



RFP-2026-035

**Strategic Government Resources
Supplier Response**

Event Information

Number: RFP-2026-035
Title: Executive Recruitment and Leadership Services - City of Laredo
Type: Request For Proposal
Issue Date: 1/16/2026
Deadline: 2/13/2026 05:00 PM (CT)
Notes: Bidders are strongly encouraged to submit their proposals electronically through use of Cit-E-Bid or in person - hand delivery. Mailed Bids (i.e. USPS, FedEx, UPS), telegraphic, emails or facsimile bids will not be considered. The City of Laredo has established a local vendor preference ordinance 2018-O-175. All informal and formal Requests for bids for contracts will be evaluated with a 5% preference for local vendors.

Contact Information

Contact: Margarita Bosquez
Address: Purchasing Division
5512 Thomas Ave

Laredo, TX 78043
Phone: (956) 794-1735
Email: mbosquez@ci.laredo.tx.us

Strategic Government Resources Information

Address: PO 1642
Keller, TX 76244
Phone: (817) 337-8581

By submitting your response, you certify that you are authorized to represent and bind your company.

Darin Atteberry
Signature

Submitted at 2/13/2026 04:50:45 PM (CT)

DarinAtteberry@GovernmentResource.com
Email

Requested Attachments

Conflict of Interest Questionnaire

TX CIQ - Complete_01-26.pdf

Please complete and attach conflict of interest form in order for your submittal to be considered.

Non-Collusive Affidavit

Signed Affidavit - Non-Collusive.pdf

Please complete and attach form in order for your submittal to be considered.

Form 1295 - Certificate of Interested Parties

Signed Form 1295 Certificate 101491602.pdf

Proposal

SGR Proposal_LaredoTX ER,LD,Svcs_02-26.pdf

Bid Attributes

1 Award by Best Value

Proposal will be awarded based on evaluated criteria and to the bidder who provides the best value to the City of Laredo and who's proposed price and other factors have been considered in accordance to the provisions of Chapters 252 and 271 of the State of Texas – Local Government Code.

I agree

2 Terms and Conditions Request for Proposals

TERMS AND CONDITIONS OF INVITATIONS FOR PROPOSALS These Terms and Conditions are considered standard language for all City of Laredo solicitation documents. If any specific proposal requirements differ from the general terms listed here, the specific proposal requirements shall prevail.

A response to any Request for Proposal is an offer to contract with the City based upon the terms, conditions, and specifications contained in the City's Request for Proposal. Proposals do not become contracts unless and until they are executed by the City. A contract has its inception in the award, eliminating a formal signing of a separate contract, unless requested by the City. For that that reason, most if not all the terms and conditions of the contract are contained in the Request for Proposal, unless any of the terms and conditions are modified by a Request for Proposal amendment, a contract amendment, or by mutually agreed terms and conditions in the contract documents.

GENERAL CONDITIONS Vendors are required to submit Proposals upon the following expressed conditions:

(a) Vendors shall thoroughly examine the specifications, schedule instructions and other contract documents. Once the award has been made, failure to read all specifications, instructions, and the contract documents, of the City shall not be cause to alter the original contract or for a vendor to request additional compensation.

(b) Vendors shall make all investigations necessary to thoroughly inform themselves regarding facilities and locations for delivery of materials and equipment as required by the Proposal conditions. No pleas of ignorance by the vendor of conditions that exist or that may hereafter exist as a result of failure or omission on the part of the vendor to make the necessary examinations and investigations, or failure to fulfill in every detail the requirements of the contract documents, will be accepted as a basis for varying the requirements of the City or the compensation to the vendor.

(c) Vendors are advised that City contracts are subject to all legal requirements provided for in the City Charter and/or applicable City Ordinances, State and Federal Statutes.

1.0 PREPARATION OF PROPOSALS Proposals will be prepared in accordance with the following:

(a) All information required by the proposal form shall be furnished. For hand delivered submittals only, the vendor shall print or type the business name and manually sign the schedule. For electronic submittals, this information shall be submitted electronically on Cit-E-Bid system. If submitted electronically, this information shall be submitted electronically on Cit-E-Bid system by going to the following link: <https://cityoflaredo.ionwave.net/Login.aspx> If vendor submits both manual and electronic bids, the electronic bid will replace the manual bid and shall be considered the only valid bid.

(b) Unit prices shall be shown and where there is an error in extension of price, the unit price shall govern.

(c) Alternate Proposals will not be considered unless authorized by the invitation for proposals or any applicable addendum.

(d) Proposed delivery time must be shown and shall include business days.

(e) Vendors will not include Federal taxes or State of Texas limited sales tax in proposal prices since the City of Laredo is exempt from payment of such taxes. An exemption certificate will be furnished upon request.

2.0 DESCRIPTION OF SPECIFICATIONS & SUBSTITUTIONS It is the responsibility of the prospective proposer to review the entire invitation to proposal packet and to notify the City of Laredo if the specifications are formulated in a manner that would restrict competition. Any such protest regarding the specifications or proposal procedures must be received by City of Laredo no less than seventy-two hours prior to the time set for proposal opening. Vendors are required to state exactly what they intend to furnish. Otherwise, when applicable, vendors will be required to furnish the items as specified.

3.0 SUBMISSION OF PROPOSALS

(a) Proposals and changes thereto shall be enclosed in sealed envelopes, properly addressed and to include the date and hour of the Proposal opening and the material or services. Proposal shall be typed or written on the face of the envelope. Unless otherwise noted on the Notice to Vendors cover sheet, all hand delivered Proposals must be submitted to the City of Laredo, City Secretary's Office, City Hall Third Floor, 1110 Houston Street.

(b) Proposals forms can be downloaded printed through Cit-E-Bid. Proposals can be submitted electronically through Cit-E-Bid by going to the following link: <https://cityoflaredo.ionwave.net/Login.aspx>

Mailed Bids (i.e. USPS, FedEx, UPS), telegraphic, emails or facsimile bids will not be considered.

(c) Samples, when required, must be submitted within the time specified, at no expense to the City of Laredo. If not destroyed or used up during testing, samples will be returned upon request at the Vendors expense.

(d) Proposals must be valid for a period of one hundred and twenty (120) days. An extension to hold proposal pricing for actual quantity bids may be requested by the City.

(e) The City shall pay no costs or other amounts incurred by any entity in responding to this RFP, or as a result of issuance of this RFP.

4.0 REJECTION OF PROPOSALS The City may reject a proposal if:

(a) Vendor misstates or conceals any material fact in the proposal.

(b) Proposal does not strictly conform to the law or the requirements of the proposal.

(c) Vendor is in arrears on existing contracts or taxes with the City of Laredo.

(d) If proposals are conditional. Vendor may qualify their Proposal for acceptance by the City on an "ALL OR NONE" basis. An "ALL OR NONE" basis proposal must include all items in the specifications.

(e) In the event that a vendor is delinquent in the payment of City of Laredo taxes on the day the proposals are opened, including state and local taxes, such fact may constitute grounds for rejection of the proposal or cancellation of the contract. A vendor is considered delinquent, regardless of any contract or agreed judgments to pay such delinquent taxes.

(f) No proposal submitted herein shall be considered, unless the vendor warrants that, upon execution of a contract with the City of Laredo, vendor will not engage in employment practices such as discriminating against employees because of race, color, sex, creed, or national origin. Vendor will submit such reports as the City may therefore require assuring compliance with said practices.

(g) The City may reject all proposals or any part of a proposal whenever it is deemed necessary.

(h) The City may waive any minor informalities or irregularities in any proposal.

5.0 WITHDRAWAL OF PROPOSALS Proposals may not be withdrawn after they have been publicly opened, unless approved by the City Council.

6.0 LATE PROPOSALS OR MODIFICATIONS Proposals and modifications received after the time set for the submittal deadline will not be considered. Late proposals will be returned to the vendor unopened.

7.0 CLARIFICATION AND PROTEST PROCEDURE

(a) It is the responsibility of the prospective proposer to review the entire invitation to proposal packet and to notify the City of Laredo if the specifications are formulated in a manner that appears ambiguous. Any request for clarification or additional information must be submitted in writing through email or Questions & Responses section on Cit-E-Bid system no later than seven (7) days prior to the scheduled date for opening to: CITY OF LAREDO PURCHASING AGENT Jaime Zapata, 5512 Thomas Avenue, Laredo, Texas 78041; email:

jezapata@ci.laredo.tx.us . Any vendor submitting questions shall make reference to a specific RFP number, section, page and item of this solicitation. Questions untimely submitted may not elicit a response. It is the bidder's responsibility to follow up and make certain that the request was received. In case there are changes, additions, and/or edits to the original scope, an addendum will be issued by the Purchasing Agent to all vendors through Cit-E-Bid system under Questions and Responses section to clarify any inquiries. The City will not be responsible for any other interpretations of the proposal During the RFP process, bidder, or any persons acting on their behalf, shall not contact any City official or employee staff except those specifically designated in this or another subsequent solicitation document. Pursuant to §4.03 of the City Ethics, non-compliance with this provision may result in disqualification of the offer involved.

(b) For solicitations for goods and non-professional services valued at more than \$50,000, bidders will have ten (10) calendar days prior to the time that the City Council formally considers the contract to submit a written protest relating to advertising of bid notices, deadlines, bid opening, and all other related procedures under the Local Government Code, as well as any protests relating to alleged improprieties or ambiguities in the specifications. If the vendor does not file a written protest within this time, the vendor will have waived all rights to formally protest the intent to award. All protests regarding the bid solicitation process must be submitted in writing by certified mail to: CITY OF LAREDO PURCHASING AGENT Jaime Zapata 5512 Thomas Avenue, Laredo, Texas 78041 ealdape@ci.laredo.tx.us Within five (5) business days of receiving a timely protest, the Purchasing Agent shall provide written response to the protesting vendor of the decision following a review of the legitimacy and procedural correctness of the procurement documents. A protesting vendor may appeal to the Laredo City Manager if dissatisfied with the decision of the Purchasing Agent. Only after exhausting all administrative procedures through the City Manager is a protesting vendor then entitled to appeal the award of the contract to the Laredo City Council.

8.0 VENDOR DISCOUNTS

(a) Percentage discounts within a certain period of time will be accepted but cannot be used in RFP evaluations. The period of the discount offered should be sufficient to permit payments within such period in the regular course of business by the City of Laredo.

(b) In connection with any discounts offered, time will be computed from the date of receipt of supplies or service or from the date a correct invoice is received, whichever is the later date. Payment is deemed to be made on the date the check is mailed.

9.0 INTENT OF CONTRACT

(a) ANNUAL SERVICE CONTRACT: The services are based on the best available information. The purpose of this contract is to establish prices for the commodities or services needed, should the City need to purchase these commodities or services. Since the quantities are estimates, the City may purchase more than the estimated quantities, less than the estimated quantities, or not purchase any quantities at all. The needs of the City shall govern the amount that is purchased and change orders shall not be applicable. The City's obligation for performance of an annual service contract beyond the current fiscal year is contingent upon the availability of appropriated funds from which payments for the contract purchases can be made. If no funds are appropriated and budgeted during the next fiscal year, this contract becomes null and void.

10.0 AWARD OF CONTRACT The contract will be awarded based on **(best value criteria)** as follow and in accordance with the provisions of Chapter 252 and 271 of the Texas Local Government Code.

Definition of best value criteria as per The Institute for Public Procurement is:

"Best Value: 1. A procurement method that emphasizes value over price. 2. An assessment of the return that can be achieved over the useful life of the item, e.g., the best combination of quality, service, time, price."

If the awarded responder is unable to meet the requirements of the City, services/products may be purchased from the next best available Vendor until a Vendor is found that can complete the requirements of the City. This RFP shall not to be construed by any party as an agreement of any kind between the City and such party. The award of a contract shall be subject to the approval of the City Council. Following an award, City in its sole option may elect to negotiate a formal agreement with Vendor that will include by reference the terms of the RFP and related responses. In the event an Agreement cannot be reached with the selected Vendor, the City reserves the right to select and negotiate with an alternate Vendor. The City reserves the right to accept any item or group of items in the proposal specifications, unless the Vendor qualifies its proposal by specific limitation. The Vendor shall bear the burden of proof of compliance with the City of Laredo specifications. When applicable, prices must be quoted F.O.B. Destination, Laredo, Texas, unless otherwise specified in the invitation to proposal. The place of delivery shall be set forth in the purchase order and/or formal contract agreement when applicable. A duly authorize purchase order number shall reference item/services description, item number, quantity and price. Invoices shall reference the assign purchase order number to avoid any duplication (2 CFR 200.318 (d)). The City shall give written notice to the Vendor if any of the following conditions exist:

(1) Vendor does not provide materials in compliance with specifications and/or within the time schedule specified in proposal; (2) Vendor neglects or refuses to remove materials or equipment which have been rejected by the City of Laredo if found not to comply with the specifications; or, (3) Vendor makes an unauthorized assignment. Upon receiving written notification from the City that one of the above conditions has occurred, the Vendor must remedy

the problem within seven (7) business days, to the complete satisfaction of the City, or the contract will be immediately canceled. (4) Contract terms are the responsibility of the awarded vendor(s) and the respective City user department(s).

11.0 ENTIRE AGREEMENT

(a) All covenants, conditions and agreement contained in the solicitation, are hereby made part of the Agreement to the same extent and with the force as is fully set forth herein. If and to the extent of this Agreement and the terms of this solicitation and supplier response conflict Terms & Conditions of this solicitation shall control.

12.0 PAYMENT & INVOICING

(a) All invoices to the City of Laredo have a 30 day term from receipt of supplies or completion of services.

(b) Discount terms will be computed from the date of receipt and acceptance of supplies or services. Payment shall be deemed to be made from that date.

(c) All invoices must show the purchase order number and invoices shall be legible. Items billed on invoices should be specific as to applicable stock, manufacturer catalog or part number. All items must show unit prices. If prices are based on discounts from list, then list prices must appear on bid schedule. All invoices shall be mailed to the Accounts Payable Office, City Hall, P.O. Box 210, Laredo, Texas 78042. (d) Electronic Funds Transfer (EFT) payments are also available; if electronic payments are preferred, an Electronic Funds Transfer (EFT) Authorization form needs to be completed and returned via e-mail to: jjolly@ci.laredo.tx.us For more information please contact Mr. Jorge Jolly, Accounts Payable Manager at (956) 791-7425.

13.0 In accordance to State of Texas, the City of Laredo follows State practices when awarding any and all competitive solicitations:

TEXAS ENGINEERING AND LAND SURVEYING PRACTICE ACTS AND RULES CONCERNING PRACTICE AND LICENSURE

OCCUPATIONS CODE TITLE 6. REGULATION OF ENGINEERING, ARCHITECTURE, LAND SURVEYING, AND RELATED PRACTICES SUBTITLE A. REGULATION OF ENGINEERING AND RELATED PRACTICES CHAPTER 1001. TEXAS BOARD OF PROFESSIONAL ENGINEERS AND LAND SURVEYORS

CHAPTER 137: COMPLIANCE AND PROFESSIONALISM

SUBCHAPTER C: PROFESSIONAL CONDUCT AND ETHICS

§137.53 ENGINEER STANDARDS OF COMPLIANCE WITH PROFESSIONAL SERVICES PROCUREMENT ACT

(a) A licensed engineer shall not submit or request, orally or in writing, a competitive bid to perform professional engineering services for a governmental entity unless specifically authorized by state law and shall report to the board any requests from governmental entities and/or their representatives that request a bid or cost and/or pricing information or any other information from which pricing or cost can be derived prior to selection based on demonstrated competence and qualifications to perform the services. (b) For the purposes of this section, competitive bidding to perform engineering services includes, but is not limited to, the submission of any monetary cost information in the initial step of selecting qualified engineers.

Cost information or other information from which cost can be derived must not be submitted until the second step of negotiating a contract at a fair and reasonable cost. (c) This section does not prohibit competitive bidding in the private sector. Source Note: The provisions of this §137.53 adopted to be effective May 20, 2004, 29 TexReg 4878; amended to be effective June 4, 2007, 32 TexReg 2996.

I Agree to the Terms and Conditions

3 Insurance Terms and Conditions

INSURANCE REQUIREMENTS

If and when applicable or required by the contract, the successful bidder(s) shall furnish the City with original copies of valid insurance policies herein required upon execution of the contract and shall maintain said policies in full force and effect at all times throughout the term of this contract.

(a) Commercial General Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence and \$2,000,000 general aggregate for bodily injury and property damage, which coverage shall include products/completed operations (\$1,000,000 products/completed operations aggregate) and XCU (Explosion, Collapse, Underground) hazards. Coverage must be written on an occurrence form. Contractual Liability must be maintained covering the Contractors obligations contained in the contract. The general aggregate limit must be at least two (2) times the each occurrence limit.

(b) Workers Compensation insurance at statutory limits, including Employers Liability coverage a minimum limits of \$1,000,000 each-occurrence each accident/\$1,000,000 by disease each-occurrence/\$1,000,000 by disease aggregate.

(c) Commercial Automobile Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence for bodily injury and property damage, including owned, non-owned, and hired car coverage.

(d) Professional Liability, Errors & Omissions coverage, with minimum limits of \$1,000,000 per claim/ \$2,000,000 annual aggregate. This coverage must be maintained for at least two years after the project is completed. If coverage is written on a claims-made basis, a policy retroactive date equivalent to the inception date of the contract (or earlier) must be maintained during the full term of the contract.

(e) Any Subcontractor(s) hired by the Contractor shall maintain insurance coverage equal to that required of the Contractor. It is the responsibility of the Contractor to assure compliance with this provision. The City of Laredo accepts no responsibility arising from the conduct, or lack of conduct, of the Subcontractor.

(f) A Comprehensive General Liability insurance form may be used in lieu of a Commercial General Liability insurance form. In this event, coverage must be written on an occurrence basis, at limits of \$1,000,000 each-occurrence, combined single limit, and coverage must include a broad form Comprehensive General Liability Endorsement, products/completed operations, XCU hazards, and contractual liability.

(g) With reference to the foregoing insurance requirement, Contractor shall specifically endorse applicable insurance policies as follows:

1. The City of Laredo shall be named as an additional insured with respect to General Liability and Automobile Liability.
2. All liability policies shall contain no cross-liability exclusions or insured versus insured restrictions.
3. A waiver of subrogation in favor of the City of Laredo shall be contained in the Workers compensation, and all liability policies.
4. All insurance policies shall be endorsed to require the insurer to immediately notify The City of Laredo of any material change in the insurance coverage.
5. All insurance policies shall be endorsed to the effect that The City of Laredo will receive at least sixty- (60) days' notice prior to cancellation or non-renewal of the insurance.
6. All insurance policies, which name The City of Laredo as an additional insured, must be endorsed to read as primary coverage regardless of the application of other insurance.
7. Required limits may be satisfied by any combination of primary and umbrella liability insurances.
8. Contractor may maintain reasonable and customary deductibles, subject to approval by The City of Laredo.
9. Insurance must be purchased from insurers that are financially acceptable to the City of Laredo. Insurer must be rated A- or greater by AM Best Rating with an admitted carrier licensed by the Texas Department of Insurance.

(h) All insurance must be written on forms filed with and approved by the Texas Department of Insurance. Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent and shall contain provisions representing and warranting the following:

1. Sets forth all endorsements and insurance coverage's according to requirements and instructions contained herein.
2. Shall specifically set forth the notice-of-cancellation or termination provisions to The City of Laredo.

(i) Upon request, Contractor shall furnish The City of Laredo with certified copies of all insurance policies.

(j) Certificates of insurance are always subject to review and approval from the City of Laredo Risk Management.

(k) Specialty certificates and licenses must be inspected and verified for accuracy and validity before award of contract.

(l) Awarded vendor is required to maintain current and active all: certifications, licenses, permits and/or insurance coverages, required to perform work, throughout the duration of this project/contract.

NON-CONSTRUCTION BIDS:

Insurance Requirements

The successful bidder(s) shall furnish the City with a Certificate of Insurance herein required upon execution of the contract and shall maintain said policies in full force and effect at all times during the term of this contract.

