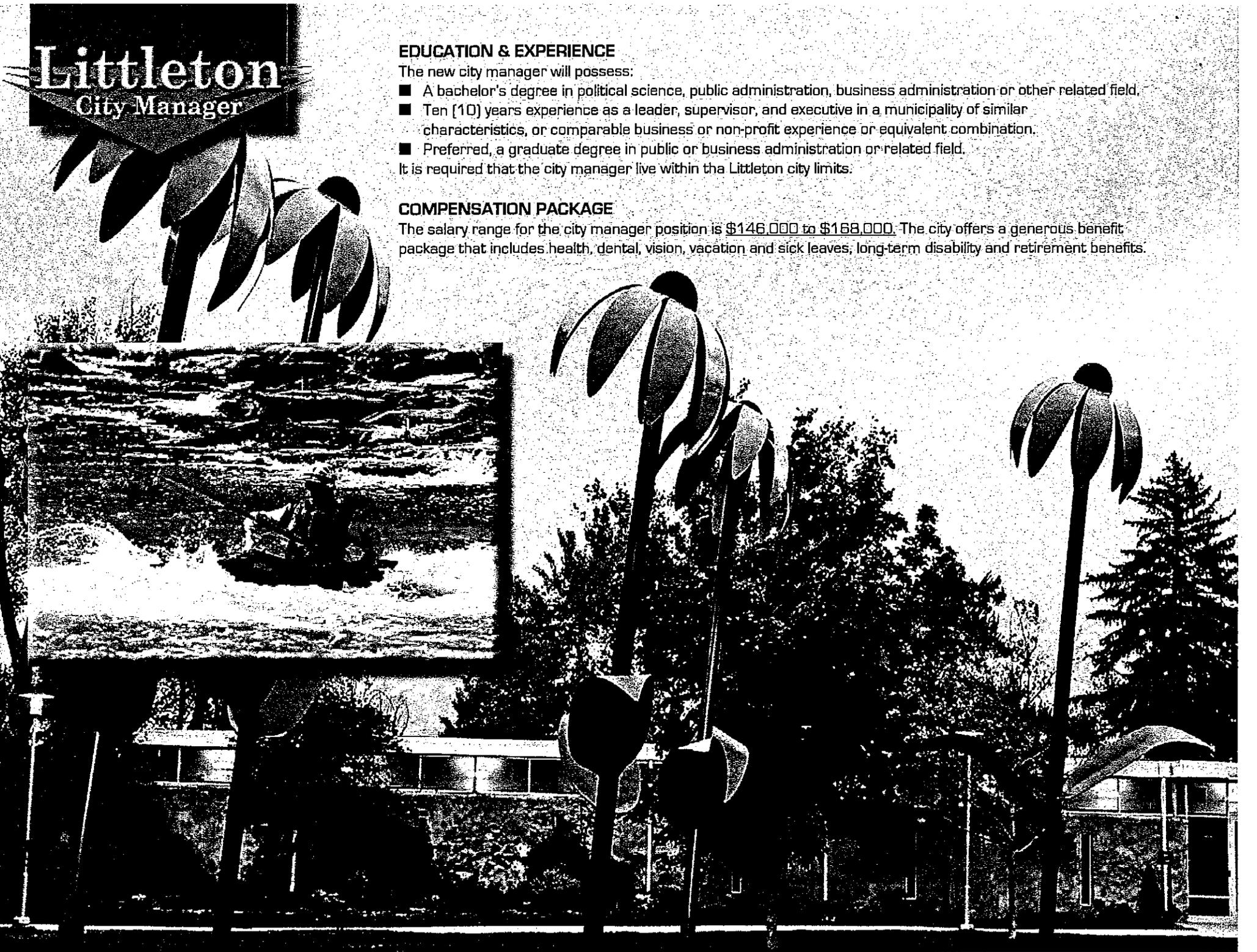
The new city manager will possess:

