

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

EXECUTIVE DIRECTOR
SPOKANE REGIONAL TRANSPORTATION COUNCIL

January 15, 2021

(This proposal is valid for 90 days)



Strategic Government Resources

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

Jennifer Fadden, President of Executive Recruitment
JenniferFadden@GovernmentResource.com



January 15, 2021

Greg Griffin, Administrative Services Manager
Spokane Regional Transportation Council

Dear Mr. Griffin:

Thank you for the opportunity to submit this proposal to assist the Spokane Regional Transportation Council in your recruitment for a new Executive Director. SGR has the unique ability to provide a personalized and comprehensive recruitment to meet your needs.

I would like to draw your attention to a few key items that distinguish SGR from other recruitment firms and allow us to reach the most extensive and diverse pool of applicants:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and Best Management Practices.
- SGR's Servant Leadership e-newsletter, where all recruitments conducted by SGR are announced, reaches over 46,000 subscribers in all 50 states.
- SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn.
- We are familiar with the Spokane area, and we are currently conducting the City Administrator recruitment for the City of Spokane.

We recognize that the COVID-19 pandemic has created unique operating challenges for governmental agencies in a myriad of ways, including recruitment efforts. SGR has invested in a variety of technologies that will allow a safe social distancing recruitment process, and we will continue to improve, adapt and provide alternatives to in-person meetings during this uncertain time.

We are excited about the prospect of doing this recruitment for the Spokane Regional Transportation Council, and we are available to visit with you at your convenience.

Respectfully submitted,

Ron Holifield, Chief Executive Officer
Ron@GovernmentResource.com
Cell: 214-676-1691

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Company Profile

Background

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 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 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 executive recruitment, interim placements, online training, onsite training, leadership development, psychometric assessments, strategic visioning retreats, one-on-one employee coaching, and other consulting services designed to promote innovation, team building, collaboration, and continuous improvement in local governments. SGR has approximately 700 local government clients in 47 states for all of our business lines combined. SGR has been, and continues to be, a leader in spurring innovation in local government.

SGR's corporate headquarters is in the Dallas/Fort Worth Metroplex. SGR also has virtual offices in California, Florida, Minnesota, New York, North Carolina, Ohio, and Oklahoma.

SGR Executive Leadership – Recruitment

- Ron Holifield, Chief Executive Officer
- Jennifer Fadden, President, Executive Recruitment
- Melissa Valentine, Managing Director, Recruitment & Human Resources

View all SGR team members and bios at: governmentresource.com/about-us/meet-the-team

SGR's Unique Qualifications

Extensive Network of Prospects

SGR is intent on being a leader in executive recruitment, and we believe it is imperative to be proactive in our mission to build a workforce that represents the communities we serve. SGR reaches an extensive and diverse pool of prospects by utilizing our unequaled network of prospects.

- SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 46,000 subscribers in all 50 states.
- Your position will be posted on SGR's Website, GovernmentResource.com, which has more than 36,000 visitors per month.
- Your position will be posted on SGR's Job Board, SGRjobs.com, which averages more than 16,000 unique visitors per month and has over 1,600 jobs listed at any given time.
- SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn.
- SGR frequently partners with local government associations including League of Women in Government and the Local Government Hispanic Network.
- Approximately 65% of semifinalists selected by our clients learned about the open recruitment through via our website, servant leadership e-newsletter, job board, social media, job alert emails, or personal contact.

Collective Local Government Experience

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

Equal Opportunity Commitment

SGR strongly believes in equal employment opportunity. SGR does not discriminate and believes that equal opportunity is an ethical issue. SGR quite simply will not enter into an engagement with an entity or organization that directs, or expects, that bias should or will be demonstrated on any basis other than those factors that have a bearing on the ability of the candidate to do the job. You can anticipate that SGR will make a serious and sincere effort to encourage qualified applicants from underrepresented demographic groups to apply. Although SGR obviously cannot, and would not, guarantee the makeup of the semifinalist or finalist groups, SGR does have relationships and contacts nationwide to encourage the meaningful participation of underrepresented minority groups, and we continue to evaluate and improve our processes by embedding a lens of equity and inclusion into our recruitment practices.

Listening to Your Unique Needs

SGR devotes a significant amount of time to actively listening to your organization and helping you define and articulate your needs. We work hard to conduct a comprehensive recruitment that is unique to you. SGR devotes a tremendous amount of energy to understanding your organization's unique culture, environment, and local issues to ensure a great "fit" from values, philosophy, and management style perspectives.

Trust of Candidates

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

Accessibility & Communication

Your executive recruiter is accessible at all times throughout the recruitment process and can be reached by candidates or clients, even at night and on weekends, by cell phone or email. In addition, the recruiter communicates with active applicants on a weekly basis and sends Google alerts articles to keep the applicants informed about the community and opportunity.

Comprehensive Evaluation and Vetting of Candidates

SGR offers a candidate screening process that prevents surprises and ensures in-depth understanding. Our vetting process includes:

- Prescreening questions and technical review of resumes
- Cross communication between our recruiters about candidates who have been in previous searches for greater understanding of background and skills
- Comprehensive written questionnaires to gain different insights than typically available on a resume
- Online pre-recorded video interviews that allow search committee members, at their convenience, to view candidates in an interview setting prior to the finalist stage of the recruitment process
- Comprehensive media reports that go far beyond automated Google/LexisNexis searches and are customized to each candidate based on where he/she has lived and worked
- Comprehensive automated and anonymous reference checks that provide deep insights on candidates' soft skills from a well-rounded group of references
- Psychometric assessments (supplemental cost)
- Comprehensive background checks completed by a licensed private investigation firm
- Advanced exercise, customized to the organization, for finalist candidates

Project Personnel

Kurt Hodgen, Senior Vice President

KurtHodgen@GovernmentResource.com

540-820-0531



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

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

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

Kurt D. Hodgen, ICMA-CM
 Mooresville, NC 28115
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kdhodgen@comcast.net

EDUCATION:

James Madison University, B.S. degree in Public Administration and Political Science.
AWWA Utility Management Institute at Virginia Tech.
Senior Executive Institute, University of Virginia.
Virginia Institute for Economic Development
ICMA Credentialed Manager.

RELATED EXPERIENCE:

December, 2017 – Present: Senior Vice President, Executive Recruitment, Strategic Government Resources.

Provision of executive recruitment services to localities throughout the United States from initial recruitment of applicants through contract negotiations between successful candidates and localities; ongoing relationship building and support to both local government clients as well as potential candidates.

July 2007 – October 2017: City Manager, City of Harrisonburg.

Retired after 32+ plus years in Virginia local government as CAO of one of the fastest growing cities in Virginia. A full-service City, including public utilities (water, sewer and electric), the City Manager is responsible for preparation and administration of a \$200+ million dollar budget (all funds), and direct leadership of 12 departments (including Police and Fire) and 754 FT employees.

Accomplishments and activities included:

- Numerous infrastructure projects including renovation of a new public safety building housing police, fire administration and the consolidated city/county emergency communications center and radio system; various other public buildings, utilities upgrades and expansions, road and bridge construction, development of new bike and pedestrian trails, downtown redevelopment and streetscape improvements and parks and recreation facilities.
- Enhancements to the City's financial management policies; achieved upgrades to the City's bond ratings; oversaw multiple successful bond issues; obtained multi-million dollar grant assistance in state and federal transportation funding.
- Growth of the local economy through new commercial and retail, corporate expansions such as Rosetta Stone, Anthem Data Center, Serco, Axon, and Walker/Tenneco. Establishment of economic revitalization zones and technology zones.
- Growth and development of staff through internal and external education and training opportunities; succession planning.