(a) Commercial General Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence and \$2,000,000 general aggregate for bodily injury and property damage, Coverage must be amended to provide for an each-project aggregate limit of insurance. An alternative would be to have separate limits for all lines of General Liability coverage for each project.

(b) Workers Compensation insurance at statutory limits, including Employers Liability coverage a minimum limit of \$1,000,000 each-occurrence each accident/\$1,000,000 by disease each-occurrence/\$1,000,000 by disease aggregate.

(c) Commercial Automobile Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence for bodily injury and property damage, including owned, non- owned, and hired car coverage.

(d) Any Subcontractor(s) hired by the Contractor shall maintain insurance coverage equal to that required of the Contractor. It is the responsibility of the Contractor to assure compliance with this provision. The City of Laredo accepts no responsibility arising from the conduct, or lack of conduct, of the Subcontractor. The independent subcontractor performing onsite labor will extend completed operations to additional insured parties.

(e) A Comprehensive General Liability insurance form may be used in lieu of a Commercial General Liability insurance form. In this event, coverage must be written on an occurrence basis, at limits of \$1,000,000 each-occurrence, combined single limit, and coverage must include a broad form Comprehensive General Liability Endorsement.

(f) With reference to the foregoing insurance requirement, Contractor shall specifically endorse applicable insurance policies as follows:

1. The City of Laredo shall be named as a primary and non-contributory additional insured with respect to General Liability and Automobile Liability. The additional insured for General Liability shall include operations and completed operations. Completed operation are to be kept in force for a period of 10 years.
2. All liability policies shall contain no cross-liability exclusions or insured versus insured restrictions.
3. A waiver of subrogation in favor of the City of Laredo shall be contained in the Workers compensation, and all liability policies.
4. All insurance policies shall be endorsed to require the insurer to immediately notify The City of Laredo of any material change in the insurance coverage.
5. All insurance policies shall be endorsed to the effect that The City of Laredo will receive at least sixty- (60) days' notice prior to cancellation or non-renewal of the insurance.
6. All insurance policies, which name The City of Laredo as an additional insured, must be endorsed to read as primary coverage regardless of the application of other insurance.
7. Required limits may be satisfied by any combination of primary and umbrella liability insurances.
8. Contractor may maintain reasonable and customary deductibles, subject to approval by The City of Laredo.
9. Insurance must be purchased from insurers that are financially acceptable to the City of Laredo. Insurer must be rated A- or greater by AM Best Rating with an admitted carrier licensed by the Texas Department of Insurance.

(g) All insurance must be written on forms filed with and approved by the Texas Department of Insurance. Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent and shall contain provisions representing and warranting the following:

1. Sets forth all endorsements and insurance coverages according to requirements and instructions contained herein.
2. Certificates of insurance shall be accompanied by a copy of each required endorsement including the notice of cancellation or termination provisions to the City of Laredo for each required type of insurance.

(h) Upon receipt of a verified claim and at the request of the City of Laredo, Contractor shall furnish The City of Laredo with certified copies of all required insurance policies.

CONSTRUCTION BIDS:
INSURANCE REQUIREMENTS

When required and specified in the City of Laredo bid specifications, the successful bidder(s) shall furnish the City with Certificate of Insurance herein required upon execution of the contract and shall maintain said policies in full force and effect at all times during the term of this contract.

(i) Commercial General Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence and \$2,000,000 general aggregate for bodily injury and property damage, which coverage shall include products/completed operations (\$1,000,000 products/ completed operations aggregate), and XCU (Explosion, Collapse, Underground) hazards. Coverage for products/completed operations must be maintained for at least two (2) years after the construction work has been completed. Coverage must be amended to provide for an each-

project aggregate limit of insurance. An alternative would be to have separate limits for all lines of General Liability coverage for each project.

(j) Workers Compensation insurance at statutory limits, including Employers Liability coverage a minimum limit of \$1,000,000 each-occurrence each accident/\$1,000,000 by disease each-occurrence/\$1,000,000 by disease aggregate.

(k) Commercial Automobile Liability insurance at minimum combined single limits of \$1,000,000 per-occurrence for bodily injury and property damage, including owned, non- owned, and hired car coverage.

(l) Any Subcontractor(s) hired by the Contractor shall maintain insurance coverage equal to that required of the Contractor. It is the responsibility of the Contractor to assure compliance with this provision. The City of Laredo accepts no responsibility arising from the conduct, or lack of conduct, of the Subcontractor. The independent subcontractor performing onsite labor will extend completed operations to additional insured parties.

(m) A Comprehensive General Liability insurance form may be used in lieu of a Commercial General Liability insurance form. In this event, coverage must be written on an occurrence basis, at limits of \$1,000,000 each-occurrence, combined single limit, and coverage must include a broad form Comprehensive General Liability Endorsement, products/completed operations, XCU hazards, and contractual liability.

(n) With reference to the foregoing insurance requirement, Contractor shall specifically endorse applicable insurance policies as follows:

1. The City of Laredo shall be named as a primary and non-contributory additional insured with respect to General Liability and Automobile Liability. The additional insured for General Liability shall include operations and completed operations. Completed operation are to be kept in force for a period of 10 years.
2. All liability policies shall contain no cross-liability exclusions or insured versus insured restrictions.
3. A waiver of subrogation in favor of the City of Laredo shall be contained in the Workers compensation, Builders Risk, and all liability policies. 13. All insurance policies shall be endorsed to require the insurer to immediately notify The City of Laredo of any material change in the insurance coverage.
4. All insurance policies shall be endorsed to the effect that The City of Laredo will receive at least sixty- (60) days' notice prior to cancellation or non-renewal of the insurance.
5. All insurance policies, which name The City of Laredo as an additional insured, must be endorsed to read as primary coverage regardless of the application of other insurance.
6. Required limits may be satisfied by any combination of primary and umbrella liability insurances.
7. Contractor may maintain reasonable and customary deductibles, subject to approval by The City of Laredo.
8. Insurance must be purchased from insurers that are financially acceptable to the City of Laredo. Insurer must be rated A- or greater by AM Best Rating with an admitted carrier licensed by the Texas Department of Insurance.

(o) All insurance must be written on forms filed with and approved by the Texas Department of Insurance. Certificates of Insurance shall be prepared and executed by the insurance company or its authorized agent and shall contain provisions representing and warranting the following:

1. Sets forth all endorsements and insurance coverages according to requirements and instructions contained herein.
2. Certificates of insurance shall be accompanied by a copy of each required endorsement including the notice of cancellation or termination provisions to the City of Laredo for each required type of insurance.

(p) Upon receipt of a verified claim and at the request of the City of Laredo, Contractor shall furnish The City of Laredo with certified copies of all required insurance policies.

I agree my insurance meets minimum requirements

4 Disqualification & Debarment Certification

DISQUALIFICATION & DEBARMENT CERTIFICATION By submitting this request for bids, proposal or statement of qualifications, the firm certifies that it is not currently debarred or eligible for debarment from the City of Laredo pursuant to **Ordinance No. 2017-O-098**, and that it is not an agent of a person or entity that is currently debarred from receiving contracts from any political subdivision or agency of the State of Texas. The City will further verify debarment status through use of the federal website SAM.gov. The contract parties are further prohibited from making any award at any tier to any party that is debarred or suspended or otherwise excluded from or ineligible for participation in Federal Assistance Programs under Executive Order 12549, "Debarment and Suspension."

By executing this agreement, the Engineer certifies that it is not currently debarred, suspended, or otherwise excluded from or ineligible for participation in Federal Assistance Programs under Executive Order 12549. The parties to this contract shall require any party to a subcontract or purchase order awarded under this contract to certify its eligibility to receive Federal funds and, when requested by the City, to furnish a copy of the certification. Additionally, in accordance with Chapter 2270, Texas Government Code, a governmental entity may not enter into a contract with a company for goods or services unless the contract contains a written verification from the company that it: (1) does not boycott Israel; and (2) will not boycott Israel during the term of the contract.

The signatory executing this contract on behalf of company verifies that the company does not boycott Israel and will not boycott Israel during the term of this contract. S.B. 252 (V. Taylor/S. Davis) is a bill relating to government contracts with terrorists. The bill provides that: (1) a governmental entity, including a city, may not enter into a governmental contract with a company that is identified on a list prepared and maintained by the comptroller and that does business with Iran, Sudan, or a foreign terrorist organization; and (2) a company that the United States government affirmatively declares to be excluded from its federal sanctions regime relating to Sudan, its federal sanctions regime relating to Iran, or any federal sanctions regime relating to a foreign terrorist organization is not subject to the contract prohibition under the bill.

I certify to the terms and conditions

5 Contract Requirements

1.CODE OF ETHICS ORDINANCE Vendors doing business with the City of Laredo shall comply with all provisions of the City of Laredo's Code of Ethics (Ordinance, as amended). Vendors may be required to participate in Code of Ethics trainings.

1.2 PROHIBITED CONTACTS DURING CONTRACT SOLICITATION PERIOD A person or entity who seeks or applies for a city contract or any other person acting on behalf of such person or entity, is prohibited from contacting city officials and employees regarding such a contract after a Formal Bid, Request for Proposal (RFP), Request for Qualification (RFQ) or other solicitation has been released. This no-contact provision shall conclude when the contract is awarded. The City of Laredo reserves the right to contact respondents and may require such contact as part of the evaluation process (for presentation, clarification) of bids and/or negotiation of RFP submittal(s) prior to the award of contract. If contact is required, such contact will be done in accordance with provisions of Chapter 252 and 271 of the Texas Local Government Code and procedures incorporated into the solicitation document. Violation of this provision by respondents or their agents may lead to disqualification of their offer from consideration.

1.3 NON-COLLUSIVE AFFIDAVIT (Form can be downloaded and submitted through Cit-E-Bid system) The City may require that vendors submit a Non-Collusive Affidavit. The vendor will be required to state that the party submitting a proposal or bid, that such proposal or bid is genuine and not collusive or sham; that said Bidder has not colluded, conspired, connived or agreed, directly or indirectly, with any Bidder or Person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference, with any person, to fix the bid price or affiant or of any other Bidder, or to fix any overhead, profit or cost element of said bid price, or of that of any other Bidder, or to secure any advantage against the City of Laredo or any person interested in the proposed contract; and that all statements in said proposal or bid are true.

1.4 CONTRACT DISCLOSURE FORMS (This is submitted through Cit-E-Bid system) The City of Laredo requires the following forms to be completed as a part of this bid for consideration; 1. Company Information Questionnaire, 2. Signed Price Schedule, 3. Conflict of Interest Questionnaire, 4. Non-Collusive Affidavit 5. Discretionary Contracts Disclosure 6. Certificate of Interested Parties (Form 1295) ****Upon Award of RFP Only****

1.5 CONFLICT OF INTEREST FORMS (This is submitted through Cit-E-Bid system) Conflict of Interest Disclosure: A form disclosing potential conflicts of interest involving counties, cities, and other local government entities may be required to be filed after January 1, 2006, by vendors or potential vendors to local government entities. The new requirements are set forth in Chapter 176 of the Texas Local Government Code added by H.B. No. 914 of the last Texas Legislature.

1.6 TEXAS ETHICS COMMISSION (Form 1295, Form can be downloaded and submitted through Cit-E-Bid system) Certificate of Interested Parties (Form 1295) Implementation of House Bill 1295: In an effort to comply with state law the certificate of interested parties must be filled out once a vendor has been granted a contract. All of this information can be found on the state of Texas website, please use this link provided, <https://www.ethics.state.tx.us/tec/1295-Info.htm> In 2015, the Texas Legislature adopted House Bill 1295, which added section 2252.908 of the Government Code. The law states that a governmental entity or state agency may not enter into certain contracts with a business entity unless the business entity submits a disclosure of interested parties to the governmental entity or state agency at the time the business entity submits the signed contract to the governmental entity or state agency. The law applies only to a contract of a governmental entity or state agency that either (1) requires an action or vote by the governing body of the entity or agency before the contract may be signed or (2) has a value of at least \$1 million. The disclosure requirement applies to a contract entered into on or after January 1, 2016. In order to comply with state law the Certificate of Interested Parties (Form 1295) must be submitted to the Texas Ethics Commission within 10 days upon receiving notice of award of contract. This form must be submitted within the allotted time otherwise this may result in the cancellation of the contract.

Changes to Form 1295:

Changes to the law requiring certain businesses to file a Form 1295 are in effect for contracts entered into or amended on or after January 1, 2018. The changes exempt businesses from filing a Form 1295 for certain types of contracts and replace the need for a completed Form 1295 to be notarized. Instead, the person filing a 1295 needs to complete an "unsworn declaration."

I have read and understand this section

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| 6 | <p>Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)</p> <p>Byrd Anti-Lobbying Amendment (31 U.S.C. 1352)</p> <p>Contractors that apply or bid for an award exceeding \$100,000 must file the required certification. Each tier certifies to the tier above that it will not and has not used Federal appropriated funds to pay any person or organization for influencing or attempting to influence an officer or employee of any agency, a member of Congress, officer or employee of Congress, or an employee of a member of Congress in connection with obtaining any Federal contract, grant or any other award covered by 31 U.S.C. 1352. Each tier must also disclose any lobbying with non-Federal funds that takes place in connection with obtaining any Federal award. Such disclosures are forwarded from tier to tier up to the non-Federal award.</p> <p><input checked="" type="checkbox"/> I have read and understand this section</p> |
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| 7 | <p>Addendum</p> <p>The City of Laredo reserves the right to issue addenda to solicitations as necessary. Addenda are used to clarify, revise, or otherwise modify solicitation documents. All submitting parties are responsible for acknowledging receipt of each addendum issued. Failure to acknowledge any issued addendum will result in the submission being returned and considered incomplete.</p> <p>Important Notice:</p> <ul style="list-style-type: none"> • Addendum notifications will be sent to the email address associated with each submission. • It is the submitting party's responsibility to monitor the provided email address and ensure that all addenda are received and acknowledged. • Failure to acknowledge any issued addendum will result in the submission being returned and considered incomplete. <p><input checked="" type="checkbox"/> Acknowledge</p> |
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| 8 | <p>Questionnaire Description</p> <p>"The undersigned affirms that they are duly authorized to execute this contract, that this company, corporation, firm, partnership or individual has not prepared this bid in collusion with any other bidder, and that the contents of this bid as to prices, terms or conditions of said bid have not been communicated by the undersigned nor by any employee or agent to any other person engaged in this type of business prior to the official opening of this request. By submitting this bid the vendor agrees to the City of Laredo specifications and all terms and conditions stipulated in the proposed document. That I, individually and on behalf of the business named in this Business Questionnaire, do by my signature below, certify that the information provided in the questionnaire is true and correct ".</p> |
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| 9 | <p>Name of Offeror (Business) and Name & Phone Number of Authorized Person to sign bid</p> <p>Strategic Government Resources, Inc., DBA SGR; Authorized Person: Darin Atteberry, Chief Executive Officer, 817-337-8581, DarinAtteberry@governmentresource.com</p> |
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| 10 | <p>State how long under has the business been in its present business name</p> <p>23+ years</p> |
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| 11 | <p>If applicable, list all other names under which the Business identified above operated in the last five years</p> <p>None</p> |
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| 12 | <p>State if the Company is a certified minority business enterprise</p> <p>The below information is requested for statistical and tracking purposes only and will not influence the amount of expenditure the City will make with any given company.</p> |
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| 1 3 | Questions Part 1 1) Is any litigation pending against the Business? 2) Has the Business ever been declared "not responsive" for the purpose of any governmental agency contract award? 3) Has the Business been debarred, suspended, proposed for debarment, suspended, proposed for debarment, declared ineligible, voluntarily excluded, or other wise disqualified from bidding, proposing or contracting? 4) Are there any proceedings, pending relating to the Business responsibility, debarment, suspension, voluntary exclusion, or qualification to receive a public contract? 5) Has the government or other public entity requested or required enforcement of any of its rights under a surety agreement on the basis of default or in lieu of declaring the Business at default? <input type="text" value="No"/> |
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| 1 4 | Questions Part 2 1) Is the Business in arrears in any contract or debt? 2) Has the Business been a defaulter, as a principal, surety, or otherwise? 3) Have liquidated damages or penalty provisions been assessed against the Business for failure to complete work on time or any other reason? <input type="text" value="No"/> |
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| 1 5 | State if the Company is a certified minority business enterprise <input type="text" value="This company is not a certified minority business"/> |
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| 1 6 | Conflict of Interest Disclosure A form disclosing potential conflicts of interest involving counties, cities, and other local government entities may be required to be filed after January 1, 2006, by vendors or potential vendors to local government entities. The new requirements are set forth in Chapter 176 of the Texas Local Government Code added by H.B. No. 914 of the last Texas Legislature. Companies and individuals who contract, or seek to contract, with the City of Laredo and its agents may be required to file with the City Secretary's Office, 1110 Houston Street, Laredo, Texas 78040, a Conflict of Interest Questionnaire that describes affiliations or business relationships with the City of Laredo officers, or certain family members or business relationships of the City of Laredo officer, with which such persons do business, or any gifts in an amount of \$250.00 or more to the listed City of Laredo officer (s) or certain family members. The new requirements are in addition to any other disclosures required by law. The dates for filing disclosure statements begin on January 1, 2006. A violation of the filing requirements is a Class C misdemeanor. The Conflict of Interest Questionnaire (Form CIQ) may be downloaded from http://www.ethics.state.tx.us/whatsnew/conflict_forms.htm . The City of Laredo officials who come within Chapter 176 of the Local Government Code relating to filing of Conflicts of Interest Questionnaire (Form CIQ) include: 1. Mayor 2. Council Members 3. City Manager 4. Members of the Fire Fighters and Police Officers Civil Service Commission. 5. Members of the Planning and Zoning Commission. 6. Members of the Board of Adjustments 7. Members of the Building Standards Board 8. Parks & Leisure Advisory Committee Member, 9. Historic District Land Board Member, 10. Ethics Commission Board Member, 11. The Board of Commissioners of the Laredo Housing Authority 12. The Executive Director of the Laredo Housing Authority 13. Any other City of Laredo decision making board member If additional information is needed please contact Enrique Aldape III, Interim Purchasing Agent at 956-794-1733. |
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| 1 7 | Conflict of Interest Questionnaire Form CIQ For vendor or other person doing business with local governmental entity. This questionnaire reflects changes made to the law by H.B. 1491, 80th Leg., Regular Session. This questionnaire is being filed in accordance with Chapter 176, Local Government Code by a person who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the person meets requirements under Section 176.006(a). By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the person becomes aware of facts that require the statement to be filed. See Section 176.006, Local Government Code. A person commits an offense if the person knowingly violates Section 176.006, Local Government Code. An offense under this section is a Class C misdemeanor. |
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| 1 8 | Conflict of Interest Questionnaire Vendor is required to submit Conflict of Interest Form for bid to be considered complete. Have you submitted your completed Conflict of Interest Form with your response? <input type="text" value="Yes"/> |
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| 19 | Disclosure Form For details on use of this form, see Section 4.01 of the City's Ethics Code. |
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| 20 | This is a <input type="text" value="New Submission"/> |
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| 21 | Question 1. Name of person submitting this disclosure form Please include First Name, Middle Initial, Last Name and Suffix (if applicable) <input type="text" value="Emmett G Thompson"/> |
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| 22 | Question 2. Contract Information Please include the following: a)Contract or Project Name b)Originating Department <input type="text" value="Executive Recruitment and Leadership Services, RFP-2026-035"/> |
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| 23 | Question 3. Name of individual(s) or entity(ies) seeking a contract with the city (i.e. parties to the contract) <input type="text" value="Strategic Government Resources, Inc."/> |
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| 24 | Question 4. List any business entity(ies) that is a partner, parent, subsidiary business entity(ies) of the individual or entity listed in Question 3. <input type="text" value="Not Applicable"/> |
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| 25 | Question 4. List any business entity(ies) that is a partner, parent, subsidiary business entity(ies) of the individual or entity listed in Question 3 If you selected Not Applicable on Question 4, skip this section. If it applies to you, please list the name of partner, parent, or subsidiary business entity(ies) in this section. <input type="text" value="No response"/> |
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| 26 | Question 5. List any individuals or entities that will be subcontractors on this contract <input type="text" value="It applies to my business"/> |
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| 27 | Question 5. List any individuals or entities that will be subcontractors on this contract If you selected Not Applicable on Question 5, please skip this section. If it applies to you, please list subcontractors in this section. <input type="text" value="Many of our recruiters, interim professionals, facilitators, and subject matter experts would be considered subcontractors. Many have been included in the proposal, and all would be approved by the City in advance of any work being completed."/> |
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| 28 | Question 6. List any attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract <input type="text" value="Not Applicable"/> |
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| 29 | Question 6. List any attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract If selected Not Applicable on question 6, please skip this section. If it applies to you, please list attorneys, lobbyists, or consultants that have been retained to assist in seeking this contract. <input type="text" value="No response"/> |
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| 30 | Question 7. Disclosure of political contributions List any campaign or officeholder contributions made by the following individuals in the past 24 months totaling more than \$100 to any current member of City Council, former member of City Council, any candidate for City Council, or to any political action committee that contributes to City Council elections. a) Any individual seeking contract with the city (Question 3) b) Any owner of officer of entity seeking contract with the city (Question 3) c) Any individual or owner or officer of any entity listed above as partner, parent, or subsidiary business (Question 4) d) Any subcontractor or owner/office of subcontracting entity for the contract (Question 5) e) The spouse of any individual listed in response to (a) through (d) above f) Any attorney, lobbyist, or consultant retained to assist in seeking contract (Question 6) <input type="text" value="Not Applicable"/> |
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| 31 | Question 7. Disclosure of political contributions If you selected Not Applicable on question 7, please skip this section. If it applies to you, please list all contributors in this section. <input type="text" value="No response"/> |
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| 32 | Updates on contributions required Information regarding contributions must be updated by submission of a revised form from the date of the submission of this form, up through the time City Council takes action on the contracts identified in response to Question 2 and continuing for 30 calendar days after the contract has been awarded. |
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| 33 | Question 8. Disclosure of Conflict of Interest Are you aware of any fact(s) with regard to this contract that would raise a "conflict of interest" issue under Section 2.01 of the Ethics Code for any City Council member or board/commission member that has not or will not be raised by these city officials? <input type="text" value="I am not aware of any conflict of interest"/> |
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| 34 | 8. Disclosure of Conflict of Interest If you selected I am aware of conflict of interest is question 8, please list them in this section. <input type="text" value="No response"/> |
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| 35 | Question 9. Updates Required I understand that this form must be updated by submission of a revised form if there is any change in the information before the discretionary contract is the subject of action by the City Council, and no later than five (5) business days after any changes has occurred, whichever comes first. This include information about political contributions made after the initial submission and up until thirty (30) calendar days after the contract has been awarded. <input checked="" type="checkbox"/> I have read and understand this section |
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| 36 | Question 10. No Contact with City Officials or Staff during Contract Evaluation I understand that a person or entity who seeks or applies for city contract or any other person acting on behalf of that person or entity is prohibited from contacting city officials and employees regarding the contract after a Request for Proposal (RFP), Request for Qualifications (RFQ), or other solicitation has been released. This no-contact provision shall conclude when the contract is posted as a City of Laredo Council agenda item. If contact is required with city officials or employees, the contact shall take place in accordance with procedures incorporated into the solicitation documents. Violation of this prohibited contacts provision set out in Section 2.09 of the Ethics Code by respondents or their agents may lead to disqualification of their offer from consideration. <input checked="" type="checkbox"/> I have read and understand this section |
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| 37 | Question 11. Conflict of Interest Questionnaire (CIQ) Chapter 176 of the Local Government Code requires contractor and vendors to submit a Conflict of Interest Form (CIQ) to the Office the of City Secretary. <input checked="" type="checkbox"/> I have acknowledge that I have been advised |
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Question 11. Oath

