



AGENDA
PSERN OPERATOR BOARD OF DIRECTORS SPECIAL MEETING
August 28, 2025

Location: PSERN Conference Room 19717 62nd Ave S, E102, Kent, WA 98032

Virtual meeting: Microsoft Teams (details below)

Date: Thursday, August 28, 2025

Time: 2:30 p.m. – 3:00 p.m.

Microsoft Teams Meeting: Members of the public are invited to participate in the meeting in person at the location above or virtually by telephone or video by using the following phone number and meeting ID: 1-323-433-2132 Meeting ID: 547299182#.

Directors: Kurt Triplett, Chair, Jacob Adams, Commissioner Chris Elwell, Vonnie Mayer, Undersheriff Jesse Anderson, Chief Dan Yourkoski

Alternates: Diane Carlson, Jake Hammock, Shawn Hayes, Chief Ian Huri, Kristin Meitzler

Agenda Details

1. Call to Order – Meeting Chair 2:30 p.m.

The purpose of this special meeting of the PSERN Operator Board of Directors is to select a firm to conduct a search for an Executive Director of PSERN.

2. Roll Call – Julia Holden 2:30 p.m.

3. Public Comment – Meeting Chair 2:31 – 2:34 p.m.

Board Chairperson to open floor for public comment. Members of the public are invited to address the Board of Directors for a period not to exceed three minutes.

4. Selection of Recruitment Firm – Board Officers 2:34 – 2:30 p.m.

- **(Decision: Approve Strategic Government Resources Inc. for the provision of recruitment consulting and advisory services to support the hiring of an Executive Director at a cost not to exceed \$30,000.)**

Adjourn

Next Regular Meeting: September 25, 2025 @ 2:30

PSERN Board of Directors Report Agenda Item # 4

Title: Selection of Recruitment Firm for Executive Director
Meeting Date: August 28, 2025
PSERN Board Contact: Kurt Triplett, Board Chair
Action: Decision

SUMMARY:

This report requests the Board of Directors approve the selection of Strategic Government Resources Inc. (SGR) to provide recruitment consulting and advisory services to support the hiring of an Executive Director for the PSERN Operator.

BACKGROUND:

The incumbent Executive Director has announced his intention to transition out of the Executive Director position at the end of 2025, necessitating the recruitment and selection of a replacement.

As defined in the PSERN Operations Period Interlocal Cooperation Agreement (ILA), paragraph 4.4 (h), the Board shall hire, set the compensation for, and be authorized to terminate the employment of the Executive Director.

PSERN Operator staff prepared and issued an inquiry letter requesting proposals from recruitment firms for services to assist the Board in hiring the next Executive Director. These letters were issued on July 21, 2025, and an example is provided as Appendix A. SGR's proposal is provided as Appendix B.

DISCUSSION/ANALYSIS:

Four proposals were received by the closing date of August 12th.

The four proposals were initially evaluated by PSERN staff according to the scoring methodology provided in the inquiry letters, excluding the presentation to the selection committee:

- Firm experience, qualifications and capabilities - 30%
- Completeness of response, including workplan, schedule and methodology - 20%
- Service fees and rates - 25%
- Presentation to selection committee - 25%

As a result of the initial evaluation phase, two firms were selected to present to the selection committee, consisting of a subset of the Board, the Executive Director and Finance and Administration Manager.

Interviews were held with Prothman and SGR on August 20th and 21st respectively. The selection committee developed a consensus score for the presentation component of the evaluation score.

The selection committee also reviewed and adjusted PSERN staffs' scores for the other 3 components of the evaluation. SGR was identified as the highest-scoring proponent.

At the debrief meeting, the committee identified several questions for which additional feedback from SGR

was needed, primarily related to confirming the scope of PSERN's business and the role of the Executive Director. A follow-up meeting involving SGR, the Board chair and the Executive Director was held on August 25th and the questions were adequately addressed.

RECOMMENDATION AND NEXT STEPS:

Strategic Government Resources (SGR) received the highest score from the evaluation process outlined above. Total compensation for recruitment and advisory services is not to exceed \$30,000.