- Intergovernmental/regional cooperative efforts including establishment of City/James Madison University liaison committee meetings with the University's President and Senior staff, maintained positive intergovernmental relations with surrounding County of Rockingham via regularly scheduled City/County liaison meetings, also did the same with the City School Board and Administration.
- Served as Chairman of the joint City-County Emergency Communications Center Administrative Board;
- Coordination with Rockingham County on shared services including Sheriff, Courts, Commonwealth Attorney, Social Services and Libraries.
- Served on other regional Boards and Commissions; served as City's legislative liaison to General Assembly members and the Virginia Municipal League.
- Served as the City's Emergency Services Coordinator as per the Code of Virginia.

February 2001 – June 2007: Assistant City Manager, City of Harrisonburg.

Principal assistant to the City Manager. Performed duties of the city manager in his absence as well as all other duties assigned including liaison between City Manager and department heads; direct oversight of six departments; start-up and administration of City's CDBG Program; grant writing; special project management; staff development; report writing and presentations to City Manager and City Council. Also served as Deputy Emergency Services Coordinator.

Feb.1993 – Feb. 2001: Asst. County Admin./Dir. of Pub. Works, Botetourt County, Virginia.

Top-level administrative position in a rapidly growing County. Responsible for administration of multiple departments and activities including engineering, utilities, landfill and recycling, building and grounds maintenance, and parks and recreation. Administered departmental budget and capital projects budget. Duties also included grant writing and administration; long range planning; staff development; economic development; emergency services; report writing and presentations to county administrator and Board of Supervisors.

January 1988 - February 1993: Town Manager, Town of Narrows, Virginia.

Chief Administrative Officer of a full-service town. Prepared and administered the budget, oversaw all departmental operations as well as community development and planning activities, capital projects, water and sewer projects, street and sidewalk improvements. Prepared Council agendas, monthly financial reports, biweekly activity reports, and other reports and studies as required by council. Developed standard purchasing and budgeting policies; completed major water and sewer system improvements and upgrades. Other activities included grant writing and administration, and intergovernmental cooperation efforts.

Dec. 1986 – Jan.1988: Public Admin. Specialist, Mt. Rogers Planning District Commission.

Served as Circuit Riding Town Manager for the towns of Fries and Independence, Virginia. Oversaw departmental operations, wrote and administered CDBG, EPA and FmHA grants for community infrastructure projects.

January 1985 - August 1986: Asst. to the County Administrator, Alleghany County, Virginia.

Duties included assistance in preparation and administration of the operating budget, project management for the renovation of and movement to a new county office building. Prepared reports, assisted in day-to day operations, other duties as assigned by the County Administrator.

PROFESSIONAL MEMBERSHIPS:

International City and County Management Association (ICMA)
Virginia Local Government Management Association (VLGMA)

OTHER AFFILIATIONS:

Virginia Municipal League Insurance Program (served as Board member, Vice Chairman and Chairman)
Virginia Local Government Management Association (Executive Committee member)
Virginia Local Government Management Association Support Network Coordinator
Harrisonburg Rockingham Regional Sewer Authority Board of Directors
Middle River Regional Jail Board of Directors
Harrisonburg-Rockingham Emergency Communication Center Board Chairman
Harrisonburg-Rockingham Social Services District Administrative Board
Harrisonburg-Rockingham Metropolitan Planning Organization Board Member
Central Shenandoah Juvenile Detention Center Board of Directors
Community Criminal Justice Board, Board member
Virginia Commission on Local Government Annexation Study Committee member

Recruitment Methodology & Approach

A full-service recruitment typically entails the following steps:

1. Organizational Inquiry and Analysis

- Develop Recruitment Plan and Timeline
- Individual Interviews with Key Stakeholders
- Development of Position Profile Brochure

2. Advertising and Marketing, Communication with Applicants and Prospects

3. Initial Screening and Review

4. Search Committee Briefing to Facilitate Selection of Semifinalists

5. Evaluation of Semifinalist Candidates

- Written Questionnaires
- Recorded Online Interviews
- Media Searches - Stage 1

6. Search Committee Briefing to Facilitate Selection of Finalists

7. Evaluation of Finalist Candidates

- Comprehensive Media Searches - Stage 2
- Comprehensive Background Investigation Reports
- DiSC Management Assessments (supplemental service)
- Reference Checks
- First Year Game Plan or Other Advanced Exercise

8. Interview Process

- Face-to-Face Interviews
- Stakeholder Engagement (may occur earlier in process)
- Deliberations

9. Negotiations and Hiring Process

- Determine the Terms of an Offer
- Negotiate Terms and Conditions of Employment
- Press Release (if requested)

Step 1: Organizational Inquiry and Analysis

Develop Recruitment Plan and Timeline

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

Individual Interviews with Key Stakeholders

SGR devotes tremendous energy to understanding your organization's unique culture, environment, and goals to ensure you get the right match for your particular needs. Fully understanding your organizational needs is the most critical part of conducting a successful executive recruitment. In consultation with the Search Committee, SGR will develop a list of individuals to meet with about the position. Individual interviews may include members of the Search Committee, key staff members, peers in other organizations, and/or community leaders to find out more about the position, special considerations, and the political environment. These interviews last approximately 30-60 minutes each and identify issues that may affect the dynamics of the recruitment, as well as develop a composite understanding of the organization's preferences. This process helps with organizational buy-in and will assist us in developing the position profile.

Development of Position Profile Brochure

Following the individual interviews, SGR will develop a draft position profile brochure that is reviewed and revised in partnership with your organization until we are in agreement that it accurately reflects the sought-after leadership and management characteristics.

Step 2: Advertising and Marketing, Communication with Applicants and Prospects

Advertising and Marketing

The Executive Recruiter and client work together to determine the best ways to advertise and recruit for the position. SGR's Servant Leadership e-newsletter, where your position will be announced, reaches over 46,000 subscribers in all 50 states. Your position will be posted on SGR's Website, GovernmentResource.com, and on SGR's Job Board, SGRjobs.com. SGR provides a comprehensive social media marketing campaign that includes custom-made graphics and distribution on Facebook, Twitter, Instagram, and LinkedIn. Ads are also typically placed in various state and national publications, targeting the most effective venues for reaching qualified candidates for that particular position.

Communication with Prospects

SGR communicates with interested prospects on ongoing basis during the recruitment process. Outstanding prospects often will not submit a resume until they have done considerable homework on the available position. A significant number of inquiries will be made, and it is essential that the executive search firm be prepared to answer those questions with fast, accurate, and complete information, and in a warm and personal manner. This is one of the

first places a prospective candidate will develop an impression about 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 personal responses to any questions or inquiries. SGR communicates frequently with applicants to ensure they stay enthusiastic and informed about the opportunity. SGR utilizes Google Alerts and sends weekly update emails to active applicants regarding the organization and community.