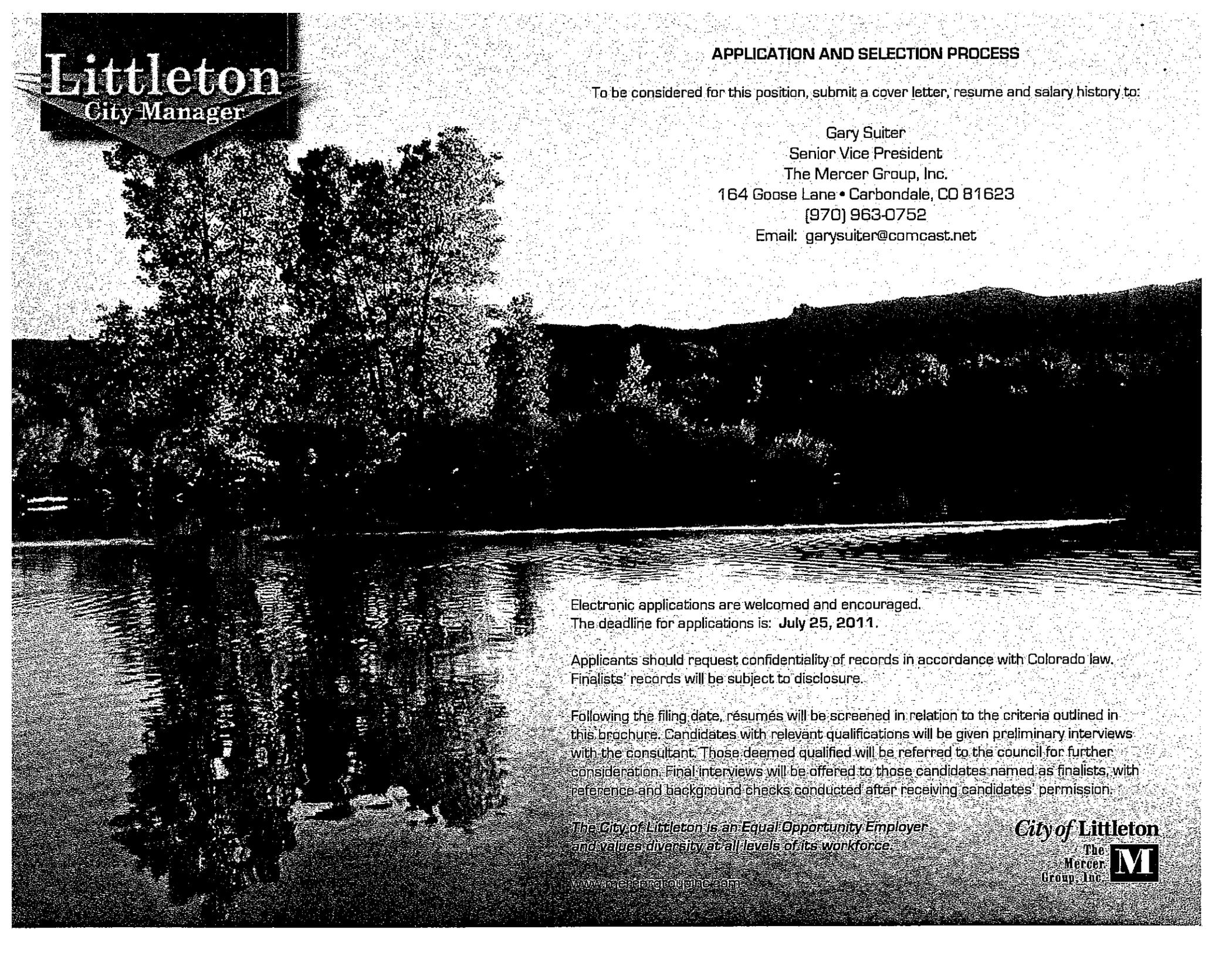
- A bachelor's degree in political science, public administration, business administration or other related field.
- Ten (10) years experience as a leader, supervisor, and executive in a municipality of similar characteristics, or comparable business or non-profit experience or equivalent combination.
- Preferred, a graduate degree in public or business administration or related field.

It is required that the city manager live within the Littleton city limits.

### COMPENSATION PACKAGE

The salary range for the city manager position is \$146,000 to \$168,000. The city offers a generous benefit package that includes health, dental, vision, vacation and sick leaves, long-term disability and retirement benefits.





# Littleton

City Manager

## APPLICATION AND SELECTION PROCESS

To be considered for this position, submit a cover letter, resume and salary history to:

Gary Suiter  
Senior Vice President  
The Mercer Group, Inc.  
164 Goose Lane • Carbondale, CO 81623  
(970) 963-0752  
Email: [garysuiter@comcast.net](mailto:garysuiter@comcast.net)

Electronic applications are welcomed and encouraged.  
The deadline for applications is: **July 25, 2011.**

Applicants should request confidentiality of records in accordance with Colorado law.  
Finalists' records will be subject to disclosure.

Following the filing date, résumés will be screened in relation to the criteria outlined in this brochure. Candidates with relevant qualifications will be given preliminary interviews with the consultant. Those deemed qualified will be referred to the council for further consideration. Final interviews will be offered to those candidates named as finalists, with reference and background checks conducted after receiving candidates' permission.

*The City of Littleton is an Equal Opportunity Employer  
and values diversity at all levels of its workforce.*

[www.merceragroupinc.com](http://www.merceragroupinc.com)

*City of Littleton*  
The  
Mercer  
Group, Inc. 