It is therefore requested that the Board of Directors approve the following motion:

- **MOTION:** That the PSERN Operator Board authorize the Board Chair to execute an agreement with Strategic Government Resources Inc. for the provision of recruitment consulting and advisory services to support the hiring of an Executive Director at a cost not to exceed \$30,000.

CONCLUSION:

This report outlined the selection process and requested the Board of Directors approve the selection of Strategic Government Resources Inc. to provide recruitment consulting and advisory services to support the hiring of an Executive Director for the PSERN Operator at a not to exceed cost of \$30,000.

SUPPORTING DOCUMENTATION:

Appendix A – Inquiry Letter – Strategic Government Resources Inc.

Appendix B – Proposal – Strategic Government Resources Inc.



Puget Sound Emergency Radio Network Operator
19717 62nd Avenue South, Unit E-102
Kent, WA 98032

July 21, 2025

Subject: Inquiry for Executive Recruitment and Placement Services for the PSERN Operator

Dear Lisa Shook:

The intent of this letter is to request proposals from interested firms to provide executive recruitment and placement services to the Puget Sound Emergency Radio Network (PSERN) Operator. The PSERN Operator is looking to acquire services from a single firm to enable the recruitment of an Executive Director to replace the incumbent, who is retiring in 2026.

Background:

From 2015 to 2023, King County undertook a project called the Puget Sound Emergency Radio Network Project ("Project") to build a new emergency radio communications system to be used by public safety and public service agencies in King County. The network primarily serves fire/EMS, law enforcement and 9-1-1 dispatch agencies, but is also used by hospitals, public transportation providers, utilities, schools and other general governmental agencies to support their operations.

As part of the Project, a new governmental non-profit organization called the Puget Sound Emergency Radio Network Operator ("PSERN Operator" or "Operator") was established. The Operator is responsible to own, operate, maintain, update, upgrade and repair the PSERN infrastructure, which includes land mobile radio equipment at over 60 locations across King County, dispatch console equipment at various sites, numerous radio towers, shelters and power generation equipment. The Operator is also responsible for the provision of radio communications services to over 100 end user agencies that utilize in excess of 20,000 radios.

The Operator was formed in March 2021 after 11 partner cities and King County executed an interlocal cooperation agreement ("Operator ILA") and appointed directors to the Board of Directors who govern the organization. The Operator was established as a local government not-for-profit corporation (similar to a Special District) in the state of Washington, and the Board meets approximately 7 times per year. The Operator charges user fees to its user agencies to fund all of its operating expenses.

The PSERN Operator hired its first Executive Director in November of 2021. The incumbent Executive Director oversaw the completion of the PSERN Project and the development and implementation of the administrative, financial and operational capabilities, resources and processes required for the organization to commence operations at the end of 2023.

The incumbent will be retiring in 2026 and the organization is undertaking a process to select and on-board a successor.

More information about the Operator and the Project can be found at www.psern.org.

Scope of executive recruitment and placement services:

The PSERN Operator is seeking to acquire executive recruitment and placement services from a qualified firm (Consultant) to support this work.

The recruitment is expected to run from September through November 2025 in order to enable PSERN to on-board a new Executive Director in early 2026. The provision of executive recruitment and placement services is expected to be broken into two phases or “scopes of work” as outlined below.

Phase 1 – Plan Recruitment Activity, Finalize Position Profile and Specification

This phase will require the Consultant to undertake a market assessment and develop a plan for the recruitment activity, including updating and finalizing the draft position profile and specification that is attached to this letter. The Consultant will undertake the following work in consultation with the incumbent PSERN Operator Executive Director and Board of Directors:

- Review the draft position profile and specification and identify any changes to effectively position the organization for a successful recruitment.
- Assess the required qualifications and experience of the position in consideration of the market for suitable and available candidates.
- Provide advice to the Board of Directors on compensation.
- Identify channels, methods and approach for sourcing qualified and available candidates.
- Develop a plan and schedule for screening, evaluating, interviewing and selecting qualified candidates, including recommended screening and evaluation processes, interview formats, interview questions and interview panel makeup.
- Define the process for selecting and vetting a preferred candidate, including presentation of a job offer.
- Identify resources and support required from PSERN to support the recruitment process.