Step 3: Initial Screening and Review

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

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

Step 4: Search Committee Briefing / Selection of Semifinalist Candidates

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

Step 5: Evaluation of Semifinalist Candidates

Reviewing resumes is an important and valuable step in the executive recruitment process. However, the simple fact is that resumes can be misleading. They tell you nothing about the individual’s personal qualities or his/her ability to get along with other people. Resumes can also exaggerate or inflate accomplishments or experience. SGR’s responsibility is to go more in-depth than the resume to ensure that those candidates who continue in the process are truly outstanding. SGR’s goal is to have a clear understanding of the person behind the resume and what makes him/her an outstanding prospect for you. The evaluation of semifinalist candidates includes follow-up when appropriate to ask any questions about underlying issues.

Written Questionnaires

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

Recorded Online Interviews

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

Media Searches - Stage 1

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

Step 6: Search Committee Briefing / Selection of Finalist Candidates

Prior to this briefing, SGR will provide each member of the Search Committee with a briefing book on the semifinalist candidates. The briefing book includes cover letters, resumes, and completed questionnaires. The link to view the online interviews is emailed separately to Search Committee members. The purpose of this briefing is to facilitate narrowing the list to up to 5 finalists who will be invited for personal interviews.

Step 7: Evaluation of Finalist Candidates

Comprehensive Media Searches - Stage 2

SGR uses a proprietary media search process that goes far beyond automated Google/LexisNexis searches. SGR's process is customized to provide a comprehensive media search on each candidate. The search includes variations of the candidates' names and states/cities in which they have lived or worked, along with social media platforms. The Media Reports are put into an easy-to-read format, and the candidate's name is highlighted each time it appears.

These media reports have proven helpful to Search Committees by uncovering issues that were not previously disclosed by candidates and that would likely not have been discovered through an automated search. The Media Reports also give the Search Committee an overview of the type and extent of press coverage that a candidate has experienced over the course of his/her career. View a sample media report at: <http://bit.ly/SGRSampleMediaReport>.

Comprehensive 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. View a sample background report at: bit.ly/SGRSampleBackgroundReport.

- Social Security number trace
- Address history
- Driving history/motor vehicle records
- Credit report
- Federal criminal search
- National criminal search
- County wants and warrants for previous 10 years
- Global homeland security search
- Sex offender registry search
- State criminal search (for current and previous states of residence)
- County civil and criminal search (for every county in which candidate has lived or worked) for previous 10 years
- Education verification
- Employment verification (if desired)
- Military verification (if desired)

DiSC Management Assessments (supplemental service)

SGR uses a DiSC Management assessment tool, which is among the most validated and reliable personal assessment tools available. The DiSC Management assessment analyzes and reports comprehensively on the candidate's preferences in five vital areas: management style, directing and delegating, motivation, development of others, and working with his/her own manager. View a sample report at: bit.ly/SGRDiscProfileSample. For assessments of more than two candidates, a DiSC Management Comparison Report is included, which provides a side-by-side view of each candidate's preferred management style. View a sample comparison report at: bit.ly/SGRDiscTeamReport.

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, which is proven to encourage more candid and truthful responses, in turn providing organizations with more meaningful and insightful information on candidates. SGR provides 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 the names of the finalists are made public prior to interviews, SGR will typically contact references prior to the interview process. If the names of the finalists are not made public prior to interviews, SGR will typically wait until the organization has selected its top candidate before calling references in order to protect candidate confidentiality.

First Year Game Plan or Other Advanced Exercise

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

Step 8: Interview Process

Face-to-Face Interviews

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

Stakeholder Engagement

At the discretion of the Search Committee, we will work closely with your organization to engage stakeholders in the recruitment process. Our recommendation is that we design a specific stakeholder engagement process after we learn more about the organization and the community. Different approaches work best in different communities. We will collaborate with your organization to determine which option, or combination of options, will be the most effective for the unique needs of the organization.

- Stakeholder survey (supplemental service, can be provided at an additional cost)
- Interviewing community leaders at the outset of the recruitment;
- Holding a public forum for citizen engagement at the outset of the recruitment;
- Community leader reception;
- Meet and greet;
- Search Committee and key community leader dinner meeting;
- “Round Robin” forum meetings with various community groups during a multi-day interview process.

Deliberations

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

Step 9: Negotiations and Hiring Process

Determine the Terms of an Offer

Upon request, SGR will provide appropriate employment agreement language and other helpful information to assist you in determining an appropriate offer to extend to your candidate of choice.

Negotiate Terms and Conditions of Employment

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

Press Release (if requested)

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

Satisfaction Surveys

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

Supplemental Service: Post-Hire Team Building Workshop

SGR can provide a customized team building workshop after you hire for the position. SGR utilizes I-OPT, which is a validated measurement tool that shows how a person perceives and processes information. Because people “see” different things when they assess a situation, they are motivated to take various courses of action, so understanding you and your colleagues’ I-OPT Profiles will enable you to work much more effectively as a team. This service can be provided at an additional cost. View sample I-OPT reports at: bit.ly/sampleIOPTreports.

Projected Schedule

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

Task	Weeks
<ul style="list-style-type: none"> • Contract Executed • Develop Recruitment Plan, Timeline • <u>Individual Interviews with Key Stakeholders</u> 	Week 1
<ul style="list-style-type: none"> • <u>Deliverable</u>: Position Profile Brochure • Search Committee Reviews and Approves Brochure 	Weeks 2-3
<ul style="list-style-type: none"> • Advertising and Marketing • Accept Applications • Communication with Prospects and Applicants 	Weeks 4-7
<ul style="list-style-type: none"> • Initial Screening and Review 	Week 8
<ul style="list-style-type: none"> • <u>Search Committee Briefing</u> / Select Semifinalists • Questionnaires and Recorded Online Interviews • Media Searches - Stage 1 	Week 9
<ul style="list-style-type: none"> • <u>Deliverable</u>: Semifinalist Briefing Books and Online Interviews 	Week 10
<ul style="list-style-type: none"> • <u>Search Committee Briefing</u> / Select Finalist Candidates 	Week 11
<ul style="list-style-type: none"> • Comprehensive Media Searches - Stage 2 • Comprehensive Background Investigation Reports • DiSC Management Assessments (supplemental service) • Reference Checks • First Year Game Plan or Other Advanced Exercise 	Weeks 12-13
<ul style="list-style-type: none"> • <u>Deliverable</u>: Finalist Briefing Books 	Week 14
<ul style="list-style-type: none"> • <u>Face-to-Face Interviews</u> • Stakeholder Engagement (may occur earlier in process) • Deliberations • Negotiations and Hiring Process 	Week 15

Recruitment Costs & Service Guarantee

Not-to-Exceed Price: **\$24,150** (*discounted by \$750*)

Not-to-exceed price includes:

- **Professional Service Fee - \$18,500**
- **Expenses:**
 - **Position Profile Brochure & Marketing - \$750** (*discounted by \$750 because there is an existing brochure to use as a starting point*)
 - Production of a professional position profile brochure
 - Custom-designed graphics for social media and email marketing
 - Announcement in SGR's 10 in 10 Leadership and Innovation e-newsletter
 - Two (2) email blasts to SGR's opt-in Job Alert subscribers for the relevant job category
 - Featured job placement on SGR's website
 - Featured ad on SGR's job board
 - Promotions on SGR's social media pages – Facebook, Twitter, LinkedIn, and Instagram
 - **Semifinalist Recorded Online interviews** for up to twelve (12) semifinalists - **\$225 each**
 - **Comprehensive Media Reports** for up to five (5) finalists - **\$500 each**
 - **Comprehensive Background Investigation Reports** for up to five (5) finalists - **\$400 each**
 - **Comprehensive Reference Checks** with individual reports for up to five (5) finalists - **\$225 each**
 - **Up to Two (2) onsite visits** by the Recruiter to the Organization. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead. **Travel will be dependent on COVID restrictions in place at the time and take into consideration the health and safety of team members of both SGR and the Organization.**

Supplemental Services

The supplemental services listed below are not included in the not-to-exceed price:

- Ad placements, as approved by the organization, will be billed back at actual cost with no markup for overhead.
- There is a \$250 Change Fee per occurrence for any changes made to the Position Profile Brochure after the brochure has been approved by the organization and the position has been posted online.