Please complete in this section the required information for your company: 1) Name 2) Title 3) Company or DBA 4) Date

Darin Atteberry, Chief Executive Officer; Strategic Government Resources, Inc., DBA SGR 02/13/2026

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Question 12. Oath

I swear or affirm that the statements contained in this Discretionary Contracts Disclosure Form, including any attachments, to the best of my knowledge and belief are true, correct, and complete.

I swear or affirm information is correct

Bid Lines

1

The City of Laredo, Texas is soliciting proposals from qualified vendors to provide professional services to the City of Laredo subject to the terms and conditions and other contract provisions.

The City of Laredo reserves the right to reject any and all proposals, and to waive any minor irregularities.

Bidders are strongly encouraged to submit their proposals electronically through use of Cit-E-Bid or in person - hand delivery. Mailed proposals (i.e. USPS, FedEx, UPS), telegraphic, emails or facsimile bids will not be considered.

Hand Delivered proposals may be received at the City Secretary Office, 1110 Houston St., 3rd. floor, Laredo, Texas 78040 until **5:00 P.M. on February 13, 2026**, and all proposals received will be opened and publicly acknowledged at **10:00 A.M. on February 17, 2026**.

If hand delivered bid, it must be submitted in a sealed envelope clearly marked: RFP-2026-035 Executive Recruitment and Leadership Services -City of Laredo

Introduction

The City of Laredo is a home rule municipality in the State of Texas seeking qualified professional firms to provide executive recruitment assessment placement and leadership related services for local government operations. The City intends to establish one or more contracts with firms that demonstrate extensive experience supporting public sector organizations. Services will be provided on an as needed basis with no minimum guarantee of work. The resulting contract or contracts will allow the City to respond efficiently to vacancies transitional leadership needs and organizational development requirements.

Scope of Work

The selected firm or firms shall provide professional services to assist the City with recruiting assessing and placing executive level and senior staff positions as requested. Services may include but are not limited to the following.

1. Recruitment and search services for executive and senior management positions including Above Assistant Department Director's and other key leadership roles as directed by the City Manager.
2. Develops position profiles recruitment strategies, develops recruitment brochure, and outreach plans tailored to local government needs.
3. Candidate sourcing screening and assessment including application/resume review and eligibility determination, briefing City leadership of reviewed applications/resumes to determine semi-finalist selections this would include written questionnaires and pre-recorded semifinalist videos, scheduling and coordination of virtual and/or face-to-face interviews with semi-finalist and/or finalist with City Leadership that includes interview panel assessment tools and materials, and stakeholder engagements (if applicable) consistent with federal, state, and local laws.
4. Facilitation of selection processes with the City's Human Resources Department to include but not limited to: negotiation of offer letter of employment terms with pay offer, reference checks, background checks, drug & alcohol testing.

5. Placement of interim executives or senior staff to fill temporary leadership gaps when requested.
6. Leadership training coaching and organizational development services for executives and senior staff.
7. Advisory services related to succession planning workforce planning and best practices in public sector leadership.

All services shall be performed only upon written authorization by the City. The City reserves the right to request any combination of services described above or related services consistent with the intent of this solicitation.

Proposal Content

Proposals shall be clear concise and complete and shall include the following information.

1. Firm background including legal name, office, location, years in business, and experience providing similar services in Texas or other local governments.
2. Description of qualifications and experience of key personnel who will be assigned to perform the work including resumes or summaries of relevant experience.
3. Detailed description of the firm approach methodology and processes for recruitment assessment placement interim staffing and leadership training.
4. Examples of recent and relevant projects including client references with contact information preferably from local government entities.
5. Statement of availability and capacity to provide services on an as needed basis including typical response times.
6. Proposed fee structure including all costs associated with the services such as advertising and marketing expenses, candidate sourcing costs, background checks, reference checks, testing or assessment tools (if applicable), travel mileage, airfare, lodging, per diem meals, incidentals, administrative fees, technology or platform fees, printing or materials expenses, and any other direct or indirect costs that may be charged to the City.
7. Any additional information the proposer believes demonstrates value expertise or unique capabilities relevant to the services requested.

Evaluation Criteria

Proposals will be evaluated by an evaluation committee based on the criteria listed below for a total possible score of 100 points.

1. Firm experience and qualifications related to executive recruitment assessment placement and leadership services for local government. 25 points.
2. Qualifications and experience of proposed personnel including demonstrated success with similar public sector engagements. 20 points.
3. Approach methodology and understanding of the scope of work including effectiveness of recruitment assessment and interim placement processes. 25 points.
4. References past performance and demonstrated results with comparable local government clients. 15 points.
5. Cost and fee structure including overall value and reasonableness in relation to the services proposed. 15 points.

Total = 100 points

Additional Information:

This addendum addresses the Local Vendor Preference and adds the following provision to the evaluation process for this solicitation:

In accordance with Ordinance No. 2018-O-175, bonus points will be awarded to qualifying local businesses in addition to the existing evaluation criteria:

- A respondent that is a local business headquartered within the incorporated limits of the City will receive ten (10) bonus points.
- A respondent that is a local business not headquartered within the incorporated limits of the City will receive five (5) bonus points.

These bonus points will be applied after the evaluation of all standard criteria and may enhance a respondent's overall score. The determination of a respondent's eligibility for Local Vendor Preference shall be made in accordance with the definitions and requirements set forth in Ordinance No. 2018-O-175.

All other terms and conditions of the solicitation remain unchanged.

Insurance Requirements:

The successful bidder(s) shall furnish the City with original copies of valid insurance policies herein required upon execution of the contract and **shall maintain said policies in full force and effect at all times during the term of this contract.** Said insurance policies shall comply with all requirements set forth in Attribute number 3.0 of these specifications.

Annual Supply/Service Contract: This contract does not commit the City to purchase the quantities indicated. The quantities are estimates and are based on the best available information. The purpose of this contract is to establish prices for the commodities or services needed, should the City need to purchase these commodities or services. Since the quantities are estimates, the city may purchase more than the estimated quantities, less than the estimated quantities, or not purchase any quantities at all. The needs of the City shall govern the amount that is purchased and change orders shall not be applicable.

Term of Contract: The term of this contract shall be for a period of two (2) years beginning as of the effective date of the contract. The contract may be extended for three (3), additional one (1) year periods each upon mutual agreement of the City and the vendor, subject to budget appropriations. Should the vendor desire to extend the contract for the additional one-year period, it must so notify the City in writing no later than sixty (60) days before the expiration of the prior term. Such notification shall be effective upon actual receipt by the City. It is expressly understood by the parties that any such extension of this contract is entirely revocable at the City's discretion and is contingent upon the agreement and acceptance by the City Council. All annual contracts shall be bound by the terms of the bid documents and contract. In the event a new contract cannot be executed on the anniversary date of the original term or renewal term, the contract may be extended on a month-to-month (maximum of 3 months) - basis until a new contract is awarded.

Award of Contract: Submission and award of bid shall be based on the "Terms and Conditions of the Invitation for Bids", which are attached and made part of these specifications. This contract will be awarded to the bidder (s) that provides the best value to the City of Laredo and who's proposed price and other factors have been considered in accordance to the provisions of Chapters 252 and 271 of the State of Texas -Local Government Code. Two (2) vendors may be selected. The City reserves the right to accept or reject, in whole or in part, any or all bids/proposals and to make award on the basis of individual items or combination of items, as it is deemed most advantageous or in the best interest to the City. An Offer that takes exception to a material requirement of any part of the solicitation, including terms and conditions or prices, may be rejected. Execution of Contract The Laredo City Council may authorize the City Manager or designee to award the Contract to the successful Proposer(s) and will designate the successful Proposer(s) ("Contractor") as the City's provider(s). The City will require the Contractor(s) to sign the documents necessary to enter into the required Contract with the City and to provide the necessary evidence of insurance as required in the Contract documents. No Contract for this project may be signed by the City without the authorization of the City Manager or designee and no Contract shall be binding on the City unless and until it has been approved as to form by the City Attorney's Office and executed by the City Manager or designee. The City of Laredo reserves the right to purchase more or less than the quantities indicated on the bid schedule. The 24,480 yearly hours listed in the bid request are estimates for bidding purposes only and not to be interpreted as a guarantee to purchase. The City of Laredo reserves the right to purchase hours at the fixed hourly rate submitted within the contract term from the effective date of the contract as needed and budgeted for by City departments.

Termination of Contract: The City of Laredo City reserves the right to terminate the contract, with 30 day written notice, in the event the awarded proposer performs any of the following prohibited practices, and violates this specification:

- By failing to pay insurance, liens, claims, or other charges.
- By the institution of voluntary or involuntary bankruptcy proceedings against the successful bidder or upon dissolution of the firm or business.

- By violation of any provision of the agreement.
- By repeated instances of failing to respond in a timely manner to City complaints, issues or questions.
- By the repeated occurrence of undesirable practices.

Such termination is in addition to and not in lieu of any other remedies that the City may have in law or equity. Proposer, in submitting this proposal, agrees that the City shall not be liable to prosecution for damages in the event that the City declares the proposer in default.

Management: Should there be a change in ownership or management, the contract shall be canceled unless a mutual agreement is reached with the new owner or manager to continue the contract with its present provisions and pricing. This contract is non-transferable by either party.

Price: Total:

Response Total: \$1.00

Proposal for Executive Recruitment and Leadership Services

City of Laredo, Texas

Submission Due: February 13, 2026

This proposal is valid for 120 days

Response to RFP-2026-035

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

Darin Atteberry, Chief Executive Officer
DarinAtteberry@GovernmentResource.com





February 13, 2026

Margarita Bosquez and the Evaluation Committee
City of Laredo, Texas

Dear Ms. Bosquez and Evaluation Committee Members,

Strategic Government Resources (SGR) is thankful for the opportunity to submit this proposal to assist the City of Laredo with Executive Recruitment and Leadership Services. Our nationwide reach, deep municipal expertise, and servant leadership mindset help us deliver tailored services that will strengthen your culture and community.

We would like to highlight some key aspects that set SGR apart from other firms:

- **Local government experience:** Our team brings decades of direct local government experience, giving us an insider's understanding of your unique challenges. This experience provides us with valuable insight into the unique needs of supporting the City of Laredo.
- **National reach and candidate pipeline:** With over 21,000 LinkedIn followers, 35,000 subscribers to our Servant Leadership e-newsletter, and opt-in Job Alert subscribers, your SGR recruitments will be seen by a vast audience engaged in the profession.
- **Leader in interim management:** SGR is the largest interim services firm in Texas, and one of the largest in the nation, maintaining a candidate pool of more than 600 qualified local government professionals.
- **Active engagement in the profession:** As recognized thought leaders in local government management, we are directly involved in the latest operations, challenges, and best practices. This ongoing engagement ensures we are attuned to the evolving skills and leadership qualities needed in today's local government leaders.

We are eager to partner with the City of Laredo. We look forward to the opportunity to discuss our proposed services in more detail and are available for a meeting at your convenience.

Respectfully submitted,

Darin Atteberry, Chief Executive Officer
DarinAtteberry@GovernmentResource.com

Table of Contents

- 1. About SGR**
- 2. SGR's Unique Qualifications**
- 3. Executive Recruitment**
- 4. Interim Management**
- 5. Leadership Development**

About SGR

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by recruiting, assessing, and developing innovative, collaborative, and authentic leaders. SGR was incorporated in Texas in 2002 with the mission to facilitate innovative leadership in local government. SGR is fully owned by former City Manager Ron Holifield, who spent two high-profile decades in city management and served as a City Manager in several cities.

SGR's business model is truly unique. Although we are a private company, SGR operates like a local government association. Most of SGR's principals are former local government officials, allowing SGR to bring a perspective and depth of local government expertise to every project that no other firm can match.

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

SGR is a full-service firm, specializing in providing solutions for local governments in the areas of recruitment and retention, leadership development and training, innovation and future readiness, and everything in between.

With 21 full-time employees, 21 recruiters, 22 facilitators, and multiple consultants who function as subject matter experts on a variety of projects, SGR offers comprehensive expertise.

The company operates as a fully remote organization, with team members located in Texas, Arizona, California, Colorado, Florida, Georgia, Maine, Michigan, Montana, Nevada, New York, North Carolina, North Dakota, Ohio, Oklahoma, and South Carolina.

View all SGR team members and their bios at: [GovernmentResource.com/Meet-the-Team](https://www.GovernmentResource.com/Meet-the-Team)

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment and firmly believes in the importance of proactively building a workforce that reflects the diversity of the communities we serve. We leverage an extensive and diverse network to reach potential applicants.

- Your position will be announced in SGR's Servant Leadership e-newsletter, which reaches over 35,000 subscribers across all 50 states.
- We will send targeted emails to opt-in subscribers of SGR's profession-specific Job Alerts.
- Your position will appear on SGR's Website which attracts approximately 20,000 visitors per month. GovernmentResource.com/Open-Recruitments
- Your position will be posted on SGR's Job Board which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month. SGRJobs.GovernmentResource.com
- SGR implements a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page.
- We frequently collaborate with various local government associations, including the League of Women in Government, Alliance for Innovation, and the National Forum for Black Public Administrators.
- Approximately 65% of semifinalists selected by our clients learn about open recruitments through our website, servant leadership e-newsletter, job board, job alert emails, social media, or personal contact.

Collective Local Government Experience

Our team members have decades of experience in local government, as well as regional and national networks of relationships. SGR team members are active on a national basis in local government organizations and professional associations. Many SGR team members frequently speak and/or write on issues of interest to local government executives. SGR can navigate relevant networks as both peers and insiders.

Listening to Your Unique Needs

SGR devotes significant time to actively listening to your organization and helping you define and articulate your needs. We work diligently to conduct comprehensive services tailored specifically to your organization. SGR dedicates a prodigious amount of energy to understanding your organization's unique culture, environment, and local issues to ensure an alignment in terms of values, philosophy, and management style perspectives.

While we have established systems for achieving success, we are a "boutique" firm capable of adapting to meet a client's specific needs and providing insights on the pros and cons of their preferred approach.

Trust of Candidates

SGR has a track record of providing remarkable confidentiality and wise counsel to candidates

and next-generation leaders, earning their trust. As a result, we can bring exceptional prospects to the applicant pool. Candidates trust SGR to assess the situation accurately, communicate honestly, and maintain their confidentiality to the greatest extent possible.

Accessibility and Communication

Your executive recruiter will keep you informed of the search status and will be readily accessible throughout the recruitment process. Candidates and clients can reach the recruiter at any time via cell phone or email. Additionally, the recruiter maintains communication with active applicants, ensuring they are well-informed about the community and the opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a comprehensive screening process designed to ensure a thorough understanding of candidate backgrounds and to minimize surprises. Our vetting process for a full-service recruitment includes the following key components:

- Prescreening questions and technical review of resumes
- Cross-communication among our recruiters regarding candidates who have been involved in previous searches, providing greater insight into their background and skills.
- Written questionnaires to gain insights beyond what is available through a resume.
- Recorded semifinalist interviews.
- Media search reports incorporating both internet and social media results tailored to each candidate based on their previous places of residence and work.
- Thorough, automated, and anonymous reference checks that provide feedback on candidates from a well-rounded group of references.
- Background checks completed by a licensed private investigation firm.

Clients Relationships

SGR has partnered on executive recruitments with hundreds of local government clients nationwide. We take great pride in the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.

Executive Recruitment

As leaders in local government executive recruitment, and former local government leaders, we are prepared to guide you through tailored recruitment services designed to best meet the needs of the City.

Overview of services:

- **Full Service Recruitment** - Our most comprehensive recruitment service includes start-to-finish executive search management, including extensive stakeholder engagement if desired.
- **Limited Scope Recruitment** - This service combines the nationwide reach and candidate sourcing expertise of SGR, as well as initial application management and triage of candidates, before transitioning the search back to the City for further consideration. A la carte services can be added to this recruitment to select the evaluation and vetting services desired by the City.
- **A La Carte Services** - Our supplemental or stand-alone services allow the City to select individual components to enhance your internal hiring process.

Availability & Capacity

SGR has over 20 available recruiters and more than enough capacity to meet the City's needs at any given time. We strive to keep response times to no more than one business day where possible, with your satisfaction being our highest priority. The City can expect turnaround times for quotes and/or tailored scopes of work within 2-to-3 business days. In most cases, we are available to begin the recruitment process as soon as contracts or other approval is received.