The expected deliverables from this phase of work includes the following:

- Final position profile and specification and associated collateral to support the recruitment, including electronic media.
- Schedule and plan for recruitment, placement and on-boarding.

The Consultant will be required to provide regular updates to the Board of Directors and a stakeholder group identified by the PSERN Board of Directors throughout this phase of work.

Phase 2 – Sourcing, Screening, Evaluation, Interviewing, Selection and Offer

This phase will require the Consultant to execute the plan developed in Phase 1 up to the point of on-boarding of the successful candidate. This work needs to consider and address the following matters:

- The PSERN Operator is subject to the Public Records Act, Chapter 42.56 RCW.
- All handling and processing of personal information must conform with applicable state and federal laws applicable to local government organizations in the state of Washington.
- As a stakeholder-driven organization and service provider, PSERN will include representatives of its stakeholders in the evaluation, interviewing and selection process.
- The selected candidate will need to undergo a background check, possibly including CJIS clearance.
- The Consultant will remain the primary point of contact with all candidates until an accepted offer is in place.
- PSERN will provide authorized contacts to the Consultant for administrative (including offer preparation, benefits, etc.), strategic, operational and technical matters related to the Executive Director position, its requirements and the on-boarding process.
- The Consultant shall provide regular updates on progress to the Board of Directors and to a selected stakeholder group identified by the Board of Directors as the recruitment progresses.

The completion of this phase will coincide with the successful on-boarding of the new Executive Director, although it is expected the Consultant will have certain responsibilities and obligations after that point.

Required Experience and Qualifications:

The Consultant shall have extensive experience working with the issues contained in the scope above and have knowledge, familiarity and experience related to:

- Recruitment of executive-level positions in local government and public safety agencies in the state of Washington.
- Requirements for the handling and processing of personal information as applicable to local government organizations in the state of Washington.
- Compensation packages for executive-level positions in the public sector in the state of Washington.
- Up-to-date processes and tools for active and proactive candidate sourcing, screening and selection.

Experience working with organizations providing public safety communications services, including 9-1-1 and land mobile radio, is highly desired.

Firms interested in supporting the PSERN Operator shall be registered or licensed as may be required by federal law, the laws of the state of Washington or local government agencies.

Submittal Response:

The Operator is seeking proposals from firms willing and able to provide services that address the requirements described in this letter. If you are interested in submitting for this work, please reply with a letter that addresses the envisioned services and experience detailed above, and provides rates for the following, as applicable:

- Client engagement lead;
- Partners and associates with relevant designations (SPHR, GPHR, etc.);
- Recruitment specialists, analysts and assistants;
- Any other applicable fees and or rates, including placement fees.

A resume or curriculum vitae no longer than 3 pages for the client engagement lead and other key personnel to be assigned to the PSERN Operator should be included.

Interested firms are requested to provide a costed proposal for the program of work described in Phase 1 and Phase 2 above. The proposal should include the following:

- Schedule, workplan and methodology;
- Resumes and qualifications of personnel to be assigned to the work;
- Examples of recruitment collateral material and related material;
- Draft outline of the recruitment plan and schedule.

Interested firms should identify whether they believe that additional or related work items are required to achieve the deliverables above. The PSERN Operator is requesting firm, “not-to-exceed” pricing as the scope of work and deliverables are not expected to change.

Evaluation and Selection:

The Operator will evaluate proposals using the criteria set forth in this letter. The Operator reserves the right to request clarification or further information from any of the proposers.

A critical step in the proposal evaluation process will be a presentation to the selection committee consisting of PSERN board members, staff and other stakeholders, which is expected to occur during the last week of August.

The Operator is not required to award a Contract to the proposer offering the lowest price and/or fees. The Operator will select a preferred proposer based on a weighted assessment of proposals according to the following:

- Firm experience, qualifications and capabilities - 30%
- Completeness of response, including workplan, schedule and methodology - 20%
- Presentation to selection committee - 25%
- Service fees and rates - 25%

The Operator will invite the preferred proposer to enter negotiations for contract terms and conditions. In the event negotiations are not successful, the Operator may terminate such negotiations and enter into the negotiations with the next highest-scored proposer.