- Additional online interviews (over and above the twelve (12) included in the not-to-exceed price above) are offered for \$225 per candidate.
- Additional comprehensive media reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$500 per candidate.
- Additional background investigation reports (over and above the five (5) included in the not-to-exceed price above) are offered for \$400 per candidate.
- Additional reference checks via (over and above the five (5) included in the not-to-exceed price above) are offered for \$225 per candidate.
- There is a cost of \$175 per candidate for the DiSC Management Profile.
- Semifinalist and finalist briefing materials will be provided to the search committee via an electronic link (or a flash drive, if requested). 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. Flash drives are billed at \$10 each, plus the cost of shipping.
- Additional in-person visits (over and above the two (2) in-person visit included in the not-to-exceed price above) by the Recruiter will be billed over and above the not-to-exceed price. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- Candidates are reimbursed directly by the organization for travel expenses.
- SGR will conduct a Stakeholder Survey for \$1,000. 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.
- If desired, the Recruiter will travel to the communities of the finalist candidates to conduct onsite visits. Site visits will be charged at a day rate of \$1,000 per day, plus travel expenses. Meals are billed back at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- A half-day onsite post-hire team building workshop is offered for \$4,000, plus travel expenses and \$150 per person for I-OPT reports.
- In the unexpected event the organization requests that unusual out of pocket expenses be incurred, said expenses will be reimbursed at the actual cost with no mark up for overhead.
- If the 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 out at \$250 per hour.

Billing

The professional service fee for the recruitment is billed in three equal installments during the course of the recruitment. The initial installment is billed after the position profile brochure has been created. The second installment is billed after semifinalists are selected. The final installment is billed at the conclusion of the recruitment. Expenses and supplemental services will be billed with each of the three installments, as appropriate.

Service Guarantee

SGR guarantees that you will be satisfied with the results of the full service recruitment process, or we will repeat the entire process one additional time and charge only for expenses. Additionally, if you select a candidate (that SGR has fully vetted) who resigns or is released within 18 months of their hire date, SGR will repeat the process and charge only for expenses. If the organization circumvents SGR's recruitment process and selects a candidate who did not participate in the full recruitment process, the service guarantee is null and void. We also guarantee that we will not directly solicit a candidate we bring to you for another job.

References

City of Spokane, Washington

Population: 220,000

Amber Richards, Human Resources Director

Email: arichards@spokanecity.org

Phone: 509-625-6363

Recruitments: City Administrator, in progress; Police Chief, 2016

North East Texas Regional Mobility Authority

Keith Honey, Chair of the Nominating and Audit Committees

Email: krhoney@aep.com

Phone: 903-452-0955

Recruitment: Executive Director, 2016

City of Springfield, Oregon

Population: 62,000

Chaim Hertz, Human Resources Director

Email: chertz@springfield-or.gov

Phone: 541-726-3705

Recruitments: City Manager, 2019; Development and Public Works Director, 2018; Finance Director, 2018

Clackamas County, Oregon

Population: 413,000

JJ Peters, Human Resources Director

Email: jeripet@clackamas.us

Phone: 503-742-5485

Recruitment: County Administrator, 2019

City of Amarillo, Texas

Population: 200,000

Mitchell Normand, Human Resources Director

Email: mitchell.normand@amarillo.gov

Phone: 806-378-3090

Multiple recruitments, including Metropolitan Planning Organization Administrator, 2018

City of Ames, Iowa

Population: 66,000

Bethany Jorgenson, Director of Human Resources

Email: bjorgenson@city.ames.ia.us

Phone: 515-239-5199

Recruitment: Transit Director, 2019

Executive Recruitment Clients

Arizona

- Chandler
- Coconino County

Arkansas

- Fort Smith
- Hot Springs

Colorado

- Arvada
- Aurora
- Brighton
- Combined Regional Communications Authority (Fremont County)
- Commerce City
- Craig
- Durango
- Englewood
- Erie
- Golden
- Gunnison
- Lamar
- Mountain View Fire Protection District
- Northglenn
- Vail
- Wheat Ridge

Connecticut

- Clinton
- Hartford
- Manchester
- South Windsor
- Tolland
- Wethersfield

Florida

- Boca Raton
- Boynton Beach
- Brevard County
- DeLand
- Fernandina Beach
- Fort Lauderdale
- Government Services Group, Inc.
- Green Cove Springs
- Jupiter
- Lakeland
- Lee County
- Nassau County
- North Port
- Ormond Beach
- Palm Coast
- Plant City
- Port St. Lucie
- Sarasota County
- Tamarac
- Winter Haven

Georgia

- Albany
- Covington
- Johns Creek

Indiana

- Clarksville

Iowa

- Ames
- Davenport
- Des Moines Water Works

Kansas

- Coffeyville
- Hutchinson
- Iola
- Johnson County
- Johnson County Park & Recreation District
- Lenexa
- Manhattan
- Mission Hills
- Newton
- Olathe
- Overland Park
- Shawnee
- Topeka
- Wyandotte County/Kansas City Kansas
- Valley Center

Kentucky

- Paducah

Louisiana

- Shreveport

Michigan

- Ann Arbor
- Kalamazoo County Consolidated Dispatch Authority
- Midland
- Muskegon Heights

Minnesota

- Blaine
- Chanhassen

Mississippi

- Hancock County Port & Harbor Commission

Missouri

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

Montana

- Bozeman

Nevada

- Clark County
- Las Vegas
- Washoe County

New Mexico

- Farmington
- Four Corners Economic Development Corp.
- Lea County

New York

- Port Chester

North Dakota

- Mountrail-Williams Electric Cooperative
- Williston

Ohio

- Beavercreek
- Franklin County

Oklahoma

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

Oregon

- Clackamas County
- Eugene
- Lane Regional Air Protection Agency
- Springfield
- Tigard

Pennsylvania

- Kennett Square

Tennessee

- Murfreesboro

Texas

- Abilene
- Addison
- Alamo Heights
- Alice
- Allen
- Alvin
- Amarillo
- Angleton
- Anna
- Argyle
- Arlington
- Atlanta
- Austin
- Azle
- Bastrop
- Bastrop Economic Development Corp.
- Bay City
- Baytown
- BCFS Health & Human Services
- Bedford
- Bellaire
- Belton
- Boerne
- Breckenridge
- Brenham
- Bridgeport
- Brushy Creek Regional Utility Authority
- Bullard
- Burkburnett
- Burleson
- Canadian
- Canton
- Canyon
- Capital Area of Texas Regional Advisory Council
- Carrollton

Texas (cont'd)