Executive Recruitment Personnel

The list below includes several highly-qualified SGR Executive Recruiters who may work with the City on the proposed Full Service, Limited Scope, or hourly consulting services; our recruiters are not typically engaged with a la carte services. Depending upon the timeframe, workload, and type of position requested, we may recommend that other personnel participate in the recruitment. Any substitution or addition of personnel would be approved by the City in advance.

Doug Thomas, Executive Vice President of Recruitment and Leadership Development

Phone: 863-860-9314

Email: douglasthomas@governmentresource.com

Doug has close to 35 years of senior local government executive management experience. He

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

Prior to his work with SGR, Doug served as City Manager for the City of Lakeland, Florida for roughly 12 years. Lakeland is centrally located along the I-4 corridor between Tampa and Orlando with a resident population of over 100,000 and a service population of over 250,000. The City provides its residents a full array of municipal services, including a municipal-owned electric generation and distribution utility that is the 3rd largest in the state and among the top 25 nationwide. The organization has an annual budget of approximately \$600 million and employs roughly 2,500 personnel. The city is home to the Detroit Tigers during Major League Baseball's Spring Training; the Experimental Aircraft Association's Annual Sun 'n Fun Fly-in, recognized as America's second largest aviation event of its type; Florida Southern College, which features the world's largest one-site collection of buildings designed by the legendary architect, Frank Lloyd Wright; and the state's 12th university, Florida Polytechnic University, which opened in the fall of 2014.

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

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

Kevin Knutson, Senior Vice President of Executive Recruitment

Phone: 727-754-0407

Email: kevinknutson@governmentresource.com

Kevin Knutson joins SGR with more than 30 years of experience in local government. He is considered a national expert in local government performance management, long-term financial planning, and strategic communications.

Most recently Kevin served as an Assistant County Administrator for Pinellas County, Florida. There he oversaw the Department of Administrative Services, Office of Management & Budget, Communications, Construction Services, Pinellas County Economic Development, Visit St. Pete/Clearwater, and the St. Pete/Clearwater International Airport. His prior municipal experience includes serving as interim City Manager, Assistant City Manager, and Director of

Community Relations in Reno, Nevada. He was also the Director of Communications and Marketing, as well as Budget & Strategic Planning Manager for Coral Springs, Florida. In Coral Springs, he was part of a team that implemented quality management practices that led to the City being the first local government to earn the Malcolm Baldrige National Quality Award.

Before joining Pinellas County, Kevin worked for Envisio, a private sector software company known for its extensive work with local governments. As Vice President of Planning & Performance Solutions he helped local governments implement strategy, and track and report performance. He also served as Regional Vice President for Management Partners, a government consulting firm, where he oversaw all the firm's activities on the East Coast. In that role, he specialized in facilitating governance and strategic planning projects.

An ICMA-credentialed manager, in 2020, Kevin was named one of the top local government influencers in the nation by Engaging Local Government Leaders (ELGL). He previously earned recognition as Communicator of the Year by the City-County Communications and Marketing Association.

A career-long proponent of servant leadership in local government, Kevin is committed to listening to and empowering team and community members, making decisions that are transparent and inclusive, and being a champion for continuous learning and improvement. He takes pride in demonstrating integrity, humility, and a commitment to service.

Marsha Reed, Senior Vice President of Executive Recruitment

Phone: (806) 789-9641

Email: MarshaReed@GovernmentResource.com

Marsha is passionate about local government and the role that local government plays in every community. As she says, It is hard to believe that one organization can do everything for a community from building infrastructure, maintaining public safety, providing recreational opportunities and much, much more! Having capped her 38-year career serving as the City Manager for the City of Chandler, Arizona, Marsha has firsthand experience with the demands and challenges of public service, and now uses the passion that drew her to this calling to continue supporting local governments in her role as Sr. Vice President for SGR's Executive Recruitment.

Marsha is a two-time graduate of Texas Tech University, having earned her BS Degree in Civil Engineering and her Masters in Public Administration. She is a frequent presenter at her Alma Mater, speaking to engineering students to help them to understand the benefits and rewards of choosing a career that supports local government infrastructure. As an award-winning and licensed engineer, she knows this firsthand.

Marsha has won several awards in her career including the Top 3 Public Works Leader of the Year Award by the Texas Chapter of the American Public Works Association and Engineer of the Year by the South Plains Chapter of Texas Society of Professional Engineers. She has served in

several leadership positions including President of the Texas Chapter of APWA and the President of the South Plains Chapter of TSPE. She also served on the Texas Municipal League Board of Directors.

Marsha and her Husband, Brad- also retired with 29 years of public service- especially enjoy time at their cabin and traveling. They have four children and six grandchildren. Their oldest, Ben, is a firefighter, and their sons-in-law are also public servants (one as a firefighter and one as a deputy sheriff). Their youngest, Mackenzie, just started her second year of college. Marsha continues to remain connected to her local community by volunteering on Church mission trips and with several non-profit organizations.

Eddie Salame, Senior Vice President of Executive Recruitment

Phone: (817) 239-2930

Email: EddieSalame@GovernmentResource.com

Eddie Salame joined the SGR team after a distinguished 34-year career in law enforcement, including 13 years as Chief of Police. He began his career with the Fort Worth Police Department, where he worked on various investigative assignments, including conducting specialized covert investigations. After a seven-year tenure in Fort Worth, Eddie moved to the Grapevine Police Department. There he spent 27 years working in various areas of the department as he rose through the ranks to Police Chief.

As Police Chief, Eddie prioritized building solid relationships with the community. In partnership with the Grapevine Colleyville Independent School District, he established the Community Outreach Center that focused on an underserved area of the city. The creation of the Outreach Center resulted in a 46% reduction in crime in the area served. He also started the Volunteers in Police Service that enhanced the services provided to the citizens while saving the city thousands of dollars annually. In 2012 the department received the International Association of Chiefs of Police awards for Outstanding Achievement in Law Enforcement Volunteer Programs and the Community Policing Award.

Eddie holds a Master's Degree in Liberal Arts with an emphasis in Alternative Dispute Resolution from Southern Methodist University and a Bachelor of Arts in Political Science from the University of Texas at Arlington. He is a graduate of the FBI National Academy and the FBI Law Enforcement Executive Development Series. He also received a Certified Public Manager graduate certificate from the William P. Hobby Center for Public Service of Texas State University. Eddie is also fluent in Spanish and is able to conduct meetings with Spanish community members as necessary.

Veronica Carrillo, Senior Vice President of Executive Recruitment

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Email: veronicacarrillo@governmentresource.com

As an Assistant Finance Director for the City of San Antonio, Veronica was responsible for the City's financial systems and operations. This included enterprise and department wide projects to improve financial processes and systems such as procurement, time and attendance, and Point of Sale Systems. Financial Operations maintains all master data related to procurement, grants and capital projects. Leading and working collaboratively with others, the Finance Department services 40 City departments with over 250 team members, responsible for the day-to-day financial activities of a \$3.9 billion Consolidated Annual Budget.

Veronica has successfully led key initiatives including the implementation of the City's ARPA Spending Framework and other COVID-19 grants. In addition, she has implemented and led a Fiscal Shared Services program that significantly reduced audit findings and has contributed to the City of San Antonio's general obligation bond rating of 'AAA' from Standard & Poor's and Moody's and 'AA+' from Fitch.

With over 30 years of professional work, she has held numerous positions including Utility Manager, Fiscal Operations Administrator, City Center Assistant Director, and COVID-19 Executive Officer. Over the course of her career, she has led teams of 250+ developing and mentoring leaders into executive roles.

Michael Mallinoff, Esq., Senior Vice President of Executive Recruitment

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Email: MDMallinoff@governmentresource.com

Michael D. Mallinoff joins SGR as Sr. Vice President of Executive Recruitment after serving more than 30 years in State, county and municipal government. A Lifetime member of ICMA and experienced state, city and county manager, Michael's career includes impactful roles in Annapolis, Maryland, Newport, Rhode Island, Charles County, Maryland and the State of Maryland contributing to his expertise in leadership and team building, budget and finance, public safety, technology, and sustainability and the environment. His tenure in diverse states and situations, working with jurisdictions ranging from 30,000 to six million, has equipped him with experience, perspective and a unique ability to collaborate with elected officials and assist community leaders in developing high performing teams and transforming their visions into actionable plans.

Michael holds a bachelor's degree in Geography from the University of Maryland, College Park, Maryland and a Juris Doctorate from The University of Baltimore School of Law. Michael is a member of the Maryland Bar. Michael currently serves as a member of the International City-County Management Association (ICMA) Global Engagement Committee, is chair of the affiliates subcommittee, held various other leadership positions with ICMA, state associations, and has served on a number of non-profit boards. His global perspective and extensive network enhance his contributions to SGR and its clients.

Attending the University of Virginia Weldon Cooper Center for Public Service provided a foundation for creating High Performance Organizations. He has used that expertise to support

teams, leadership at all levels, and understanding strategy to build up organizations across the country to be innovative and effective. Michael has also twice attended the ICMA Gettysburg leadership institute; the second time introducing the Charles County leadership team to the historical and empirical lessons of leadership in that watershed moment of our nation's history. He was awarded an ICMA Tranter-Leong Fellowship where he travelled to the Netherlands and Belgium to study and publish on mobility and sustainability.

At SGR, Michael specializes in executive recruitment, bringing his wealth of knowledge and experience to support local governments nationwide. Michael is passionate about traveling and engaging with like-minded public servants. He lives near Baltimore with his partner Cathy, dog Ash and has three adult children.

Rudy Jackson, Senior Vice President of Executive Recruitment

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Email: RudyJackson@GovernmentResource.com

Rudy Jackson joined SGR in 2021 and currently serves as a Senior Vice President in Executive Recruitment. He brings to the role more than three decades of distinguished leadership and service in local government.

Rudy began his career with the Fort Worth Fire Department in 1982 and steadily advanced through the ranks. He was promoted to Fire Captain in 1994 and then to Battalion Chief in 1997. Over the years, he held several key leadership positions, including Chief Training Officer (2002–2004), Fire Marshal (2004–2006), and Deputy Chief. In 2007, Rudy was appointed Fire Chief for the City of Fort Worth, where he led one of the largest fire departments in the country. During his tenure, he focused on enhancing public safety, modernizing operations, and developing future leaders within the department. He served in this role until his retirement in 2018, capping a 35-year career marked by dedication, integrity, and innovation.

At SGR, Rudy leverages his deep experience in leadership, organizational development, and public service to help cities and organizations identify and recruit top-tier executive talent. His background as a public servant and senior leader enables him to understand the unique challenges of local government and to connect with candidates and clients in meaningful ways. In addition to his professional contributions, Rudy is active in his community. He is also an engaged member of First Greater New Hope Baptist Church, where he participates in ministries that uplift and serve the community.

Jay Singleton, Senior Vice President of Executive Recruitment

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Email: JaySingleton@GovernmentResource.com

Jay Singleton's local government career began in the areas of personnel, budgeting and finance before moving into city management. Jay served for 21 years as Assistant County Administrator

for Tarrant County, Texas, which has a population of more than 2 million citizens. Jay also has 19 years of prior work experience in city government. In 2020, Jay brought his diverse knowledge of local government to SGR, and now serves clients as Senior Vice President for Executive Recruitment. With SGR, Jay now enjoys the opportunity to facilitate the hiring process for governing bodies and boards, which he truly enjoys.

Jay is a member of the International City/County Management Association (ICMA), National Association of County Administrators (NACA), Texas City Management Association (TCMA), Government Finance Officers Association (GFOA), and Government Finance Officers Association of Texas (GFOAT). Jay attended Abilene Christian University, where he received a Bachelor of Business Administration. He also holds a Master of Public Administration from the University of North Texas.

As an active member of his local community, Jay gives back by serving as president of his neighborhood association and a local development corporation. For well over 20 years, Jay has been an active volunteer for Meals On Wheels of Tarrant County, both delivering meals and currently serving on the Board of Directors. He has used his governmental skills to help the organization acquire grant funding to expand their facilities, a necessary move since meal production has escalated to over 1.7 million meals each year.

When not doing executive recruiting for SGR and other community work, he loves to visit state parks in his RV... something he thought he would never enjoy, but now finds is something that gives him great satisfaction.

FULL SERVICE RECRUITMENT

Approach and Methodology

A full-service recruitment typically entails the following steps:

- 1. Organization/Position Insight and Analysis**
 - Project Kickoff Meeting and Develop Anticipated Timeline
 - Stakeholder Interviews and Listening Sessions
 - Develop Recruitment Brochure
- 2. Recruitment Campaign and Communication with Candidates**
 - Advertising and Marketing
 - Sourcing Prospective and Active Candidates
 - Communication with Prospective Applicants
 - Communication with Active Applicants
- 3. Initial Screening and Review by Executive Recruiter**
- 4. Search Committee Briefing to Review Applicant Pool and Select Semifinalists**
- 5. Evaluation of Semifinalists**
 - Written Questionnaires
 - Recorded Semifinalist Interviews
 - Media Searches
- 6. Search Committee Briefing to Select Finalists**
- 7. Evaluation of Finalists**
 - Background Investigation Reports
 - DiSC Management Assessments (if desired, supplemental cost)
 - First Year Plan or Other Advanced Exercise
 - Press Release Announcing Finalists (if requested)
- 8. Interview Process**
 - Face-to-Face Interviews
 - Stakeholder Engagement (if desired)
 - Deliberations
 - Reference Checks (may occur earlier in process)
- 9. Negotiations and Hiring Process**
 - Determine Terms of an Employment Offer
 - Negotiate Terms and Conditions of Employment
 - Press Release Announcing New Hire (if requested)

Step 1: Organization/Position Insight and Analysis

Project Kickoff Meeting and Develop Anticipated Timeline

SGR will meet with the organization at the outset of the project to discuss the recruitment strategy and timeline. At this time, SGR will also request that the organization provide us with photos and information on the community, organization, and position to assist us in drafting the recruitment brochure.

Stakeholder Interviews and Listening Sessions

Stakeholder interviews and listening sessions are integral to SGR's approach. SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your specific needs. Obtaining a deep understanding of your organizational needs is the crucial foundation for a successful executive recruitment. In collaboration with the organization, SGR will compile a list of internal and external stakeholders to meet with regarding the position. These interviews and listening sessions will identify potential issues that may affect the dynamics of the recruitment and contribute to a comprehensive understanding of the position, special considerations, and the political environment. This process fosters organizational buy-in and will assist us in creating the position profile.

Develop Recruitment Brochure

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes. View sample recruitment brochures here: GovernmentResource.com/Open-Recruitments

Step 2: Recruitment Campaign and Communication with Candidates

Advertising and Marketing

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 35,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

Sourcing Prospective and Active Candidates

SGR's innovative recruitment strategies are designed to give our clients a competitive edge in attracting and retaining top-tier talent. By employing a dual approach of passive and active candidate sourcing, we tap into a broader talent pool that includes high-caliber professionals who may not be actively job-seeking. Our advanced technology and deep industry connections enable us to identify candidates with the precise skills and cultural fit for your organization. We round out sourcing efforts through personalized candidate engagement and outreach with a

constant focus on transparency and relationship building.

Communication with Prospective Applicants

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes. As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

Step 3: Initial Screening and Review by Executive Recruiter

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

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

Step 4: Search Committee Briefing to Review Applicant Pool and Select Semifinalists

At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and facilitate the selection of semifinalists. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

Step 5: Evaluation of Semifinalists

The review of resumes is a crucial step in the executive recruitment process. However, resumes may not fully reveal an individual's personal qualities and their ability to collaborate effectively with others. In some instances, resumes might also tend to exaggerate or inflate

accomplishments and experience.

At SGR, we understand the significance of going beyond the surface level of a resume to ensure that candidates who progress in the recruitment process are truly qualified for the position and a suitable match for the organization. Our focus is to delve deeper and gain a comprehensive understanding of the person behind the resume, identifying the qualities that make them an outstanding prospect for your organization.

During the evaluation of semifinalist candidates, we take the initiative to follow up when necessary, seeking clarifications or additional information as needed. This approach ensures that we present you with the most qualified and suitable candidates for your unique requirements. At SGR, our ultimate goal is to match your organization with individuals who possess not only the necessary qualifications but also the qualities that align with your organizational culture and values.

Written Questionnaires

As part of our thorough evaluation process, SGR will request semifinalist candidates to complete a comprehensive written exercise. This exercise is designed to gain deeper insight into the candidates' thought processes and communication styles. Our written instrument is customized based on the priorities identified by the Search Committee. The completed written instrument, along with cover letters and resumes submitted by the candidates, will be included in the semifinalist briefing book.

Recorded Semifinalist Interviews

Recorded one-way or two-way interviews will be conducted for semifinalist candidates. This approach provides an efficient and cost-effective way to gain additional insights to aid in selecting finalists to invite for an onsite interview. The interviews allow the Search Committee to evaluate technological competence, demeanor, verbal communication skills, and on-camera presence. Additionally, virtual interviews provide an opportunity for the Search Committee to ask candidates questions on specific topics of special interest.

Media Searches

Our media search process involves web-based and social media research, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. These media reports have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates. The recruiter will communicate any "red flags" or noteworthy media coverage to the Search Committee as part of the review of semifinalists with the Search Committee.

Step 6: Search Committee Briefing to Select Finalists

Prior to this briefing, SGR will provide the Search Committee with links to the recorded online interviews and a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The objective of this meeting is to narrow the list to finalists who will be invited to participate in onsite interviews.

Step 7: Evaluation of Finalists

Background Investigation Reports

Through SGR's partnership with a licensed private investigation firm, we are able to provide our clients with comprehensive background screening reports that include the detailed information listed below.

- Social security number trace
- Address history
- Driving record (MVR)
- Federal criminal search
- National criminal search
- Global homeland security search
- Sex offender registry search
- State criminal court search for states where candidate has lived in previous 10 years
- County wants and warrants for counties where candidate has lived or worked in previous 10 years
- County civil and criminal search for counties where candidate has lived or worked in previous 10 years
- Education verification
- Employment verification for previous 10 years (if requested)
- Military verification (if requested)
- Credit report (if requested)

DiSC Management Assessments (if desired, supplemental cost)

SGR utilizes the DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment provides a comprehensive analysis and report on the candidate's preferences in five crucial areas: management style, directing and delegating, motivation, development of others, and working with their own manager.

For assessments of more than two candidates, a DiSC Management Comparison Report is included, offering a side-by-side view of each candidate's preferred management style.

First-Year Plan or Other Advanced Exercise

SGR will collaborate with your organization, if desired, to create an advanced exercise for the finalist candidates. One such example is a First-Year Plan, where finalist candidates are encouraged to develop a first-year plan based on their current understanding of the position's opportunities and challenges. Other exercises, such as a brief presentation on a topic to be identified by the Recruiter and Search Committee, are also typically part of the onsite interview process to assess finalists' communication and presentation skills, as well as critical analysis abilities.

Step 8: Interview Process

Face-to-Face Interviews

SGR will arrange interviews at a date and time convenient for your organization. This process can be as straightforward or as elaborate as your organization desires. SGR will aid in determining the specifics and assist in developing the interview schedule and timeline. We will provide sample interview questions and participate throughout the process to ensure it runs smoothly and efficiently.

Stakeholder Engagement

At the discretion of the Search Committee, we will closely collaborate with your organization to

involve community stakeholders in the interview process. Our recommendation is to design a specific stakeholder engagement process after gaining deeper insights into the organization and the community. As different communities require distinct approaches, we will work together to develop a tailored approach that addresses the unique needs of the organization.

Deliberations

SGR will facilitate a discussion about the finalist interviews and support the Search Committee in making a hiring decision or determining whether to invite one or more candidates for a second interview.