The Operator shall have no obligations until a Contract is signed between the proposer and the Operator. The Operator reserves the right to (a) award one or more contracts as it determines to be in its best interest; (b) reject any and all proposals; and/or (c) cancel this solicitation at any time.

Public Disclosure of Proposals:

This procurement is subject to the Public Records Act, Chapter 42.56 RCW. Proposals submitted in response to this procurement shall be considered public documents unless the documents are exempt under the public disclosure laws.

Due Date:

In order to be considered, responses should be submitted by email to tracey.doss@psern.org no later than **5 PM PDT, August 12, 2024**. Questions can be sent to the same contact.

Sincerely,

A handwritten signature in dark ink, appearing to read "Michael Webb", is positioned above the printed name.

Michael Webb

Executive Director, PSERN Operator
(206) 240-8882

Puget Sound Emergency Radio Network Operator

Executive Director

JOB Title: Executive Director – PSERN Operator

JOB TYPE: Full Time, 40 hrs./week, FLSA Exempt

Organization Overview

The Puget Sound Emergency Radio Network (PSERN) was completed in 2023 following a voter-approved tax funded effort to replace the previous King County Emergency Radio Communications System (KCERCS).

All operations of the PSERN network are the responsibility of the PSERN Operator, which owns, operates, manages, upgrades, updates, and repairs the radio network infrastructure, pursuant to an Interlocal Cooperation Agreement between King County and various Cities in the County. All contracts, assets, and liabilities acquired on behalf of the region are the responsibility of the PSERN Operator. The entity is incorporated with the State of Washington and the Operator's Board of Directors has been active since early 2021. The Board of Directors is responsible for the selection and hiring of the Executive Director.

PSERN provides mission critical radio communications services to emergency response agencies throughout the King County area. Agencies that use this network, in many cases for life critical operations, include police and fire departments, emergency medical services agencies (Medic One), hospitals, water and sewer districts, school districts, city and county governments, federal agencies, and tribal agencies.

The PSERN network covers over 2,200 square miles of King County, with radio transmission facilities located both inside and outside of the County. Some of these sites are in remote locations, with limited access due to terrain and weather conditions, creating an operational environment that requires significant and uniquely specialized planning and management skills. In addition to physical infrastructure such as towers, backup power equipment and buildings, the PSERN network includes highly sophisticated 800 MHz RF, microwave radio and IP transport equipment.

The core values and driving principles of the PSERN Operator are:

- Be a service focused organization, committed to the operational success of its customers and stakeholders.
- Invest in and empower staff on an ongoing basis.
- Strive to continually improve technical capabilities and operational processes.

The PSERN Operator is a local government entity in Washington State and is subject to various administrative, legislative and regulatory requirements established by the State for local governments.

The PSERN Operator is committed to being a world class public safety radio network and service provider and the Executive Director is critical to achieving that goal.

For more information about the PSERN Operator, please visit www.psern.org.

Position Overview

Under minimal supervision, the Executive Director provides overall leadership and strategic direction for the PSERN Operator and is responsible for developing and overseeing strategies, programs, policies, plans, procedures and systems to meet the organization's operational needs, vision and values. The Executive Director is accountable to the Board of Directors of the PSERN Operator for the ongoing financial and operational performance of the PSERN Operator and network.

Critical to success is a commitment to continuous improvement to ensure successful operational service delivery and project execution. Ongoing efforts are required to oversee the management, administration and operation of the PSERN Operator and ensure the organization is supported by appropriate technical, financial and administrative policies and procedures.

The Executive Director is responsible for determining organizational priorities, goals and objectives to meet the needs of the PSERN Operator and its users and stakeholders. Specific accountabilities and functions include:

- Provide strategic regional leadership for PSERN's mission critical radio system infrastructure,
- Provide support to internal and external entities to align radio initiatives with business needs and strategic plans,
- Draft strategic plan initiatives related to service delivery and service improvement,
- Oversee delivery of radio communications services, include the development of long- and short-term plans for the maintenance, operation and repair of the PSERN network on behalf of its stakeholders and end users.