- Castroville
- Cedar Park
- Celina
- Citizens for Progress
- Cleveland
- Clute
- College Station
- Colleyville
- Colorado River Municipal Water District
- Commerce
- Copperas Cove
- Corpus Christi
- Dallas County
- Denison
- Denison Area Chamber of Commerce
- Denton
- Denton County Fresh Water Supply District 1-A
- DeSoto
- Dickinson
- Duncanville
- El Paso
- El Paso Metropolitan Planning Organization
- Elgin
- Ennis
- Fairview
- Farmers Branch
- Farmersville
- Fate
- Ferris
- Flower Mound
- Forney
- Fort Worth
- Freeport
- Fulshear
- Garland
- Georgetown
- Georgetown Chamber of Commerce
- Gonzales
- Gonzales Economic Development Corp.
- Granbury
- Grand Prairie
- Grapevine
- Green Valley Special Utility District
- Greenville
- Harris County ESD No. 48
- Henderson
- Highland Park
- Humble
- Huntsville
- Hutto
- Hutto Community Development Corp.
- HJV Associates
- Irving
- Jacksboro
- Jacksonville
- Jacksonville Economic Development Corp.
- Joshua
- Kaufman
- Kilgore
- Killeen
- Kingsville
- Kyle
- La Porte
- Lake Dallas
- Lake Worth
- Lakeway
- Lamesa
- Lancaster
- League City
- Leander

Texas (cont'd)

- Levelland
- Levelland Economic Development Corp.
- Lindale
- Little Elm
- Lockhart
- Longview
- Longview Economic Development Corp.
- Lorena
- Lubbock
- Lufkin
- Marble Falls
- Marshall
- McKinney
- McKinney Economic Development Corp.
- Memorial Villages Police Department
- Messer Rockefeller & Fort
- Midland
- Midlothian Economic Development Corp.
- Mineral Wells
- Missouri City
- Montgomery
- Mount Pleasant
- Mount Pleasant Economic Development Corp.
- MPACT CDC
- Nacogdoches
- Nederland
- New Braunfels
- North East Texas Regional Mobility Authority
- North Hays County Emergency Services District No. 1
- North Richland Hills
- North Texas Emergency Communications Center
- Odessa
- Orange
- Palestine
- Paris
- Pearland
- Pecos City
- Pflugerville
- Piney Point Village
- Plainview
- Plano
- Port Arthur
- Port Lavaca
- Port Neches
- Portland
- Princeton
- Red Oak
- Reeves County
- Richardson
- Richland Hills
- Riverbend Water District
- Rockwall
- Rockwall Economic Development Corp.
- Round Rock
- Round Rock ISD
- Rowlett
- Royse City
- Royse City Community Development Corp.
- Saginaw
- San Angelo
- San Marcos
- San Marcos/Hays County EMS
- San Patricio County Economic Development Corp.
- Santa Fe
- Seagoville
- Sealy

Texas (cont'd)

- Sherman Economic Development Corp.
- Snyder
- Socorro
- South Padre Island
- Southlake
- Stephenville
- Sunnyvale
- Sweetwater
- Tarrant County 9-1-1 District
- Taylor
- Temple
- Terrell
- Texarkana
- Texas City
- The Colony
- Trophy Club Municipal Utility District
- Tyler
- Upper Brushy Creek Water Control & Improvement District
- Van Alstyne
- Venus
- Victoria
- Waco
- Waxahachie
- Weatherford
- Webster
- West Lake Hills
- West University Place
- Westworth Village
- Wichita Falls
- Willow Park
- Wills Point
- Wilmer
- Yoakum

Virginia

- Orange County

Washington

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

Wyoming

- Campbell County
- Casper



NET RMA EXECUTIVE DIRECTOR

The Northeast Texas Regional Mobility Authority (NET RMA) is headquartered in Tyler, Texas and comprised of the following 12 counties:

- Bowie
- Kaufman
- Cherokee
- Gregg
- Harrison
- Panola
- Rusk
- Smith
- Titus
- Upshur
- Wood
- Van Zandt

A Regional Mobility Authority (RMA) is a political subdivision of the State of Texas formed by one or more counties or certain cities to finance, acquire, design, construct, operate, maintain, expand, or extend transportation projects. The state legislature has delegated oversight of RMA's to the Texas Transportation Commission. Texas RMAs were made possible through an initiative passed by the State Legislature in 2001.

ABOUT THE REGION

From humble beginnings 150 years ago on a piece of high ground that is now the town square, Tyler, Texas, headquarters for the North East Texas Regional Mobility Authority (NET RMA), has grown to be the largest community in East Texas. Located midway between Dallas and Shreveport and boasting an MSA population of over 190,000, Tyler and the surrounding area offers the cultural diversity, quality education, health care, and recreational opportunities of a large metropolitan area with the hometown friendliness and quality of life of a small community.

From local art and theater to annual events including the Summer Playground Program, Night at the Museum Masquerade Ball, and an abundance of seasonal and holiday events, there is always something to see and do in Tyler and the surrounding area. Residents and visitors enjoy a variety of cultural and entertainment offerings including a local zoo, wildlife refuge, several museums, a symphony orchestra, and historical society. The area has more than 25 prime sporting lakes, eight golf courses, playgrounds, bicycle trails, and the renowned Tyler State Park located nearby.

The Tyler area's cost of living index at the second quarter of 2015 was 93.1 of 100 and has consistently been 90-96% of the national average for the past five years. The region has experienced significant growth over the last several years. The latest 2014 Census projections estimate the Tyler MSA population at 218,842. Over the past 10 years the MSA has grown by approximately 1.6% per year.





NET RMA EXECUTIVE DIRECTOR

The community has a robust business sector and is considered the transportation, healthcare, educational, and retail center of East Texas. Companies find a quality, centrally located, middle market location with many of the advantages of a major market. The economy is diverse and the area offers abundant and low cost labor, land, and buildings.

Commercial air service is provided by the Tyler Pounds Regional Airport. American Airlines offers American Eagle prop and Jet service to D/FW Airport in Dallas with 5 daily flights. United Airlines offers 3 daily jets to Houston's Intercontinental Airport.

Housing options are abundant in the region and include single family homes in both planned neighborhoods and rural areas, multifamily communities, apartments, garden homes, townhomes, and lake property with homes, both waterfront and inland. The median household income in Tyler is \$42,729 and the median home price is \$126,600.

Most of Tyler's public education needs are served by the highly rated Tyler Independent School District. Tyler ISD provides an exceptional education for more than 18,000 students on 36 campuses. Many private and parochial K-12 schools are also available.

The City is home to one of the fastest growing campuses in the University of Texas system. UT Tyler currently has 6,700 students, Tyler Junior College has 12,000 students and Texas College has 1,000 students. The three colleges and universities give Tyler approximately 20,000 full time students. Additionally, Tyler Junior College is currently constructing a Nursing and Health Sciences building and UT Tyler will be enrolling students in a new pharmacy school beginning in 2015.

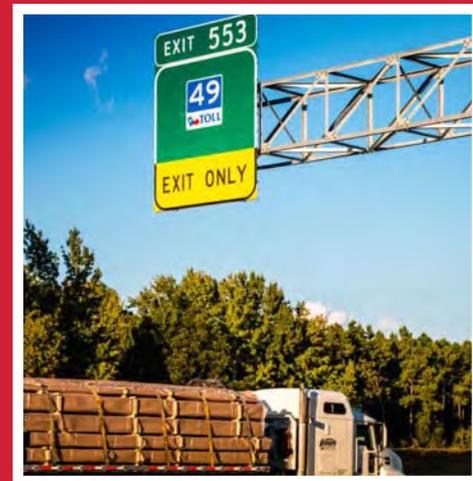
Serving as the health care center for East Texas, Tyler is home to some of medicine's most advanced care. Tyler has four hospitals including a Level I trauma center. The medical community also offers a wide range of support services including nursing agencies, in-home health services, medical equipment providers, volunteer health organizations and support groups.