Reference Checks

SGR uses a progressive and adaptive automated reference check system to provide insights on candidates' soft skills from a well-rounded group of references. References may include elected officials, direct supervisors, direct reports, internal organizational peers, professional peers in other organizations, and civic leaders. SGR's reference check platform is anonymous, proven to encourage more candid and truthful responses, thus providing organizations with more meaningful and insightful information on candidates. SGR delivers a written summary report to the organization once all reference checks are completed. The timing of reference checks may vary depending on the specific search process and situation. If finalists' names are made public prior to interviews, SGR will typically contact references before the interview process. If the finalists' names are not made public prior to interviews, SGR may wait until the organization has selected its top candidate before contacting references to protect candidate confidentiality.

Step 9: Negotiations and Hiring Process

Determine Terms of an Employment Offer

Upon request, SGR will provide draft employment agreement language and other helpful information to aid in determining an appropriate offer to extend to your preferred candidate.

Negotiate Terms and Conditions of Employment

SGR will assist to whatever degree you deem appropriate in conducting negotiations with the chosen candidate. SGR will identify and address any special needs or concerns of the selected candidate, including potential complicating factors. With our experience and preparedness, SGR is equipped to facilitate win-win solutions to resolve negotiation challenges.

Press Release (if requested)

Until employment negotiations are finalized, you should exercise caution to avoid the embarrassment of a premature announcement that may not materialize. It is also considered best practice to notify all senior staff and unsuccessful candidates before any media exposure. SGR will assist in coordinating this process and in crafting any necessary announcements or press releases.

Satisfaction Surveys

SGR is committed to following the golden rule, which means providing prompt, professional and excellent communication while always treating every client with honor, dignity and respect. We

request clients and candidates to participate in a brief and confidential survey after the completion of the recruitment process. This valuable feedback assists us in our ongoing efforts to improve our processes and adapt to the changing needs of the workforce.

Post-Hire Services

As part of our commitment to ensuring long-term success, SGR is pleased to offer a complimentary, four-hour, leadership development workshop for your organization within 12 months of the successful completion of the executive search. SGR Executive Recruitment clients would be responsible for the travel costs associated with facilitation only—no professional fee (a cost savings of up to \$4,750)! Leadership development workshops are designed to support the newly appointed leader and foster a servant leadership culture within your team, enhancing collaboration and alignment across the organization. Standard leadership development workshops include the following topics:

- Creating a Servant Leadership Culture
- Governance
- Team Building
- Strategic Planning
- Strategic Visioning

We offer additional post-hire services such as executive coaching, team-building retreats, and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please email training@governmentresource.com or visit GovernmentResource.com/leadership-and-professional-development/leadership-development-services/.

Timeline

The timeline below is an example only, and we will work with you to finalize and approve a timeline, with adjustments made if needed after the position is posted. *

| Initial Steps Prior to Posting Position: | |
|---|---|
| <ul style="list-style-type: none"> ● Contract Execution ● Kickoff Meeting to Discuss Recruitment Strategy and Timeline ● Organization/Position Insight and Analysis ● Stakeholder Interviews and Listening Sessions ● Deliverable: Draft Recruitment Brochure ● Deliverable: Recommended Ad Placements ● Organization Approves Ad Placements ● Search Committee Reviews and Approves Brochure | <p><i>Timing varies. Estimated to take 2 weeks.</i></p> |

| Task | Week |
|---|------------|
| <ul style="list-style-type: none"> ● Post Position and Firm up Timeline ● Recruitment Campaign and Outreach to Prospective Applicants ● Initial Screening and Review by Executive Recruiter | Weeks 1-4 |
| <ul style="list-style-type: none"> ● Search Committee Briefing to Review Applicant Pool and Select Semifinalists | Week 5 |
| <ul style="list-style-type: none"> ● Questionnaires ● Recorded Semifinalist Interviews ● Media Searches | Week 6 |
| <ul style="list-style-type: none"> ● Deliverable: Semifinalist Briefing Books ● Deliverable: Recorded Online Interviews | Week 7 |
| <ul style="list-style-type: none"> ● Search Committee Briefing to Select Finalists | Week 8 |
| <ul style="list-style-type: none"> ● Background Investigation Reports ● Disc Management Assessments (if desired, supplemental cost) ● First-Year Plan or Other Advanced Exercise (if desired) | Weeks 9-10 |
| <ul style="list-style-type: none"> ● Deliverable: Finalist Briefing Books via Electronic Link | Week 11 |
| <ul style="list-style-type: none"> ● Face-to-Face Interviews ● Stakeholder Engagement (if desired) ● Deliberations ● Reference Checks (may occur earlier in process) ● Negotiations and Hiring Process | Week 12 |

* Timeline is dependent upon Search Committee availability and Holidays. Organization agrees to timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening; failure to do so, may in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.

Fee Proposal

Not-to-Exceed Price per Recruitment: \$27,669

Not-to-Exceed Price is comprised of:

- **Fixed Fee of \$25,169 (reflects \$750 discount) ***
- **Up to in Ad Placements (billed at actual cost)**

** An additional \$750 discount applies if SGR provides Interim Management or Leadership Development services prior to the completion of the recruitment.*

The Fixed Fee includes:

- Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
 - Outreach to Prospective Applicants
 - Custom Graphics for Email and Social Media Marketing
 - Announcement in SGR's Servant Leadership e-Newsletter
 - Post on SGR's Website
 - Ad on SGR's Job Board
 - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
 - Promotion on SGR's LinkedIn
- Application Management, Screening, and Evaluation
- Semifinalist Evaluation:
 - Questionnaires for up to 15 Semifinalists
 - Recorded Interviews for up to 15 Semifinalists
 - Media Searches for up to 15 Semifinalists
- Semifinalist Briefing Books
- Background Investigation Reports for up to Five (5) Finalists
- Finalist Briefing Books via Electronic Link
- Reference Checks for up to Five (5) Finalists
- Up To Two (2) Onsite Visits by the Recruiter for 1-3 days each, Inclusive of Travel Costs

Reimbursable Expenses included in the not-to-exceed price:

- Ad placements up to will be billed at the actual cost with no markup for overhead and are incorporated into our not-to-exceed price.

Reimbursable Expenses not included in the not-to-exceed price:

- Ad placements over and above will be billed back at actual cost with no markup for overhead.

Supplemental Services/Other Expenses not included in the fixed or not-to-exceed price:

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. Organization would be notified of any supplemental costs prior to changes being made.
- At your request, SGR can conduct an online stakeholder survey for \$1,531 to help identify key issues or priorities that you may want to consider prior to launching the search. SGR provides recommended survey questions and sets up an online survey. Stakeholders are directed to a web page or invited to take the survey by email. A written summary of results is provided to the Organization. Please note that this type of survey may extend the recruitment timeline.
- Additional questionnaires over and above the 15 included in the Fixed Fee - \$230 per candidate.
- Additional recorded interviews over and above the 15 included in the Fixed Fee - \$256 per candidate.
- Additional media search reports over and above the 15 included in the Fixed Fee - \$766 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the fixed price above - \$511 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the fixed price above - \$256 per candidate.
- DiSC Management assessments - \$179 per candidate.
- Semifinalist and finalist briefing materials will be provided to the Organization via an electronic link. Should the Organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost.
- Additional onsite visits by the recruiter over and above the quantity included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of \$1,021 per day. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 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.
- SGR Executive Recruitment clients wishing to utilize the complimentary leadership development workshop would be responsible for the travel costs associated with facilitation only. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Mileage will be reimbursed at the then-current IRS rate. All other travel-related expenses are billed back at actual cost with no markup for overhead.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.
- If the organization desires any supplemental services not mentioned in this fee proposal, an estimate of the cost will be provided at that time, and no work shall be done without approval.

Billing

SGR will bill the fixed fee in three (3) installments: 35% upon contract execution, 35% after the applicant pool is presented, and 30% after finalist interviews. Ad placement expenses and supplemental services/other expenses will be billed as incurred or provided. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Terms & Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

Placement Guarantee

SGR is committed to your satisfaction with the results of our full service recruitment process. If, for any reason, you are not satisfied, we will repeat the entire process one additional time, and you will be charged only for expenses as described in the Fee Proposal under Supplemental Services. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

In the event that you select a candidate fully vetted by SGR, who subsequently resigns or is released for any reason within 12 months of their hire date, we are committed to conducting a one-time additional executive search to identify a replacement. In this case, you will only be charged for related expenses as described in the Fee Proposal.

If your organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the placement guarantee will be null and void. Additionally, SGR does not provide a guarantee for candidates placed as a result of a partial recruitment effort or limited scope recruitment.

LIMITED SCOPE RECRUITMENT

Approach and Methodology

A limited scope recruitment typically entails the following steps:

Step 1. Organization/Position Insight and Analysis

- Project Kickoff Meeting and Develop Anticipated Timeline
- Stakeholder Interviews and Listening Sessions
- Develop Recruitment Brochure

Step 2. Recruitment Campaign and Communication with Candidates

- Advertising and Marketing
- Sourcing Prospective and Active Candidates
- Communication with Prospective Applicants
- Communication with Active Applicants

Step 3. Initial Screening and Review by Executive Recruiter

Step 4. Search Committee Briefing to Review Applicant Pool and Select Semifinalists

Step 5. Transition the Search to the Organization

Step 1: Organization/Position Insight and Analysis

Project Kickoff Meeting and Develop Anticipated Timeline

SGR will virtually meet with the organization at the outset of the project to discuss the recruitment strategy and timeline. At this time, SGR will also request that the organization provide us with photos and information on the community, organization, and position to assist us in drafting the recruitment brochure.

Stakeholder Interviews and Listening Sessions

Stakeholder interviews and listening sessions are integral to SGR's approach. SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your specific needs. Obtaining a deep understanding of your organizational needs is the crucial foundation for a successful executive recruitment. In collaboration with the organization, SGR will compile a list of internal and external stakeholders to meet with regarding the position. These interviews and listening sessions will identify potential issues that may affect the dynamics of the recruitment and contribute to a comprehensive understanding of the position, special considerations, and the political environment. This process fosters organizational buy-in and will assist us in creating the position profile.

Develop Recruitment Brochure

After the stakeholder meetings, SGR will develop a recruitment brochure, which will be

reviewed and revised in partnership with your organization until we are in agreement that it accurately represents the sought-after leadership and management attributes.

View sample recruitment brochures here: GovernmentResource.com/Open-Recruitments

Step 2: Recruitment Campaign and Communication with Candidates

Advertising and Marketing

The Executive Recruiter and the client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, with a reach of over 35,000 subscribers in all 50 states, will announce your position. Additionally, we will send targeted emails to opt-in subscribers of SGR's Job Alerts, and your position will be posted on SGR's website and Job Board. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on SGR's LinkedIn page. Furthermore, we will provide a recommended list of ad placements to be approved by the client, targeting the most effective venues for reaching qualified candidates for that particular position.

Sourcing Prospective and Active Candidates

SGR's innovative recruitment strategies are designed to give our clients a competitive edge in attracting and retaining top-tier talent. By employing a dual approach of passive and active candidate sourcing, we tap into a broader talent pool that includes high-caliber professionals who may not be actively job-seeking. Our advanced technology and deep industry connections enable us to identify candidates with the precise skills and cultural fit for your organization. We round out sourcing efforts through personalized candidate engagement and outreach with a constant focus on transparency and relationship building.

Communication with Prospective Applicants

SGR maintains regular communication with interested prospects throughout the recruitment process. Outstanding candidates often conduct thorough research on the available position before submitting their resumes. As a result, we receive a significant number of inquiries, and it is crucial for the executive search firm to be well-prepared to respond promptly, accurately, and comprehensively, while also offering a warm and personalized approach. This initial interaction is where prospective candidates form their first impression of the organization, and it is an area in which SGR excels.

Communication with Active Applicants

Handling the flow of resumes is an ongoing and significant process. On the front end, it involves tracking resumes and promptly acknowledging their receipt. It also involves timely and personalized responses to any questions or inquiries. SGR maintains frequent communication with applicants to ensure they remain enthusiastic and well-informed about the opportunity. Additionally, SGR communicates with active applicants, keeping them informed about the organization and community.

Step 3: Initial Screening and Review by Executive Recruiter

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

In contrast with the triage process mentioned above, which focuses on subjective assessment of the resumes and how the candidates present themselves, we also evaluate each candidate to ensure that the minimum requirements of the position are met and determine which preferred requirements are satisfied. This sifting process examines how well candidates' applications align with the recruitment criteria outlined in the position profile.

Step 4: Search Committee Briefing to Review Applicant Pool and Select Semifinalists

At this briefing, SGR will conduct a comprehensive presentation to the Search Committee and facilitate the selection of semifinalists. The presentation will include summary information on the process to date, outreach efforts, the candidate pool demographics, and any identified trends or issues. Additionally, a briefing on each candidate and their credentials will be provided.

Step 5: Transition the Search to the Organization

SGR will send emails to retain or release applicants after the briefing with the Search Committee, and provide application materials of retained applicants to the organization.

Post-Hire Services

We offer additional post-hire services such as executive coaching, team-building retreats, and performance review assistance at the six-month or one-year mark. For more information or to request a customized proposal, please email training@governmentresource.com or visit GovernmentResource.com/leadership-and-professional-development/leadership-development-services/.

Timeline

The timeline below is an example only, and we will work with you to finalize and approve a timeline, with adjustments made if needed after the position is posted. *

| Initial Steps Prior to Posting Position: | |
|---|---|
| <ul style="list-style-type: none"> ● Contract Execution ● Kickoff Meeting to Discuss Recruitment Strategy and Timeline ● Organization/Position Insight and Analysis ● Stakeholder Interviews and Listening Sessions ● Deliverable: Draft Recruitment Brochure ● Deliverable: Recommended Ad Placements ● Organization Approves Ad Placements ● Search Committee Reviews and Approves Brochure | <p><i>Timing varies. Estimated to take 2 weeks.</i></p> |

| Task | Week |
|--|-----------|
| <ul style="list-style-type: none"> ● Post Position and Firm up Timeline ● Recruitment Campaign and Outreach to Prospective Applicants ● Initial Screening and Review by Executive Recruiter | Weeks 1-4 |
| <ul style="list-style-type: none"> ● Search Committee Briefing to Review Applicant Pool and Select Semifinalists | Week 5 |

* Timeline is dependent upon Search Committee availability and Holidays. Organization agrees to timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening; failure to do so, may in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.

Fee Proposal

Limited Scope Recruitment Fee per Recruitment: \$13,434 (reflects \$750 discount) *

** An additional \$750 discount applies if SGR provides Interim Management or Leadership Development services prior to the completion of the recruitment. Ad placement costs are not included in the price listed above. Ad placement costs are estimated to be between \$2,000 to \$3,000 and shall be added to the total cost of services upon approval from the organization.*

The Limited Scope Recruitment Fee includes:

- Virtual Stakeholder Interviews and Listening Sessions
- Production of a Professional Recruitment Brochure
- Recruitment Campaign and Outreach:
 - Outreach to Prospective Applicants
 - Custom Graphics for Email and Social Media Marketing
 - Announcement in SGR's Servant Leadership e-Newsletter
 - Post on SGR's Website
 - Ad on SGR's Job Board
 - Two (2) Targeted Job Blasts to SGR's Opt-In Subscriber Database
 - Promotion on SGR's LinkedIn
- Application Management and Screening
- Search Committee Briefing to Review Applicant Pool and Select Semifinalists
- Transition the Search to the Organization

A La Carte Services/Other Expenses not included in the Limited Scope Recruitment Fee:

- There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization and the position has been posted online. The Organization would be notified of any supplemental costs prior to changes being made.
- Ad placements are billed at actual cost. No ad placement costs will be incurred without prior approval of the Organization.
- **Stakeholder Survey / \$1,531**
 - SGR will provide recommended survey questions within three (3) business days of project initiation. SGR will set up an online survey within one (1) business day after the organization has reviewed and approved the survey questions. Stakeholders can be directed to a web page or invited to take the survey by email. SGR and the organization will agree to the open survey time period, typically ten (10) to thirty (30) days.
 - The organization shall be responsible for marketing and promoting the survey to stakeholders.
 - A written summary of results is provided to the organization within three (3) business days of survey close date. Survey is not validated statistically.
- **Questionnaire / \$230 per candidate**

- SGR develops a written exercise customized to the position. SGR distributes questionnaire to candidates, evaluates questionnaires, and holds a virtual briefing with Organization after questionnaires are received.
- SGR will provide a draft questionnaire to Organization within three (3) business days of request. SGR will send questionnaires to candidates within two (2) business days of Organization's approval of questionnaire. Candidates are typically given one (1) week to complete the questionnaire. SGR will be prepared to hold briefing with Organization within three (3) business days after receiving completed questionnaires from candidates.
- **Recorded Interviews / \$256 per candidate**
 - SGR offers recorded one-way or two-way interviews. SGR provides recommended position-specific questions for the organization's approval, coordinates candidate interviews, and emails a link to the organization to view the recorded interviews.
 - SGR will provide a link with the candidate interviews within two (2) business days after interviews are completed.
- **Media Reports / \$1,276 per candidate**
 - Our media search process involves web-based and social media research, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. These media reports have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates.
 - SGR will provide media report via email within two (2) weeks of receiving completed release form from candidate.
- **Management Style Assessments / \$179 per candidate**
 - SGR uses the DiSC Management psychometric assessment to provide detailed insights regarding how a candidate would lead and manage an organization. SGR will also provide a DiSC Management Comparison Report, which presents a side-by-side view of each candidate's preferred management style.
 - Candidates are typically given two (2) to three (3) business days to complete the assessments. The assessment reports will be provided to the organization within two (2) business days of assessment completion by candidates.
- **Background Investigation Report / \$511 per candidate**
 - Through SGR's partnership with a licensed private investigations firm, we are able to provide detailed comprehensive background reports.
 - Background check reports include: SSN trace and address verification; credit bureau report (if requested); personal information, address, and employment comparisons; county criminal and civil records search (for counties where the candidate has lived or worked in the last 10 years); state criminal records search (for states where the candidate has lived in the last 10 years); county warrants and warrants (for counties where the candidate has lived or worked in the last 10 years); Federal criminal records search; InstaCriminal national search; Global homeland security search; sex offender records search; driving/motor vehicle records; education verification for highest degree obtained; employment

verification (if requested); and military verification (if requested).

- **Reference Checks / \$256 per candidate**
 - SGR provides the organization a specific list of contacts to request from the candidate, based on the type of position. SGR provides a written (anonymous) summary of reference checks.
- **Supplemental Services / \$256 per hour**
 - If the organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed at \$256 per hour.
- Should the Organization request printing of briefing materials, the reproduction and shipping of materials will be outsourced and be billed back at actual cost.
- Travel is not anticipated or taken into consideration in limited scope search pricing. If the Recruiter and the Organization agree that Recruiter travel is beneficial for the Limited Scope Recruitment, travel time for the recruiter will be paid at a rate of \$256 per hour, plus \$1,021 per day for each day the recruiter is working onsite, regardless of number of hours worked. Meals are billed back at a per diem rate of \$18 for breakfast, \$20 for lunch, and \$32 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.

Billing

SGR will bill the fee for the Limited Scope Recruitment in two (2) installments: 50% upon contract execution and 50% upon completion of services. Expenses, including reimbursable ad placement expenses, and supplemental services will be billed as incurred or provided. Payment terms are thirty (30) days from date of invoice. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Terms & Conditions

- The organization agrees not to discriminate against any candidate on the basis of age, race, creed, color, religion, sex, sexual orientation, national origin, disability, marital status, or any other basis that is prohibited by federal, state, or local law.
- The organization agrees to refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- The organization agrees to provide SGR with any candidates that were previously accepted as applicants for the given position before engaging SGR to conduct the recruitment for the subject position.
- The organization shall specify how long SGR will accept applications for the position, up to a maximum of 45 days.
- Within seven (7) business days of application close date, SGR will conduct a virtual briefing with CLIENT and present candidate evaluations.