ORGANIZATION AND GOVERNANCE

The NET RMA was established in October 2004, and is governed by a 19-member Board of Directors. Each county in NET RMA appoints board members and the Governor appoints an additional member as the presiding officer. Directors serve two-year terms with no term limits. While the board typically meets every other month, meetings are held monthly when a major project is underway. The total budget for FY 16 is \$10.65 million.

Powers of an RMA

- *Develop a transportation project*
- *Issue revenue bonds*
- *Establish tolls*
- *Acquire property for transportation projects*
- *Use surplus revenue to finance other local transportation projects*
- *Apply for federal highway and rail funds*
- *Enter into contracts with other governmental entities*
- *Apply for State Infrastructure Bank loans*
- *Maintain a feasibility fund*
- *Set speed and weight limits consistent with state guidelines*
- *Enter into agreements with other governmental entities to develop a transportation project on behalf of that entity.*





NET RMA EXECUTIVE DIRECTOR

Eligible RMA Projects

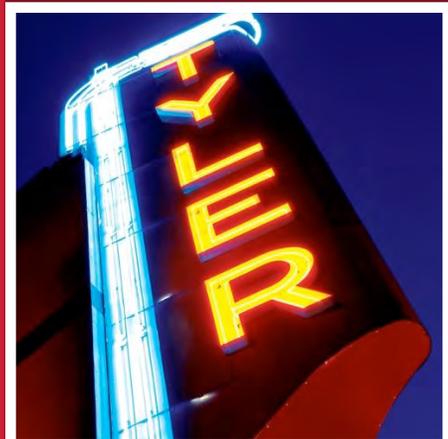
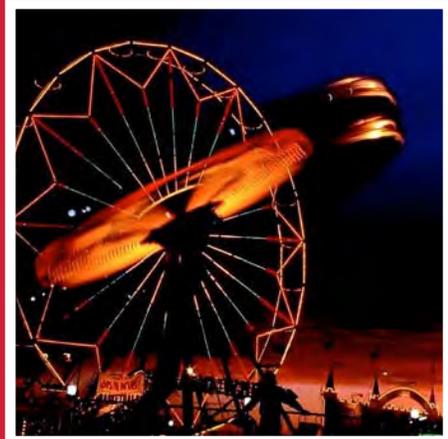
- Tolled or non-tolled roadway
- Passenger or freight rail (tracks, locomotive equipment and facilities)
- Ferry
- Airport
- Transit system
- Bridges
- Pedestrian or bicycle facility
- Intermodal hub
- Border crossing inspection station
- Automated conveyor belt for the movement of freight
- Air quality improvement initiative
- An RMA may install, construct, relocate and remove a public utility facility
- Port security, transportation or facility
- Parking area, structure or facility, or a collection device for parking fees

ABOUT THE POSITION

The next Executive Director of the NET RMA will be the first staff director as the current (and only since inception) director is a contract consultant. The Executive Director reports to the Board of Directors.

The NET RMA is a Toll Road Agency, thus it is highly desirable that the Executive Director be familiar with toll roads, their development, and operations as demonstrated in the following functions:

- Works with various funding sources (TxDOT, TIFIA, underwriters, financial advisors, rating agencies, insurers, member counties, etc.) to secure necessary funding for the NET RMA's strategic plan and the operations of its existing facilities.
- Works closely with the Board of Directors; City, State, Federal and County officials and others to ensure implementation of policies adopted by the Board of Directors; the NET RMA's strategic plan; compliance with applicable statutes and Bylaws; and collaboration with other public entities.
- Serves as the representative and liaison for the NET RMA to other governmental entities including local, state and federal agencies.
- Cooperates and collaborates with local and regional agencies to ensure implementation of transportation policies adopted by other agencies.
- Develops, expands and enhances community relationships.
- Functions as the face of the agency; makes presentations; serves on panels regarding the mission, goals, objectives, and progress on projects.
- Provides leadership and direction in collaboration with various regional agencies on regional transportation planning.
- Is responsible for the selection and supervision of various contractors, subcontractors and other professionals that do work or provide services to the RMA. This work includes developing the scope of work, issuing the RFP, evaluating proposals, negotiating contracts, supervising the work, approving payments and resolving any conflicts. These contract agreements are typically approved under specified delegated authority or presented to the Board of Directors for consideration.
- Supervises the NET RMA staff, contractors and consultants; verifies the work for accuracy, proper methodology, techniques and compliance with applicable standards, specifications and contract requirements.
- Ensures the staff members comply with ethical responsibilities of a public agency.
- Prepares an annual budget and forecast; works closely with the Treasurer to monitor organizational financial performance against the budget.
- Ensures that an annual external audit is performed; reports on results to the Board of Directors.
- Performs various types of analysis and develops ad-hoc reports as necessary to provide guidance and information to the Board of Directors.





NET RMA EXECUTIVE DIRECTOR

IDEAL CANDIDATE

The next Executive Director will possess the following skills and attributes:

- Experienced in financial/budget management with particular experience in the development and issuance of revenue bonds.
- Effective communicator with demonstrated ability to interact with officials at all levels of government.
- Capable in overseeing and working with technical consultants on the design and construction of various infrastructure projects.
- Demonstrated understanding of political issues while remaining politically neutral.
- Excellent written and verbal communications skills, including public speaking and on-camera appearances.
- Proven board of directors leadership role or proven success working with a board of directors driven organization in an executive role.

LEADERSHIP & INNOVATION

Creating a process for setting project priorities among the 12 counties comprising the RMA will be a top priority for the new Executive Director. The successful candidate will have excellent interpersonal skills and the demonstrated ability to maintain and foster effective relationships in order to maintain engagement of each county in the RMA when a current project is underway elsewhere.

As the expansion of existing toll roads occur, the new Executive Director will need to plan and develop program objectives and measures for new revenue bond funding.

EDUCATION & EXPERIENCE

A bachelor's degree in business or public administration, public affairs, or engineering is required. A master's degree is preferred. The chosen candidate should have a minimum of 10 years of experience in the public or private sector increasingly responsible roles, and at least five years of experience in successfully managing the overall activities of a company/agency. At least five years of experience in a management/leadership role in a regional agency, a state agency, or a not-for-profit organization is highly desired.

COMPENSATION & BENEFITS

The salary for this position is up to \$165,000 depending on qualifications and experience. A competitive leave and benefits package through the Texas Municipal League and Texas State Association of Counties is also provided. Relocation expense reimbursement is available.