- The organization agrees to provide SGR with a list of any candidates to be released within two (2) weeks following the briefing with SGR. At that time, SGR will release any candidates that will not continue in the process and email the remaining candidates that the organization will be the primary contact from that point forward. If the organization does not provide a list of candidates to be released, SGR will email all candidates and notify them that the organization will be the primary contact from that point forward. SGR will then consider services fulfilled.
- If the organization wishes to place ads in local, regional, or national newspapers, the organization shall be responsible for paying directly for the ads and for placing the ads using language provided by SGR.
- The organization bears the cost of candidate travel, and candidates are reimbursed directly by the organization.

Service Guarantee

SGR is committed to your satisfaction with the results of our Limited Scope Recruitment process. If, for any reason, you are not satisfied with the applicant pool, SGR must be notified within three (3) weeks of triage briefing date, and SGR will then coordinate with the organization to reopen the position, for a maximum of 45 days, at no additional charge to the organization (with the exception of reimbursable expenses). After the second posting of the position, each additional opening will be charged as a new position for the full fee amount. Additionally, we promise not to directly solicit any candidate selected under this engagement for another position while they are employed with your organization.

A LA CARTE SERVICES

Job Marketing and Advertising Services

All a la carte job marketing and advertising services, except the job board subscription, are priced per position.

Job Board

SGR's Job Board (SGRjobs.com) is the 2nd largest local government job board in the nation, averages more than 16,000 unique visitors per month, and has more than 2,000 jobs listed at any given time.

Job Board Service Options:

- **Job Board Ad: \$199 per position**
 - One-time job posting for up to 60 days.
- **Job Board Subscription: \$499 per calendar year**
 - Unlimited job postings on SGR's Job Board for one calendar year.

Digital Talent Marketing: \$699

Includes:

- Custom-made graphic
- One-time promotion on SGR's LinkedIn
- Posted on SGR's website for up to 60 days (GovernmentResource.com)
- One-time job posting for up to 60 days on SGR's Job Board (SGRjobs.com)
- Targeted email to our profession-specific Job Alert subscriber database.
 - Logo and link to your organization's website
 - Marketing language written by SGR

After receiving all requested materials from the organization, deliverables are typically provided within three (3) business days.

Marketing and Network Boost: \$3,099

Includes:

- Custom-made graphic
- One-time promotion on SGR's LinkedIn
- Posted on SGR's website for up to 60 days (GovernmentResource.com)
- One-time job posting for up to 60 days on SGR's Job Board (SGRjobs.com)
- Targeted email to our profession-specific Job Alert subscriber database.
 - Logo and link to your organization's website
 - Marketing language written by SGR
- Professional recruitment brochure for the position
- Customized list of ad placement recommendations based on type of position and region
- Draft ad language

After receiving all requested materials from the organization, SGR will produce a draft brochure

for the organization's review within five (5) business days. After the brochure is approved, all other deliverables are provided within three (3) business days.

There may be additional charges for substantial and substantive changes made to the recruitment brochure after the brochure has been approved by the Organization. The Organization would be notified of any supplemental costs prior to changes being made.

Candidate Evaluation and Vetting Services

All a la carte candidate evaluation and vetting services are priced per candidate.

Recorded Interviews: \$256

- SGR offers recorded one-way or two-way interviews. SGR provides recommended position-specific questions for the organization's approval, coordinates candidate interviews, and emails a link to the organization to view the recorded interviews.
- SGR will provide a link with the candidate interviews within two (2) business days after interviews are completed.

Media Reports: \$1,276

- Our media search process involves web-based and social media research, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. These media reports have proven helpful by uncovering issues that may not have been previously disclosed by prospective candidates.
- SGR will provide media report via email within two (2) weeks of receiving completed release form from candidate.

Management Style Assessments: \$179

- SGR uses the DiSC Management psychometric assessment to provide detailed insights regarding how a candidate would lead and manage an organization. SGR will also provide a DiSC Management Comparison Report, which presents a side-by-side view of each candidate's preferred management style.
- Candidates are typically given two (2) to three (3) business days to complete the assessments. The assessment reports will be provided to the organization within two (2) business days of assessment completion by candidates.

Background Investigation Report: \$511

- Through SGR's partnership with a licensed private investigations firm, we are able to provide detailed comprehensive background reports.
- Background check reports include: SSN trace and address verification; credit bureau report (if requested); personal information, address, and employment comparisons; county criminal and civil records search (for counties where the candidate has lived or worked in the last 10 years); state criminal records search (for states where the candidate has lived in the last 10 years); county wants and warrants (for counties where the candidate has lived or worked in the last 10 years); Federal criminal records search;

InstaCriminal national search; Global homeland security search; sex offender records search; driving/motor vehicle records; education verification for highest degree obtained; employment verification (if requested); and military verification (if requested).

Reference Checks: \$256

- SGR provides the organization a specific list of contacts to request from the candidate, based on the type of position. SGR provides a written (anonymous) summary of reference checks.

Other A La Carte Services

Supplemental Services: \$256 per hour

- If the organization desires any supplemental services not mentioned in this section, an estimate of the cost and hours to be committed will be provided at that time, and no work shall be done without approval. Supplemental services will be billed at \$256 per hour.

Billing

SGR will bill the fee for services upon contract execution or other approval for services. Payment terms are thirty (30) days from date of invoice. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Executive Recruitment References & Experience

City of Temple, Texas

Population: 100,000

Shawn Reynolds, Assistant City Manager

sreynolds@templetx.gov

254-298-5552

North Texas Municipal Water District

Wylie, Texas

Ike Obi, Director of Human Services

iobi@ntmwd.com

469-626-4399

City of Port Arthur, Texas

Population: 56,000

Dr Albert Thigpen, Assistant City Manager

a.thigpen@portarthurtx.gov

409-983-8218

City of Richardson, Texas

Population: 120,000

Charles Goff, Assistant City Manager

charles.goff@cor.gov

972-744-4206

City of Lubbock, Texas

Population: 265,000

Brooke Witcher, Assistant City Manager

BWitcher@mylubbock.us

806-775-3086

Bill Howerton, Deputy City Manager

bhowerton@mylubbock.us

806-790-8040

City of Brownsville, Texas

Population: 186,800

Dalia Cassanova, Employee Engagement Coordinator

dalia.cassanova@brownsvilletx.gov

956-548-6036

Recruitment Experience, 2024-Present

The recruitments listed below are a small sample of our recent experience. All are full service executive recruitments, except for those with an asterisk (*) noting a custom or limited scope recruitment engagement.

City & County Attorney Recruitments

In Progress

- Benton County, OR (pop. 97,800) – County Counsel
- Clearwater, FL (pop. 116,000) – City Attorney
- North Texas Municipal Water District, TX - Director of Legal Services/General Counsel
- North Port, FL (pop. 94,700) - City Attorney

2025

- Amarillo, TX (pop. 200,000) - Deputy City Attorney *
- Carlsbad, NM (pop. 32,000) - City Attorney
- Hollywood, FL (pop. 153,000) - City Attorney

- North Port, FL (pop. 94,700) - Police Legal Advisor
- Port Arthur, TX (pop. 55,700) - Assistant City Attorney *
- The School Board of Polk County, FL - General Counsel

2024

- Commerce City, CO (pop. 62,000) - City Attorney
- West Linn, OR (pop. 27,000) - City Attorney
- Port Arthur, TX (pop. 57,000) - City Attorney
- Indian River County, FL (pop. 165,000) - County Attorney
- Lubbock, TX (pop. 265,000) - City Attorney

Economic Development & Tourism Recruitments

2026

- Gainesville Economic Development Corporation, TX (pop. 17,600) – Executive Director

2025

- Del Rio, TX (pop. 35,000) - Economic Development Director*
- San Juan County, WA (pop. 18,600) - Director of Community Development *
- Lawrence, KS (pop. 94,934) – Economic Development Director

2024

- Downtown Development Authority, Shreveport, LA - Executive Director
- Greater Brownsville Incentives Corporation, TX - Executive Director
- Lacey, WA (pop. 59,000) - Community and Economic Development Director
- Richmond, TX (pop. 13,900) - Economic Development Director *

Finance Recruitments

In Progress

- Amarillo, TX (pop. 200,000) – Chief Financial Officer
- Elgin, TX (pop. 12,800) - Finance Director
- Green Cove Springs, FL (pop. 10,000) - Finance Director
- Marshall, TX (pop. 23,400) - Director of Finance
- Missouri City, TX (pop. 88,000) - Chief Financial Officer
- Plainview, TX (pop. 20,000) – Director of Finance
- Wasilla, AK (pop. 9,435) – Finance Director

2026

- Austin Transit Partnership (Austin, Texas) (pop. 961,000) – Senior Vice President, Financial Services

2025

- Austin Transit Partnership, Austin, Texas (pop. 961,000) – Vice President of Accounting
- Benton County, OR (pop. 97,000) - Chief Financial Officer
- Greenville, TX (pop. 34,300) - Director of Administrative Services/Finance Director*
- Greenwich, CT (pop. 63,000) - Chief Financial Officer - Comptroller

- Harris County ESD 48 (Harris County, TX) - Finance Director
- Johnson County, KS (pop. 622,200) – County Auditor
- Juvenile Welfare Board of Pinellas County (Pinellas County, FL) – Director of Accounting/Controller
- Largo, FL (pop. 83,000) – Chief Performance Officer
- Melissa, TX (pop. 25,000) – Finance Director
- Novi, MI (pop. 66,000) – Chief Financial Officer*
- Port Arthur, TX (pop. 57,000) - Controller

2024

- Argyle, TX (pop. 5,750) - Finance Director
- Clermont, FL (pop. 47,500) - Finance Director *
- Fairfield, CT (pop. 959,700) - Chief Fiscal Officer
- Greenville Electric Utility System, TX - Business Services Director *
- Highland Park, TX (pop. 8,900) - Director of Finance *
- Independence, MO (pop. 123,000) - Finance Director
- Lubbock, TX (pop. 267,300) - Chief Financial Officer
- Mustang Special Utilities District, TX - Financial Services Manager *
- North Richland Hills, TX (pop. 80,000) - Director of Finance
- Pasadena, TX (pop. 152,000) - City Controller
- Plainview, TX (pop. 20,000) - Chief Financial Officer *
- Spring Fire Department, TX (pop. 168,000) - Finance Director
- Terrell, TX (pop. 19,000) - Senior Budget Analyst *
- Texas City, TX (pop. 55,600) - Director of Finance
- Wichita Falls, TX (pop. 103,000) - Chief Financial Officer *

Fire & EMS Recruitments

In Progress

- Jupiter, FL (pop. 63,000) – Fire Service Recruitment Services (**Not for Search Lists**)
- North Blanco County Emergency Service District 1, TX (pop. 12,878) – District Administrator
- Temple, TX (pop. 85,000) – Fire Chief
- Rowlett, TX (pop. 68,000) – Fire Chief

2025

- Edmond, OK (pop. 98,000) - Fire Chief
- Harris County Emergency Services District No. 48 (Harris County, TX) (pop. 150,000) - Fire Chief
- Longview, TX (pop. 81,600) - Fire Chief
- Perryton, TX (pop. 8,200) – Fire Chief
- Waco, TX (pop. 140,000) - Fire Chief
- Williamson County, TX (pop. 713,000) - EMS Director

2024

- Alexandria, VA (pop. 158,000) - Fire and EMS Chief
- Fayetteville, NC (pop. 209,000) - Fire Chief
- Independence, MO (pop. 122,000) - Fire Chief
- Jackson, MN (pop. 3,000) - Ambulance Director
- Plant City, FL (pop. 40,000) - Fire Chief
- Sunnyvale, TX (pop. 8,500) - Fire Chief

- Marshall, TX (pop. 23,641) – Fire Chief
- Texas City, TX (pop. 56,000) – Fire Chief

Human Resources Recruitments

In Progress

- Manor, TX (pop. 21,000) – Director of Human Resources*
- Laredo, TX (pop. 256,000) – Human Resources Director

2026

- Benton County, OR (pop. 97,800) - Chief Human Resources Officer

2025

- Chester County, PA (pop. 550,000) - Director of Human Resources
- Edmond, OK (pop. 96,000) - Director of Human Resources
- Greenville, TX (pop. 29,600) - Human Resources Director
- Irving, TX (pop. 263,700) - Human Resources Director *
- Liberty Hill, TX (pop. 9,000) - Human Resources Director *
- Newport, OR (pop. 12,000) – Human Resources Director
- Norwalk, CT (pop. 91,000) - Chief Human Resources Officer *
- Terrell, TX (pop. 20,000) - Human Resources Director
- Wake County, NC (pop. 1.2M) - Chief Human Resources Officer

2024

- Addison, TX (pop. 15,000) - Director of Human Resources
- Allen, TX (pop. 112,000) – Human Resources Director *
- Auburn, AL (pop. 78,000) - Human Resources Director *

Planning & Development Services Recruitments

In Progress

- Temple, TX (pop. 96,000) - Planning & Development Services Director

2025

- Aspen, CO (pop. 7,000) - Planning Director
- Astoria, OR (pop. 10,000) - Community Development Director
- Chester County, PA (pop. 550,000) - Executive Director of Planning
- Encinitas, CA (pop. 63,000) - Director of Development Services
- Estero, FL (pop. 36,000) - Assistant Community Development Director
- Fredericksburg, TX (pop. 11,500) - Director of Development Services
- McKinney, TX (pop. 224,000) - Planning Director
- Prattville, AL (pop. 40,000) - Planning and Development Director
- Richardson, TX (pop. 120,000) - Director of Development Services

2024

- Addison, TX (pop. 15,000) - Assistant Director of Neighborhood Services
- Boerne, TX (pop. 22,000) - Assistant Planning Director *
- Greeley, CO (pop. 112,000) - Deputy Director of Community Development
- Gulf Shores, AL (pop. 16,000) - Planning & Zoning Director

- Lacey, WA (pop. 59,000) - Community and Economic Development Director
- Liberty Hill, TX (pop. 9,000) - Planning & Development Services Director *
- Temple, TX (pop. 89,000) - Parks Planning & Development Manager *

Police Recruitments

2025

- Chattanooga, TN (pop. 187,000) – Assistant Police Chief
- Evans, CO (pop. 23,000) – Chief of Police
- Lakeside, CO (pop. 20) – Chief of Police
- Montgomery, AL (pop. 200,600) – Chief of Police
- North Richland Hills, TX (pop. 73,300) – Police Chief
- Timnath, CO (pop. 10,500) – Police Chief

2024

- Apex, NC (pop. 80,000) – Police Chief
- Bartow, FL (pop. 20,000) – Police Chief
- Broken Arrow, OK (pop. 119,000) – Police Chief
- Cassville, MO (pop. 3,000) - Police Chief
- Commerce, TX (pop. 9,100) – Chief of Police *
- Eagle, CO (pop. 8,000) - Chief of Police
- Estes Park, CO (pop. 12,000) – Police Chief *
- Flower Mound, TX (pop. 80,000) - Chief of Police
- Lubbock, TX (pop. 267,000) – Police Chief
- Pilot Point, TX (pop. 5,000) – Police Chief *
- Terrell, TX (pop. 20,000) – Police Chief
- The Colony, TX (pop. 45,000) – Police Chief
- Topeka, KS (pop. 125,500) – Police Chief
- Webster Groves, MO (pop. 24,000) - Police Chief
- Windsor, CO (pop. 43,000) – Chief of Police

Public Works, Utilities, & Engineering Recruitments

In Progress

- Charlotte County, FL (pop.) - Utilities Director
- Laredo, TX (pop. 256,000) – Assistant Director, Water & Wastewater Plants *
- Laredo, TX (pop. 256,000) – Assistant Director, Operations & Field Services *
- Lamar, CO (pop. 7,700) - Deputy Public Works Director
- Longview, TX (pop. 82,000) - Director of Public Works
- Marshall, TX (pop. 23,400) - Public Works Director
- North Central Texas Council of Governments, TX - Director of Transportation
- Springfield Utility Board, OR - General Manager
- Temple, TX (pop. 96,200) – Director of Fleet Services *

2026

- Bell County, TX (pop. 370,000) - County Engineer
- Grapevine, TX (pop. 51,300) - Engineering Manager *

2025

- Argyle, TX (pop. 5,750) - Public Works Director
- Bartow, FL (pop. 20,000) - Utilities Director
- Bee Cave, TX (pop. 9,100) - City Engineer *
- Durango, CO (pop. 56,600) - Assistant Public Works Director/Utilities
- Flagler Beach, FL (pop. 5,300) - City Engineer *
- Greenville, TX (pop. 29,600) - Public Works Director *
- Lake Region Lakes Management District, FL - District Manager
- Laredo, TX (pop. 256,000) - Utilities Director
- Nassau County, FL (pop. 101,500) - Utility Authority Executive Director *
- Port Arthur, TX (pop. 57,000) - Director of Public Services/City Engineer
- Richardson, TX (pop. 120,000) - Assistant Director of Engineering/Capital Projects *
- Safford, AZ (pop. 10,300) - Utilities Director *
- Sedalia, MO (pop. 22,000) - City Engineer
- Sunnyvale, TX (pop. 9,100) - Assistant Town Engineer *
- Van Alstyne, TX (pop. 8,900) - Public Works Director *

2024

- Amarillo, TX (pop. 200,000) - Director of Utilities
- Brownsville, TX (pop. 186,700) - Director of Engineering & Public Works *
- Chester County, PA (pop. 540,000) - Public Services Director
- Fort Worth, TX (pop. 900,000) - Property Management Director
- Greenville, TX (pop. 30,000) - Public Works Director *
- Gulf Shores, AL (pop. 16,000) - City Engineer
- Indian River County, FL (pop. 165,000) - Public Works Director
- Manhattan, KS (pop. 55,000) - Director of Utilities
- North Texas Municipal Water District, TX - Engineering Manager
- North Texas Municipal Water District, TX - Water Treatment Systems Manager
- Olathe, KS (pop. 152,500) - Assistant City Engineer *
- Richardson, TX (pop. 122,570) - Director of Engineering and Capital Projects
- Waco, TX (pop. 140,000) - Capital Division Manager *
- Wake County, NC (pop. 1,000,000) - Director of General Services Administration
- West Central Texas Municipal Water District, TX - General Manager
- Wichita Falls, TX (pop. 103,000) - Deputy Director of Public Works *

Interim Management

SGR is a recognized leader in local government interim management. As we continue to fill crucial gaps in executive leadership teams and other management roles, we strive to adapt to each unique opportunity to ensure alignment with your needs. As your partner for executive recruitment services, we bring the following

- SGR is the largest local government interim services firm in Texas, and one of the largest in the nation, maintaining a candidate pool of more than 600 qualified local government professionals across nearly all major local government professions.
- We have completed over 350 quality interim placements and counting.
- SGR conducts new background reports and media reports for each selected interim professional, ensuring your organization has no surprises. Additionally, before adding professionals to our candidate pool, each professionals' background is thoroughly investigated for qualified experience and leadership skills necessary to serve in an interim capacity.

Availability & Capacity

SGR has more than 600 interim professionals and more than enough capacity to meet the City's needs at any given time. We strive to keep response times to no more than one business day where possible, with your satisfaction being our highest priority. The City can expect turnaround times for quotes and/or tailored scopes of work within 1-to-2 business days. Start dates for interim engagements, once all required contracts and background investigations are complete, can be as soon as 1-to-2 business days, depending on the City's needs, the professionals' availability, and the travel required. A more accurate estimate can be provided per individual request.

Project Personnel

Wendle Medford, President of Interim, Consulting, and Embedded Services, will manage all interim management services. Wendle remains accessible throughout the process, and can be reached via phone or email as needed.

Interim professionals will be proposed to the City per request, based on the City's desired attributes and other factors. All interim professionals would be approved by the City in advance of placement, including any substitutions.

Wendle Medford, President Interim, Consulting and Embedded Services

Phone: 817-753-3157

Email: WendleMedford@GovernmentResource.com

Wendle Medford is a seasoned leader with over 20 years of experience in both municipal and private sector leadership. As President of Interim, Consulting, and Embedded Services at SGR, Wendle leads the successful delivery of interim management services and consulting projects for over 700 local governments across 47 states.

Wendle's career is marked by a series of executive leadership roles, including city management, where he has driven strategic growth and innovation in high-growth communities across North Texas. He combines a deep business acumen with technical expertise, ensuring the advancement of public services through the integration of advanced technology, process optimization, and a commitment to transparency and digital democracy.

A U.S. Air Force veteran, Wendle was recognized as a Distinguished Graduate by the U.S. Air Force Air Education and Training Command for his outstanding academic achievements. He holds both a Bachelor of Business Administration and a Master of Public Administration degrees, and has earned certifications as a Certified Public Manager (Texas State University) and a Certified Government Chief Information Officer (University of North Carolina at Chapel Hill), and is a graduate of the University of Oklahoma's Economic Development Institute. Additionally, Wendle is an alumnus of Leadership North Texas.

Project Methodology

Overview

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

1. Organizational Inquiry and Analysis

- Initial Interview to Determine Organizational Needs

2. Evaluation of Interim Candidate Pool

- Review Experience and Qualifications of Candidate Pool
- Determine Best Match for Interim Assignment
- Update Candidate's Stage 1 Media Search Report

3. Proposal and Selection of Interim Candidate

- Recommended Interim Candidate for Approval
- Schedule Interview of Recommended Candidate
- Finalize Candidate Selection
- Conduct Comprehensive Media Search
- Complete Background Investigation

4. Onboarding Process

- Finalize Assignment Details
- Notify Interim Candidate of Assignment Commencement

5. Assignment Period

- Check-ins to Ensure Client Satisfaction
- Process Weekly Interim Contractor Time Sheets

6. Conclusion of Assignment

- Close Assignment

Step 1: Organizational Inquiry and Analysis

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

- **Interview to Determine Organizational Needs:** Fully understanding your needs is the most critical part of conducting a successful interim management search and placement. SGR conducts an interview to find out more about the position, special considerations, and the political environment. These interviews last approximately 30 minutes to one hour and identify individual issues that are relevant to the search as well as develop a composite understanding of the organization's preferences.

Step 2: Evaluation of the Interim Candidate Pool

SGR fully vets all local government professionals who make up our Interim Candidate Pool.

- **Review of Candidate's Experience and Qualifications:** Reviewing resumes is an important and valuable step in the interim search process, and SGR's goal is to have a clear understanding of the person behind the resume and what makes him/her an outstanding interim prospect for you.
- **Finding the Best Match:** SGR uses the information obtained in the initial interview and conversations to find the interim candidate who will be the best match for your organization.
- **Update of Candidate's Stage 1 Media Search Report:** SGR conducts a Stage 1 media search on each individual in our Interim Candidate Pool. Once SGR determines the best candidate to recommend, the media search report is updated for that candidate. This involves a review of all newspaper articles mentioning the candidate in major news outlets within the previous two years.
- **Conduct Comprehensive Media Search Report:** These 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 Comprehensive Media Report typically ranges from 20-300 pages per candidate and may include news articles, links to video interviews, blog posts, etc.
- **Comprehensive Background Investigation Reports:** Through SGR's partnership with FirstCheck, a licensed private investigations company, we are able to obtain a 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 the candidate has lived or worked)
- County civil search (for every county in which the candidate has lived or worked)
- Education verification

Due to the personal nature of the report, the actual background report will not be given to your organization; however, your organization will be notified of any issues discovered.

Step 3: Proposal and Selection of Interim Candidates

- **Recommend Interim Candidate for Approval:** SGR will recommend the candidate we believe is the best match to serve in the interim position for your organization. If you desire, SGR will recommend several candidates with which interviews can be scheduled you make your final decision.
- **Finalize Candidate Selection:** Once you have approved the interim candidate of your choice, SGR will notify the selected candidate.

Step 4: Onboarding Process

SGR will work with you and the selected candidate so the assignment can begin quickly.

- **Finalize Assignment Details:** SGR will finalize the details of the assignment, including location, start date, responsibilities, and any other necessary information.
- **Notify Candidate of Assignment Commencement:** SGR will notify the candidate of his/her selection and provide them with all of the information they will need to begin the assignment.

Step 5: Assignment Period

It is important that you are completely satisfied with the candidate selected for the interim position. If at any time, you feel like the candidate is not the right fit for your organization, SGR will provide another interim candidate that meets your expectations.

- **Check-ins:** SGR will conduct check-ins with all parties to ensure that you are satisfied

with the work being performed.

- **Process Contractor Time Sheets:** SGR provides the selected candidate with a contractor time sheet to log hours worked. The client will be asked to sign the time sheet to verify the hours worked at the end of each week. SGR will process the time sheet and pay the interim candidate.

Step 6: Conclusion of Assignment

Once the interim assignment is concluded, SGR will coordinate with your organization to close out the contract.

- **Close Assignment:** At the conclusion of the assignment, SGR will coordinate with your organization and the interim on the final work day. SGR will obtain the final time sheet from the interim candidate, and your organization will perform any exit processes necessary with the interim candidate.
- **Client Satisfaction Survey:** SGR works very hard to deliver exceptional customer service and it is important that we receive honest and objective feedback from our clients. We may ask you to complete a client satisfaction survey and discuss any feedback and suggestions you may have that will help us in our goal of continuous process improvement.

Fee Structure and Service Guarantee

SGR will provide a highly qualified interim professional at an hourly rate based on the total amount the City has in the current fiscal year budget for compensation of the position including, but not limited to:

- Base Salary
- FICA
- Worker's Comp
- Retirement
- Medical Insurance
- Dental Insurance
- Vision Insurance
- Life Insurance
- Long/Short Term Disability Insurance
- Longevity Pay
- Deferred Compensation
- Technology Allowance (cell phone, computer, etc.)
- Car Allowance
- Professional Membership Dues
- Any Other City Provided Benefit
- (Example: Salary + All Benefits ÷ 2080 hours = Hourly Rate)

**Hourly rates are subject to change based on market demand.*

Depending on the location of the permanent residence of the selected interim candidate, the City may need to provide a mileage/travel stipend and/or temporary lodging, such as a hotel direct billed to the City during the term of the assignment.

Total Costs:

- Hourly rate – paid for hours worked
- Comprehensive Media Search \$500
- Background Report \$400
- Mileage/Travel/Temporary Lodging, if necessary
- If City hires the candidate placed as Interim for a permanent position during the term of this agreement or within 12 months after the conclusion of this agreement, City will pay SGR an employment placement fee of \$10,000.00. This fee is waived if SGR conducts a full-service executive search for this position.

Billing

SGR will submit an invoice bi-weekly for the hours worked the previous week. The invoice is due within 14 days of receipt. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Service Guarantee

SGR guarantees that you will be satisfied with the interim candidate placed with your organization. If at any time, you do not feel like the candidate is the right fit for your organization, SGR will provide another interim candidate who meets your satisfaction, pending availability of suitable candidates.

Interim Management References & Experience

Andrew Freeman, Deputy City Manager

City of Amarillo, Texas

(pop. 199,000)

Email: andrew.freeman@amarillo.gov

Phone: 806-378-5285

Paul Grimes, City Manager

City of McKinney, Texas

(pop. 182,000)

Email: pgrimes@mckinneytexas.org

Phone: 972-547-7501

Randy Singleton, Mayor

City of Bridgeport, Texas

(pop. 64,000)

Email: rsingleton@cityofbridgeport.net

Phone: 940-683-3415

Jason King, City Manager

City of Stephenville, Texas

(pop. 21,000)

Email: jking@stephenvilletx.gov

Phone: 254-918-1265

Jose Madrigal, City Manager

City of Durango, Colorado

(pop. 19,000)

Email: jose.madrigal@durangogov.org

Phone: 970-375-5005

Eric Ellwanger, City Manager

City of Allen, Texas (pop. 102,000)

Email: eellwanger@cityofallen.org

Phone: 214-509-4110

Tobin Maples, Town Administrator

Town of Highland Park, Texas

(pop. 8,800)

Email: tmaples@hptx.org

Phone: 214-559-9444

Clients, Positions & Projects

Aransas County, Texas

City of Addison, Texas

City of Amarillo, Texas

City of Angleton, Texas

City of Anna, Texas

City of Athens, Texas

City of Bastrop, Texas

City of Bedford, Texas

City of Brenham, Texas

City of Bridgeport, Texas

City of Broken Arrow, Oklahoma

City of Burkburnett, Texas

City of Burleson, Texas

City of Cameron, Missouri

City of Garland, Texas

City of Georgetown, Texas

City of Glenn Heights, Texas

City of Gonzales, Texas

City of Greenville, Texas

City of Gresham, Oregon

City of Heath, Texas

Town of Highland Park, Texas

Hunt County, Texas

City of Hutto, Texas

City of Irving, Texas

City of Joshua, Texas

City of Keene, Texas

City of Kemah, Texas

City of Keller, Texas

City of Kilgore, Texas

City of Lafayette, Colorado

City of Canyon, Texas
City of Carrollton, Texas
City of Castroville, Texas
City of Cedar Park, Texas
City of Celina, Texas
City of Cleburne, Texas
City of Colleyville, Texas
City of Dayton, Texas
City of Del Rio, Texas
City of Denison, Texas
City of DeSoto, Texas
City of Dickenson, Texas
Town of Double Oak, Texas
City of Dripping Springs, Texas
City of Dumas, Texas
City of Duncanville, Texas
City of Durango, Colorado
City of El Reno, Oklahoma
City of Ennis, Texas
City of Erie, Colorado
City of Eugene, Oregon
City of Fairview, Texas
City of Fate, Texas
City of Flatonia, Texas
City of Forney, Texas
City of Fort Worth, Texas
City of Fort Smith, Arkansas
City of Freeport, Texas
City of Palestine, Texas
City of Parkville, Missouri
City of Pecos, Texas
City of Pflugerville, Texas
City of Pilot Point, Texas
City of Plainview, Texas
City of Port Arthur, Texas
City of Princeton, Texas
Town of Providence Village
City of Quinlan, Texas
City of Richwood, Texas
City of Rockport, Texas
City of Round Rock, Texas
City of Roswell, New Mexico
City of Rowlett, Texas
City of Sachse, Texas
City of Saginaw, Texas

City of Lago Vista, Texas
City of Lancaster, Texas
City of La Marque, Texas
City of La Vista, Nebraska
City of Levelland, Texas
City of Lexington, Texas
City of Llano, Texas
City of Lubbock, Texas
City of Marble Falls, Texas
City of Marshall, Texas
City of McKinney, Texas
City of Miami, Oklahoma
City of Mineral Wells, Texas
City of Missouri City, Texas
City of Moline, Illinois
City of Montgomery, Texas
City of Mount Pleasant, Texas
City of Murphy, Texas
City of New Braunfels, Texas
City of Nacogdoches, Texas
City of North Richland Hills, Texas
North Texas Municipal Water District
City of Oak Point, Texas
City of O'Fallon, Missouri
City of Overton, Texas
City of South Padre Island, Texas
City of Southlake, Texas
City of Superior, Arizona
City of Stephenville, Texas
City of Sunnyvale, Texas
City of Taylor, Texas
City of Terrell, Texas
City of San Marcos, Texas
City of Seagoville, Texas
City of Sherman, Texas
City of Tomball, Texas
Town of Trophy Club, Texas
City of Weatherford, Texas
Town of Wellington, Colorado
City of West Lake Hills, Texas
City of Wilmer, Texas
City of Winnsboro, Texas
City of Wolfforth, Texas
The Woodlands Township Lee County, Florida
Parker County, Texas
Washington County, Oregon

Positions/Projects

| | |
|---|--|
| City Manager | Economic Development Director |
| City Administrator | Field Operations Superintendent |
| Administration Director | Finance Director |
| Assistant City Manager | Fire Chief Fire Marshal |
| Assistant to the City Manager | Fixed Based Operations Director |
| Assistant Community Services Director Assistant | Human Resources Director |
| Finance Director | Information Technology Director |
| Assistant Fire Chief | Library Director |
| Building Official | Municipal Court Administrator |
| Capital Projects Manager | Neighborhood Services Director |
| Chief Building Official | Parks Construction Manager |
| Chief Financial Officer | Planning/Community Development Director Planning |
| Chief Information Officer | Manager |
| City Engineer | Police Chief Police Director |
| City Secretary | Public Information Officer/Webmaster |
| Community Development Director | Public Works Director |
| Controller | Purchasing Manager |
| CVB Director | Risk Manager |
| Department of Public Safety | Senior Contract Compliance Specialist |
| IA Consulting Development Director | Street and Storm-water Director |
| Disaster Recovery Specialist | |
| Utility Billing Manager | |

Management Consulting Projects

| | |
|--|---|
| Animal Services Study | Human Resources Operational Assessment |
| Community Development | Human Resources Consulting |
| Compensation Market Analysis Containerized | Job Description Development |
| Solid Waste Study | Market Competitive Analysis |
| Disaster Recovery Consulting | Municipal Court Surveys |
| Fee Studies | Pay Plan Development Services Personnel |
| Finance Consulting | Salary and Staffing Studies |
| Policies Development Procurement | Secret Shopper Program |
| Training Procurement Templates | Salary Surveys |
| Public Safety Assessments | Utility Billing Department Assessment |
| Public Safety Internal Affairs | Website Development and Management |

Leadership Development

SGR has conducted hundreds of leadership development engagements to help organizations like yours develop the skills necessary to lead their staff and community effectively and innovatively. We are confident in our ability to meet your needs, and would like to highlight the following components:

- **Qualified Leadership Development Professionals:** SGR utilizes a group of highly qualified, professionally trained facilitators to conduct strategic planning and visioning retreats, executive coaching, book briefings, and leadership development workshops covering a variety of topics on a regular basis.
- **Expertise in Municipal Operations:** Our team members bring direct experience in city management, finance, public works, community development, and public safety. This allows us to develop strategic plans that are not only aspirational but also practical and implementable within the context of municipal operations.
- **Tailored Methodologies:** We do not employ a one-size-fits-all approach. Our methodologies are customized to each client's specific needs, incorporating best practices in data analysis, stakeholder engagement, and performance measurement, while remaining flexible to adapt to local contexts.

As part of this proposal, we have presented the following leadership development services:

- **Executive Coaching** - A structured, local government-focused leadership development partnership with personalized coaching, measurable goals, and ongoing accountability.
- **Customized Management Team Workshop** - A tailored leadership workshop designed to strengthen alignment, effectiveness, performance, or other relevant topics, across the management team.

Availability & Capacity

SGR has more than 20 available facilitators and more than enough capacity to meet the City's needs at any given time. We strive to keep response times to no more than one business day where possible, with your satisfaction being our highest priority. The City can expect turnaround times for quotes and/or tailored scopes of work within 1-to-2 business days. Scheduling the proposed engagements are recommended to be 4-to-6 weeks out, though our team remains agile, should you need our services sooner.

Leadership Development Personnel

The list below includes several highly-qualified SGR Facilitators who may work with the City on the proposed leadership development engagements. Depending upon the timeframe, workload, and type of service requested, we may recommend that other personnel participate in the desired service. Any substitution or addition of personnel would be approved by the City in

advance.

Dr. Cindy Ryan, Senior Vice President of Leadership Development

Phone: 817-991-9347

Email: cindyryan@governmentresource.com

Dr. Cindy Ryan is an ordained pastor, wife, mother of three, breast cancer survivor and Mosa to her grandchildren Keller, Pace, River, and Tatum. She currently leads workshops, retreats and is a popular guest speaker and preacher.

Cindy is a graduate of Texas A&M with a Bachelor's of Science degree in Psychology. She also attended TCU's Brite Divinity School and received a Masters of Divinity and a Doctorate of Pastoral Counseling there. She has served in Campus Ministry, has been a hospital and hospice chaplain and has served small, medium and large churches in Texas.

She is married to Dr. Robin Ryan, retired Superintendent of Grapevine Colleyville ISD. She was the co-founder of a non-profit, Connect, an organization which began in 2011 and links community resources to the economically disadvantaged students of GCISD.

Dr. Fred Napp, Senior Vice President of Leadership Development

Phone: 817-896-3686

Email: frednapp@governmentresource.com

Dr. Fred Napp recently retired from the City of Haltom City, Texas Fire Department where he was the Deputy Chief of Operations. Dr. Napp started his career in the fire service as a volunteer firefighter/EMT in 1983. After starting a career as a teacher in 1987, he began his career in Haltom City as a firefighter in 1993. Since that time, he was promoted to Lieutenant and then Deputy Chief of Services.

He was appointed Fire Marshal in 2007. He is also a paramedic and a certified master peace officer/arson investigator. He has testified as an Expert Witness in several arson cases. He holds five degrees including a Ph.D. in Leadership Studies. He is a graduate of the National Fire Academy's Executive Officer Program held in Emmitsburg, Maryland. Dr. Napp is married to Heather who is an elementary school teacher.

Frances Pelley, Senior Vice President of Leadership Development

Phone: (903) 816-1041

Email: FrancesPelley@GovernmentResource.com

When Frances left the Texoma Council of Governments in 2009 to become a part of SGR, it was the perfect transition to utilize her 30 year experience with local governments in a wider field of application. Always an advocate of Servant Leadership principles, you might say Ron Holifield was singing her song. As Sr. Vice President for SGR's Leadership Development, she first traveled

the state of Oklahoma opening the market for training, then over the past 16 years, has settled into training facilitation. She also fills the role of President for ProTemPro, LLC, where she serves as an interim Executive for agencies in leadership transition. She's known for saying "Yes" before she even knows the extent of the challenge.

Her father's love of nature nudged her toward a Geology degree from Baylor and a master's in Environmental Science from UT Dallas. Her love of travel and serving combined to take her to the mission field in India, Costa Rica, Israel, and Peru. Closer to home, she served as a mentor in the Austin College Leadership Institute and founded several local chapters of Women of Visionary Influence.

She and her husband have two married sons (both attorneys) and 4 grandchildren. She's been known to don a costume or two playing Mother Nature for an elementary school or Snow White for her niece's Birthday.

Pouring into the next generation is her passion; she says "Our accomplishments are minimized unless we can pass lessons learned onto future generations."

Keith Vinson, Senior Vice President of Leadership Development

Phone: 972-261-8846

Email: keithvinson@governmentresource.com

Before joining SGR, Keith Vinson dedicated over 25 years to leading nationally recognized nonprofit organizations as CEO, Vice President, and Executive Director. His journey also took him into the heart of local government, where he served as an Assistant Parks and Recreation Director. These roles carried him across the United States—from the vibrant streets of Nashville, TN, to the historic neighborhoods of South Hampton Roads in Virginia, and the dynamic community of Charlotte, NC—before he found his home in the metroplex of Dallas, TX.

Keith's career has been marked by his visionary leadership and his unique ability to unite communities around a shared purpose. Whether he was spearheading a multimillion-dollar initiative or guiding a team through complex challenges, Keith consistently sought to align organizational goals with community needs. His leadership isn't just about achieving objectives; it's about creating a ripple effect that drives lasting change.

At the core of Keith's approach is a deep belief in Transformational Leadership—a theory that champions the power of inspiration and motivation. He doesn't just lead; he creates environments where people feel empowered to exceed their own expectations. Keith understands that leadership is not just about directing others, but about fostering trust, empowerment, and a shared vision. This philosophy has allowed him to energize teams, cultivate a culture of continuous improvement, and drive innovation that leads to exceptional outcomes.

Photography, one of Keith's passions, has profoundly influenced his leadership style. Through

the lens, Keith has learned the importance of perspective, focus, and timing—elements that are crucial not just in capturing a moment but in leading a team. In both photography and leadership, Keith finds clarity and direction by understanding the broader picture and focusing on what truly matters. This creative insight allows him to guide leaders in sharpening their vision, building resilience, and leading with purpose and authenticity.

As a certified StrengthsFinder Coach and a graduate of Liberty University, Keith has spent his career not just leading but also teaching others to lead. He has been a national trainer for courses ranging from Leading and Coaching Others to Understanding Your Community and Culture. His role as a national consultant for Leadership Development has further solidified his commitment to helping others realize their potential.

Keith's journey is one of service, dedication, and an unwavering belief in the power of leadership to transform lives. In every role he has held, Keith has brought not just expertise, but a deep commitment to serving others—a commitment that continues to define his work today.