APPLICATION PROCESS

Please apply online at <http://bitly/SGRCurrentSearches>

For more information on this position, contact:

Gary Holland, Senior Vice President

Strategic Government Resources

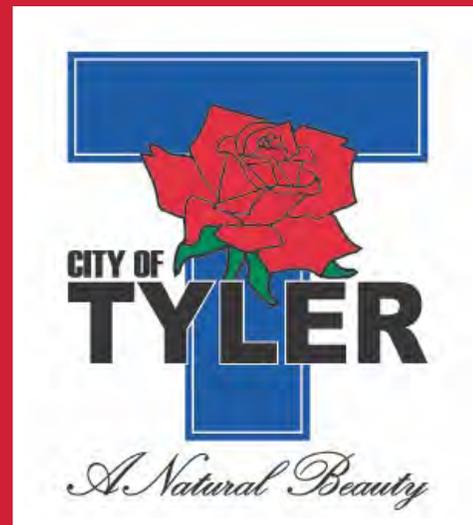
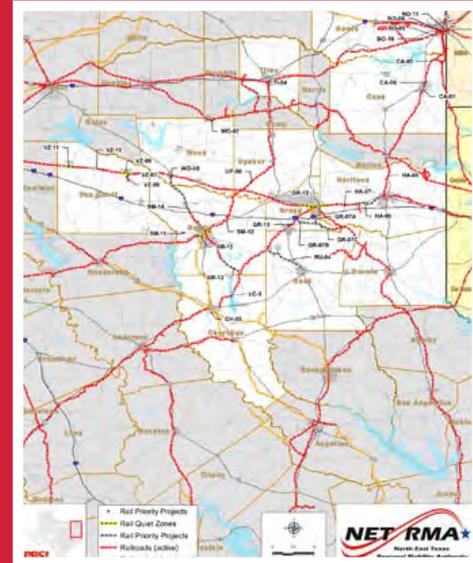
GaryHolland@GovernmentResource.com

405-269-3445

To view the status of this position, please visit:

<http://bit.ly/SGRCurrentSearches>.

NET RMA is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists for this position will be subject to a comprehensive background check, including credit report.



RESOURCES

NET RMA
www.netrma.org

Tyler, Texas information
www.tylertexas.com

CITY ADMINISTRATOR

SPOKANE, WASHINGTON



EXECUTIVE SEARCH PROVIDED BY





THE COMMUNITY

Located in eastern Washington, Spokane is the second-largest city in Washington, and the economic and cultural center of the Spokane metropolitan area, as well as the hub of the Inland Northwest. The city's population is approximately 220,000 and the regional population is nearing 600,000. In recent years, Spokane and the surrounding area have experienced significant growth—a trend that is forecasted to continue.

The downtown University District is at the center of this idea-generating, innovation-focused community. The district is an urban laboratory creating new knowledge and applied, community-engaged research, resulting in greater area prosperity and improved quality of life. It provides opportunities to promote economic development, smart urban growth, environmental restoration, historic preservation, arts and culture, recreation, and state-of-the-art transportation. The city is also an established center for medical services and life sciences and is a burgeoning market for manufacturing and agricultural industries, as well as aerospace, information technology, and energy sectors.

The U-District is also home to six higher education institutions, including Gonzaga University, Whitworth University, University of Washington, Washington State University, Eastern Washington University and Community Colleges of Spokane. A few of the university systems have formed a unique partnership focused on health-sciences education.

Major employers include Fairchild Air Force Base, Avista Utilities, Amazon, Cisco Systems, F5 Networks, Kaiser Aluminum, McKinstry Northwest Inc., the State of Washington, City of Spokane, Spokane County, local public school districts, and Providence Sacred Heart Medical Center and Sacred Heart Children's Hospital. The median household income in the city is \$52,447 and the median home value is \$298,300.

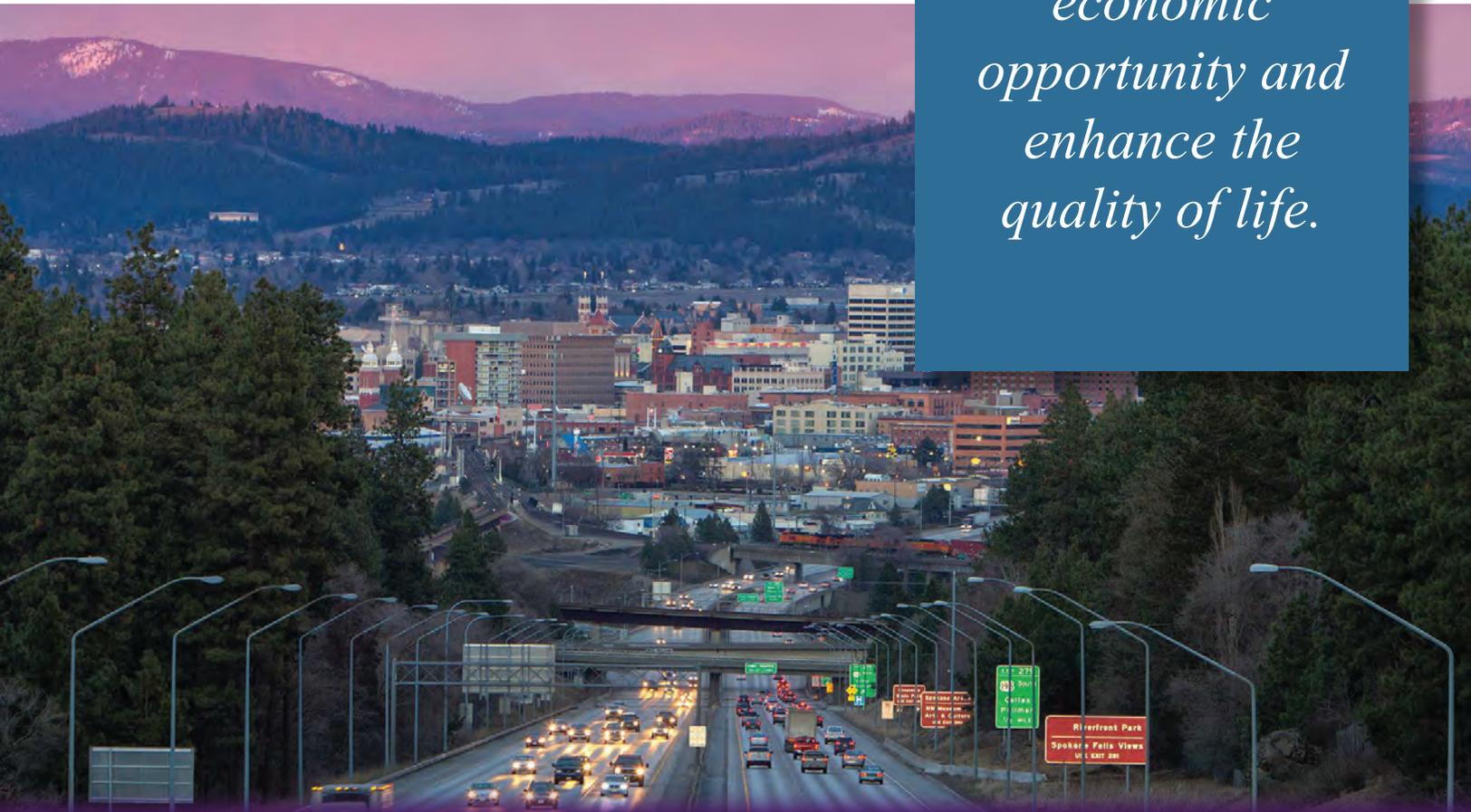
*The City
of Choice*

THE COMMUNITY *continued*

With many natural amenities, Spokane is a scenic locale known for an abundance of outdoor activities. It is home to Spokane Falls, the second-largest urban waterfall in the United States, and the Centennial Trail, a 37-mile path built for walking, running, skating, and biking. Riverfront Park, one of the city's best-loved, is a full of timeless elements reminiscent of the World's Fair Expo held in Spokane in 1974, and award-winning modern upgrades. The city is also within an hour's drive of 76 lakes, including the renowned Lake Coeur d'Alene, as well as dozens of rivers. For shopping and dining options, downtown Spokane's Entertainment District offers theaters, concert halls, bars, and restaurants, and there are more than 20 wineries in the region.