Luis Fernando, Senior Vice President of Leadership Development

Phone: 817-264-1003

Email: LuisFernando@governmentresource.com

Luis Fernando has been developing servant leadership programs for over a decade and has been internationally recognized as a leader in designing interactive curriculum and growing leaderful cultures. He believes in long-term client relationships, since the only way to sustain a servant leadership culture is to continue growing it. He is also an experienced facilitator who has worked extensively with both private and public organizations, developing and implementing communication strategies that promote productivity and efficiency. Luis's passion for helping others reach their potential shines through in his work, and he is known for his ability to create a positive, productive environment in even the most challenging situations.

Prior to joining SGR, Luis worked with TDIndustries for 10 years, as well as Texas Utilities, TXU and Luminant, Comanche Peak Nuclear Power Plant, Bridgeway Financial Management, UPenn, PG&E, the City of Coppel, TX, and many others. Luis was also recently the Lead Consultant at the Greenleaf Center and has collaborated with them for the last two years.

Luis's favorite pastimes are playing basketball and strength training. He also enjoys reading books, going on adventures, and exploring. He has been practicing yoga for over 13 years and became a certified instructor in 2010. He is passionate about breathwork and meditation, which he believes are essential for a healthy mind and body. Luis loves learning new things and he firmly believes that everyone has the potential to be great.

Will Hampton, Senior Vice President of Leadership Development

Phone: (512) 801-4418

Email: WillHampton@GovernmentResource.com

Will Hampton understands local government communication challenges. For nearly 24 years he led the highly successful municipal government communications and marketing department for the City of Round Rock, Texas, that won more than 100 awards from national and state associations. He is regarded as an innovative and creative storyteller who gets results by combining strategy, trust, engagement, and successfully navigating controversy.

Will led citizen engagement efforts that resulted in the successful implementation of a \$330 million regional water project, transportation master plans, a \$600 million economic development private-public partnership, and a 10-year service plan for one of the fastest-growing cities in the country.

Will's communications experience spans the full lifecycle of public-sector storytelling—from branding and website strategy to social media, video production, print and digital newsletters, cable access channel management, and citizen surveys. His work consistently connects strategy to execution, helping organizations communicate clearly, build trust, and navigate complex public issues.

He writes Good Government Files, a newsletter on Substack and LinkedIn focused on effective governance and high performance communications in local government. Through real-world case studies, interviews, and practical insights, the newsletter explores how cities and counties build trust, engage residents, and communicate clearly about complex and sometimes controversial issues.

EXECUTIVE COACHING

Approach

SGR's Executive Coaching Process

SGR and the City will agree upon a primary coach to be assigned to the employee based upon the needs of the client. In addition to the primary coach, SGR can provide opportunities for specialized coaches to meet with a client regarding particular topics and skillsets. The primary coach will continue to act as the client's general coach.

SGR Coaches provide several key advantages for organizations and employees who want to improve. Since our focus is exclusively upon local governments, we speak the language of local government employees. Simultaneously, our coaches are examples of what it means to be life-long learners.

- We provide accomplished local government practitioners who have been in your shoes and model the best principles of servant leadership.
- We utilize coaches who specialize in unique areas ranging from Finance, Human Resources, Public Safety, Public Works, Executive Management, and more. These are individuals who have exhibited success in a variety of situations and who we confidently call upon for their expertise and experience.
- We use a variety of assessments in our executive coaching, enabling the coaching process to be tailored to fit the specific needs of each client.
- We supply additional tools and training for coaches to further develop the planning and structure of sessions, while allowing adequate flexibility to meet the unique requirements of the client.
- We offer unlimited email and phone support beyond the coaching sessions for the duration of the coaching agreement. Often, the connection continues beyond the coaching agreement, and the coach becomes an important resource of encouragement and guidance throughout the client's career.

Coaching Process

1. The SGR Coach will work with the employee to develop a "Learning Agreement" that will be approved by the organization to ensure that it is addressing the identified needs for the employee's development. This agreement will involve goals, other assessments, reading assignments, and evaluations that can help the employee know if adequate progress is being made.
2. The SGR coach will meet with the employee once per month, for a minimum of 6 months. The meetings will be virtual meetings using Zoom or a similar platform. The meetings will consist of either 4 one-hour conversations or 2 two-hour conversations each month.

The coach and the employee will establish mutually agreed upon goals that will enable this employee to become successful in their position and to meet the standards established by the organization. These meetings will include coaching points from the SGR Coach on specifically what the employee needs to do to be successful. The meetings

will provide structured accountability for the employee.

3. The SGR Coach will be available for unlimited email, texting, and phone conversations throughout the duration of the coaching agreement with the employee.
4. The SGR Coach will meet or communicate periodically with the organization to help gain and share perspective on the progress of the employee.
5. SGR will provide a certified facilitator for interpretation of any assessments that require this. This meeting may take place in person or via a phone call depending upon the situation.

Fee Proposal

Executive Coaching: \$750 per session, with a minimum of three sessions.

Travel and Related Expenses

All coaching sessions will be conducted virtually.

Billing

SGR will send an invoice immediately following the date of service, which can sometimes result in multiple session offerings being represented in a single invoice if the event dates are all delivered within a relatively short period of time. Payment is due within thirty (30) days of receipt. If full payment is not made by the due date, SGR reserves the right to suspend the delivery of all future events until full payment is made. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

CUSTOMIZED MANAGEMENT TEAM WORKSHOP

Approach

Our approach to delivering a customized management team workshop is collaborative, practical, and results-focused. We begin by gathering information about organizational goals, priorities, and participant needs to ensure the workshop is aligned with desired outcomes. Insights from this phase guide the development of tailored content, relevant examples, and interactive learning activities.

These workshops are designed using adult learning principles and emphasizes real-world application. Sessions are highly participatory and may include facilitated discussion, small-group exercises, reflection, and applied practice to encourage engagement and knowledge retention. Experienced facilitators adapt delivery to participant dynamics and organizational context.

When requested, feedback and observations can be provided following the workshop to support continued development. This methodology ensures each engagement is thoughtfully designed, professionally facilitated, and focused on delivering meaningful, practical value.

Fee Proposal

Customized Management Team Workshop: \$3,750 per half-day session, plus facilitator travel expenses.

Facilitator Travel and Related Expenses:

Applicable travel expenses will be calculated on the day of the event (or preceding/post day(s) of the event based on the start/ending time of the events) and invoiced in addition to the Professional Service Fee(s). If the requested session requires two or more facilitators to be on-site at any time during the session, the client will be invoiced for each Facilitator's travel expenses. SGR makes every effort to be economically responsible regarding facilitator-related travel expenses including:

- **Airfare + Applicable Fees.** Air transportation will be billed to the client at actual cost (no mark-up) immediately following the date of service.
- **Ground Transportation**
 - Personal Vehicle (round trip mileage at the then-current IRS rate per mile)
 - Rental Vehicle (rental fees + gas at actual cost with no mark-up).
- **Lodging.** The facilitator will stay at a hotel comparable to a Hampton Inn in your city. Lodging will be billed to the client at actual cost (no mark-up) immediately following the date of service.
- **Meals.** Meals will be reimbursed to facilitator based on a daily per diem amount of \$70.00/day per facilitator; \$18 for breakfast, \$20 for lunch, and \$32 for dinner. Facilitator(s) may claim meal reimbursement for the duration of the trip, including travel en route to and from the event (excluding any meals provided by the Organization in

conjunction with the event.)

Billing

SGR will send an invoice immediately following the date of service, which can sometimes result in multiple session offerings being represented in a single invoice if the event dates are all delivered within a relatively short period of time. Payment is due within thirty (30) days of receipt. If full payment is not made by the due date, SGR reserves the right to suspend the delivery of all future events until full payment is made. Balances that are unpaid after the payment deadline are subject to a fee of 5% per month or the maximum lawful rate, whichever is less, on the owed amount every month, charged monthly until the balance is paid.

Leadership Development References & Experience

City of Frisco, TX

Wes Pierson, City Manager

WPierson@friscotexas.gov

972-292-5105

City of Lake Wales, Florida

James Slaton, City Manager

JSlaton@lakewalesfl.gov

863-678-4182

City of Gladstone, Missouri

Bob Baer, City Manager

bobb@gladstone.mo.us

816-436-2200

Town of Little Elm, Texas

Caitlan Biggs, Assistant Town Manager

cbiggs@littleelm.org

214-975-0452

City of Olathe, Kansas

Nolan Sunderman, Chief Strategy Officer

nsunderman@olatheks.org

913-971-8637

Experience, 2021-Present

City-County Communications & Marketing Association (3CMA)

- Strategic Planning Project, 2023

City of Pelham, Alabama

- Strategic Visioning Retreat, 2023

City of Lodi, California

- Strategic Visioning & Planning Retreat, 2023

City of Milpitas, California

- Strategic Planning Retreat, 2023

City of Tracy, California

- Strategic Priorities & Goal Setting Retreat, 2023

City of Eaton, Colorado

- Strategic Visioning Retreat, 2022

Florida Governmental Utility Authority (FGUA)

- Strategic Planning Session, 2024
- Strategic Planning Session, 2025

City of Boca Raton, Florida

- Strategic Visioning Retreat, 2021

City of Cape Canaveral, Florida

- Strategic Planning Retreat, 2022
- Strategic Planning Retreat, 2023

City of Lake Wales, Florida

- Strategic Visioning Retreat, 2022

Pinellas County, Florida

- Strategic Visioning/Planning Retreat, 2024
- Strategic Visioning/Planning Follow-up Workshop, 2024
- Strategic Wrap-Up Session, 2024

Village of Oak Park, Illinois

- Strategic Visioning Retreats, 2023
- Strategic Planning Retreat, 2025

City of Gladstone, Missouri

- Strategic Visioning Retreat, 2021
- Strategic Visioning Retreat, 2022
- Strategic Visioning Retreat, 2023

City of Kansas City, Missouri

- Strategic Goal Setting & Governance Retreat, 2023

City of St. Charles, Missouri

- Strategic Visioning & Team Building Retreat, 2024

City of Parkville, Missouri

- Strategic Planning Retreat-Council, 2022
- Strategic Planning Retreat-Staff, 2022
- Strategic Planning Process, 2023
- Strategic Planning Council Retreat, 2024
- Annual Strategic Planning Council Retreat, 2025

City of La Vista, Nebraska

- Council Strategic Visioning Retreat, 2024

City of Shawnee, Oklahoma

- Strategic Visioning Retreat, 2023

City of Sherwood, Oregon

- Strategic Planning & Goal Setting Retreat, 2022
- Strategic Planning & Goal Setting Retreat, 2023
- Goal Setting Council Retreat, 2025
- City Council Strategic Workshop, 2026

Texas Commission on Law Enforcement (TCOLE)

- Strategic Planning Retreat, 2024

City of Addison, Texas

- Strategic Visioning Retreat, 2022
- Strategic Visioning Retreat, 2021

City of Allen, Texas

- Strategic Planning Team Retreat, 2023
- Strategic Visioning Retreat, 2021

City of Celina, Texas

- Strategic Visioning Retreat, 2022
- Page 2 left

City of Cleburne, Texas

- Council Strategic Planning Retreat, 2024

City of Commerce, Texas

- Strategic Visioning Retreat, 2023

Dallas County, Texas

- Strategic Planning Workshop, County Marshals, 2022
- Strategic Planning Workshop, Facilities Management, 2022
- Strategic Planning Workshop, Planning & Development, 2022
- Strategic Planning Workshops, 2021

City of Dallas Environmental Commission, Texas

- Strategic Planning Retreat, 2022

City of Dayton, Texas

- Strategic Visioning Retreat, 2021

City of Denton, Texas

- Council Retreat Governance & Strategic Priorities, 2024

City of Farmers Branch, Texas

- Council Strategic Planning Retreat, 2024

City of Fate, Texas

- Strategic Visioning Retreat, 2022
- Strategic Visioning Follow-up, 2023
- Strategic Visioning Retreat, 2025

City of Fort Worth, Texas

- Strategic Visioning Retreat, 2023
- Council Strategic Visioning Retreat, 2024
- Council Retreat, 2025

City of Fort Worth, TX - Police Department

- Strategic Planning Sessions, 2022

City of Harlingen, Texas

- Strategic Visioning Retreat, 2021
- Strategic Planning Workshop, 2021

Harris County Flood Control District

- Strategic Planning Small Group Workshops, 2024

City of Leander, Texas

- Strategic Planning Session with Council & Staff, 2024

Town of Little Elm, Texas

- Strategic Planning Council Retreat, 2023
- Joint Strategic Planning Retreats (Council, Boards, & Commission Members), 2023
- Strategic Planning Retreat, 2023
- Strategic Visioning Retreat, 2022
- Strategic Planning Retreat, 2021

Town of Little Elm, Texas - Police Department

- Strategic Planning Process, 2024

McKinney Economic Development Corporation

- Strategic Visioning Session, 2024

City of McKinney, Texas

- Annual Strategic Visioning Workshop, 2024
- Strategic Visioning Retreat, 2025

City of Pearland, Texas

- Strategic Visioning Review Retreat, 2022

City of Plainview, Texas

- Strategic Planning & Budget Prioritization Workshop, 2023
- Strategic Planning Council Retreat, 2025

City of Portland, Texas

- Strategic Planning Retreat, 2023
- Strategic Visioning Retreat, 2022

Town of Sunnyvale, Texas

- Town Council Strategic Planning Retreat, 2024
- Strategic Planning Council Retreat, 2023
- Strategic Planning Staff Retreat, 2023

Tarrant County College District, Texas

- Strategic Planning Workshop, 2021

City of Vernon, Texas

- Strategic Planning Retreat, 2021

City of Waco, Texas

- Strategic Visioning Retreat, 2021

City of Manassas, Virginia

- Strategic Planning Retreat, 2023

City of Ellensburg, Washington

- Strategic Visioning Retreat, 2021

City of Ormond Beach, Florida

- Strategic Planning/Goal Setting Prioritization Workshop, 2025

City of Bridgeport, Texas

- Strategic Planning & Team Building Retreat, 2025

City of Elgin, Texas

- Strategic Planning Council Retreat, 2025

St. Lucie County, Florida

- Strategic Visioning Retreat, 2025

City of Frisco, Texas

- Facilitated Annual Strategic Planning Retreats every year since 2011

City of Plano, Texas

- Council Retreat, 2025

The Woodlands Township, Texas

- Strategic Planning Workshop, 2025

City of Aspen, Colorado

- Strategic Planning Retreat, 2024
- Strategic Planning Retreat, 2025

Town of Firestone, Colorado

- Strategic Planning Retreat, 2023

City of Belton, Missouri

- Strategic Planning Retreat, 2022

City of Belton, Texas

- Strategic Planning Retreat, 2025

City of Temple, Texas

- Governance Retreat, 2023

City of Shawnee, Kansas

- Strategic Planning Retreat, 2025

City of Bloomington, Illinois

- Strategic Planning Update Retreat, 2024

City of Macon, Missouri

- Strategic Planning Retreat, 2025

Washington County, Texas

- Strategic Planning Services, 2025

City of Granite Shoals, Texas

- Council Retreat, 2025

City of Seabrook, Texas

- Council Retreat, 2025

City of Decatur, Illinois

- Strategic Visioning/Goal Setting Council Retreat, 2025

City of Venus, Texas

- Strategic Plan Process, 2025

Town of Flower Mound, Texas

- Council Retreat (Strategic Planning), 2025

City of Aledo, Texas

- Council Retreat, 2025

City of Steamboat Springs, Colorado

- Governance/Goal Setting Council Retreat, 2025

Town of Prosper, Texas

- Council Retreat, 2026

CONFLICT OF INTEREST QUESTIONNAIRE

FORM CIQ

For vendor doing business with local governmental entity

This questionnaire reflects changes made to the law by H.B. 23, 84th Leg., Regular Session.
 This questionnaire is being filed in accordance with Chapter 176, Local Government Code, by a vendor who has a business relationship as defined by Section 176.001(1-a) with a local governmental entity and the vendor meets requirements under Section 176.006(a).
 By law this questionnaire must be filed with the records administrator of the local governmental entity not later than the 7th business day after the date the vendor becomes aware of facts that require the statement to be filed. See Section 176.006(a-1), Local Government Code.
 A vendor commits an offense if the vendor knowingly violates Section 176.006, Local Government Code. An offense under this section is a misdemeanor.

OFFICE USE ONLY

Date Received

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

Strategic Government Resources, Inc.

2 **Check this box if you are filing an update to a previously filed questionnaire.** (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than the 7th business day after the date on which you became aware that the originally filed questionnaire was incomplete or inaccurate.)

3 Name of local government officer about whom the information is being disclosed.

N/A

Name of Officer

4 Describe each employment or other business relationship with the local government officer, or a family member of the officer, as described by Section 176.003(a)(2)(A). Also describe any family relationship with the local government officer. Complete subparts A and B for each employment or business relationship described. Attach additional pages to this Form CIQ as necessary.

N/A

A. Is the local government officer or a family member of the officer receiving or likely to receive taxable income, other than investment income, from the vendor?

Yes No

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

Yes No

5 Describe each employment or business relationship that the vendor named in Section 1 maintains with a corporation or other business entity with respect to which the local government officer serves as an officer or director, or holds an ownership interest of one percent or more.

6 Check this box if the vendor has given the local government officer or a family member of the officer one or more gifts as described in Section 176.003(a)(2)(B), excluding gifts described in Section 176.003(a-1).

7
 Rebecca L. Fleury
 Name of signatory

Rebecca L. Fleury
 Signature
 January 09, 2026
 Date

CERTIFICATE OF INTERESTED PARTIES

FORM 1295

1 of 1

Complete Nos. 1 - 4 and 6 if there are interested parties.
Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.

OFFICE USE ONLY CERTIFICATION OF FILING

1 Name of business entity filing form, and the city, state and country of the business entity's place of business.

Strategic Government Resources, Inc.
Lindale, TX United States

Certificate Number:
2026-1420437

Date Filed:
02/12/2026

2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.

City of Laredo, TX

Date Acknowledged:

3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.

2026-035
Executive Recruitment

| 4 | Name of Interested Party | City, State, Country (place of business) | Nature of interest (check applicable) | |
|---|--------------------------|--|---------------------------------------|--------------|
| | | | Controlling | Intermediary |
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5 Check only if there is NO Interested Party.

6 UNSWORN DECLARATION

My name is Rebecca L. Fleury, and my date of birth is 08/26/1968.

My address is 130 Sterling Court, Battle Creek, MI, 49015, USA.
(city) (state) (zip code) (country)

I declare under penalty of perjury that the foregoing is true and correct.

Executed in Calhoun County, State of Michigan, on the 12 day of February, 2026.
(month) (year)

Rebecca L. Fleury

Signature of authorized agent of contracting business entity
(Declarant)

CITY OF LAREDO
PURCHASING DIVISION

AFFIDAVIT

Project:

Form of Non-Collusive Affidavit

AFFIDAVIT

STATE OF TEXAS {}
COUNTY OF WEBB {}

Being first duly sworn, deposes and says:

That he/she is Bidder of the firm of Strategic Government Resources, Inc.
(a Partner or officer of the firm of, etc.)

The party making the foregoing SOQ or bid, that such SOQ or bid is genuine and not collusive or sham; that said Bidder has not colluded, conspired, connived or agreed directly or indirectly, with any Bidder or Person, to put in a sham bid or to refrain from bidding, and has not in any manner, directly or indirectly, sought by agreement or collusion, or communication or conference, with any person, to fix the bid price or affiant or of any other Bidder or to fix any overhead, profit or cost element of said bid price, or of that of any other Bidder, or to secure any advantage against the City of Laredo or any person interested in the proposed Contract; and that all statements in said SOQ or bid are true.

Melissa Calentine

Signature of:

Bidder, if the Bidder is an individual
Partner, if the Bidder is a Partnership
Officer, if the Bidder is a Corporation

Subscribed and sworn before me this 13th day of Feb 20 26.

Donna Lynne Casey

Notary Public

My commission expires:

3-8-26