Mission

To deliver efficient and effective services that facilitate economic opportunity and enhance the quality of life.



Vision

Spokane is a safe, diverse, resilient, sustainable, and growing city known for its natural beauty, economic prosperity, and exceptional quality of life for all.

ORGANIZATION AND GOVERNANCE

The City of Spokane operates under a home-rule charter, strong-mayor form of government. Non-partisan elections are conducted for executive, legislative, and judicial branches. The City Council is comprised of six council members, elected from three representative city districts, and one council president who is elected at-large.

The Mayor hires the City Administrator who is responsible for the day-to-day operations of the organization, essentially serving in the role of chief operating officer focusing on internal issues and operations to the Mayor's broader role as chief executive officer. The City Administrator has a close working relationship with the City Council and oversees 11 divisions, which include the City Attorney; Neighborhood, Housing, and Human Services; Finance, Treasury and Administration; Fire; Parks and Recreation; Police; Public Works; Human Resources, Innovation and Technology Services; and Community and Economic Development. The City Administrator is also responsible for the development and oversight of the City's annual operating budget, which is \$989.2 million for 2021.

There are several autonomous agencies within the organization, including a Library System, Civil Service, and the Office of the Police Ombudsman. The City has approximately 2,000 full-time employees, 95% of which are classified and represented by eight bargaining units.

The organization has strong executive and middle management leaders and the next City Administrator should be highly skilled in relationship building to develop a strong and cohesive team and provide clarity on the City's reporting structure.



Values

TRUST – We are committed to earn, maintain, and enhance the trust of each other and the community.

INTEGRITY – We conduct our work in an atmosphere of honesty, respect, and courtesy.

QUALITY – We will provide excellent service in a cost-effective manner.

TEAMWORK – We nurture successful working relationships with all of our partners.

ACCOUNTABILITY – We take responsibility for our actions.

OPENNESS – Our actions are transparent to all our citizens and ourselves.

INNOVATION – We encourage and support new ideas and creative approaches.

DIVERSITY – We embrace and respect the uniqueness of our employees and citizens.

COMMUNITY – We believe in our employees and our citizens.



CHALLENGES AND OPPORTUNITIES

Spokane, like other communities, faces many challenges—the Covid-19 pandemic, public safety difficulties, social justice and equality issues, homelessness, ensuring adequate housing, sustainability and efficient service delivery, jobs with living wages, and the economy. Some of the top priorities for the new City Administrator and the associated expectations to address them include:

Strategic Planning

Leading the effort to align the organization’s values, vision, and mission, and to institutionalize a strategic planning culture within the organization. This should include creating buy-in for decisions from both internal and external audiences, developing detailed plans to meet each objective, and assigning responsibility and resources to make plans become reality, and ensuring accountability at each level.

Labor Relations

In a strong union state, successful negotiation and management of the City’s eight bargaining units—four uniformed and four non-uniformed—is essential. Current open contracts include Police Guild, Lieutenants & Captains Association, and Spokane Firefighters IAFF Local 29. Contracts expiring at the end of 2020 include the Spokane Area Fire Officers and AFSCME, Local 270. The remaining three contracts expire in 2021 and 2023.

Police Reform Efforts

As with other cities around the country, addressing issues of police reform, making strides to ensure social justice and equality, as well as accountability, is a top priority for the City Council and the Administration. The new City Administrator should be prepared to work in collaboration with the Mayor and City Council, the Spokane Police Department, and the public on reforms and policing practices that work for the community. These efforts should extend to increasing diversity when recruiting and hiring new officers and personnel.

Homelessness, Housing, and Economic Development

Innovative solutions are needed to balance the needs of all citizens regardless of income level, including ensuring adequate and affordable housing, creating opportunities for economic development, ensuring the successes benefit as many citizens as possible, and working to achieve progress to address the problem of homelessness in Spokane.

Intergovernmental Relations

Significant growth is anticipated to continue in Spokane and the region, requiring a multi-jurisdictional approach and cooperation to address issues. Working to create effective partnerships with stakeholders around the Spokane area will be critical.

Economic and Budgetary Issues

The effects of the Covid-19 pandemic and its resulting economic consequences is an issue facing communities around the globe. The City of Spokane will need a wide-ranging plan for continuing City operations under current budgetary constraints, as well as plans to ensure the safety of the public and addressing the needs and concerns of the business community.

Development and Redevelopment

This City has several important projects involving public investment such as the street levy, Riverfront Park Bond, Library Bond, and the new Sportsplex. It will be important for the new City Administrator to exercise strategic development and management of these initiatives.



IDEAL CANDIDATE

The ideal candidate will be a dynamic leader who is passionate about public service and who is committed to ensuring inclusivity, openness, and transparency at every level of the organization. Extensive local government experience in a city of similar size or larger is necessary.

Superior communication skills are the absolute top priority, including a willingness to listen to diverse individuals and groups with a high degree of empathy and understanding. The selected candidate should have a collaborative leadership style and an engaging, confident interpersonal style that acknowledges and respects the roles of all stakeholders.

The new City Administrator should possess a keen ability to create a high-performing culture, through staff development and mentorship, which can result in strong, integrated teams that work together effectively to achieve success. The ideal candidate will also be a strategic, critical thinker and creative problem solver with the ability to identify objectives, determine plans to meet those objectives, and lead the organization in executing the operations that will achieve those objectives. The chosen candidate should have experience and a working knowledge of municipal operations across a variety of divisions and disciplines to effectively align, realign, and define responsibilities and allocate personnel and resources to most effectively implement the directives of City leadership.

A strong sense of self and a high degree of political sensitivity in all matters is crucial. The City Administrator should demonstrate political astuteness while avoiding any perception that they are political.

EDUCATION AND EXPERIENCE

A bachelor's degree in public administration or a closely related field and 8-10 years of progressively responsible municipal experience is required. A master's degree in public administration or a related field is desirable.

COMPENSATION AND BENEFITS

The salary range for the City Administrator is \$159,600 to \$162,792 depending on qualifications and experience, plus a benefits package that includes paid vacation and holidays, medical, dental, long-term disability, and life insurance, and a Section 125 healthcare reimbursement account. (The salary is a flat rate of 95% of the Mayor's salary and will be adjusted on the same schedule as the Mayor, based on the recommendations of the Salary Review Commission.) This is an at-will position serving at the pleasure of the current, sitting Mayor.

The City participates in the Spokane Employee's Retirement System (SERS) with matching employee and employer contributions of 9.75%. Employees have the option to participate in a 457 deferred compensation program and receive a match of up to \$200 per month from the City.



APPLICATION PROCESS

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

For more information about this position contact:

Ron Holifield, Chief Executive Officer

Strategic Government Resources

Ron@GovernmentResource.com

817-337-8581



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

RESOURCES

City of Spokane
my.spokanecity.org

Comprehensive Plan
my.spokanecity.org/shapingspokane/comprehensive-plan

City Projects
my.spokanecity.org/projects

SOCIAL MEDIA