Critical to the ongoing operation and success of the PSERN Operator is a priority and reliance on its workforce. PSERN staff are the organization's most valuable asset and the Executive Director, either directly or through subordinate managers and supervisors will empower them by providing appropriate tools, management interaction including clear expectations and direct feedback, and appropriate training on technologies, processes, and soft skills.

Key Priorities and Job Duties

The Executive Director shall:

- Report to the Board of Directors and regularly advise the Board on matters related to the operation and functions of the PSERN network and the PSERN Operator, including proposed budgets, financial and liability issues, and all other appropriate matters related to PSERN.
- Provide support to the Board of Directors in fulfilling its duties.
- Direct the day-to-day management of professional staff directly and through subordinate supervisors/managers, develop performance measures and conduct performance evaluations, make and/or authorize hiring decisions, and implement disciplinary actions.
- Manage the PSERN Operator's day-to-day activities consistent with applicable policies, procedures, and standards.
- Track and report on the performance of PSERN systems and services.
- Propose and administer regular operating and capital budgets, including contingencies.
- Consistent with applicable budget and procurement policies defined in state law and/or adopted by the Board, approve expenditures and sign contracts in amounts as established by the Board of Directors without additional approval of the Board of Directors.
- Recommend and implement policies, procedures, and standards, and changes thereto, including without limitation, policies governing the procurement of goods, services, public works and improvements, staffing and emergency responses.
- Provide regular written reports to the Board of Directors describing the PSERN Operator's budget status, PSERN network performance against targets, partial or full PSERN System outages, significant capital purchases and usage statistics.
- Maintain and manage records in accordance with applicable state and federal laws and regulations.
- Prepare an annual report for the PSERN Operator as required by RCW 23.95.255.
- Develop, administer and maintain technical and operational policies and procedures relating to PSERN infrastructure, assets and system(s); develop and implement processes, documentation and training for customers using system(s); ensure compliance with the PSERN Operator's technology, security and administrative policies and standards.
- Work with internal and external customers to identify service and technology needs, including the identification of strategies, potential solutions, and resource requirements; determine or make recommendations to the Board of Directors regarding

the best method to assist customers in meeting their business needs.

- Oversee the PSERN Operator's technical operations, including maintenance and operational responsibility for the 800 MHz radio communication system and customer management functions for all services delivered options provided by PSERN.
- Develop and implement plan(s) for maintenance, upgrades and conversions for PSERN assets, infrastructure and system(s); direct the development and oversee the implementation of long and short-range plans for enhancements, upgrades and expansion of PSERN infrastructure and systems.
- Lead the strategic regional planning for PSERN's mission critical emergency radio system infrastructure.
- Represent the PSERN Operator on various regulatory, governing, or planning venue activities and/or agencies.
- Support the Board of Directors with the development of capital project business case proposals, budgetary revenue/expense planning, and expense recovery rate planning.
- During emergency events, be available and manage the organization as necessary during the emergency and shall have the authority to take emergency actions consistent with the policy of the Board of Directors and applicable laws.
- Perform other duties as assigned by the Board of Directors.

Required Qualifications and Preferred Experience

The Executive Director should have the following qualifications and/or experience:

- Minimum 7 years of experience in a director level position (or equivalent experience) leading staff responsible for maintenance, operations, upgrades, updates and repair of public safety information and communications technology and infrastructure.
- 5 years of experience managing technology service delivery for both internal and external customers, including a demonstrated ability to act with customer needs in mind, maintaining effective customer relationships and gaining their trust and respect.
- Minimum of 5 years of experience working with and developing operating and capital budgets, setting service rate fees, analyzing expenditures and revenues, and overseeing all aspects of financial support within a public sector enterprise fund operation.
- Minimum of 5 years of experience developing capital project business case proposals, conducting cost benefit analysis and developing, reviewing and/or approving project plans.
- Demonstrated experience and skill in working with complex, highly visible and politically sensitive projects and operations.
- Demonstrated experience and success in building consensus and coming to a

resolution among a diverse group of stakeholders through the use of effective interpersonal communications skills.

- Demonstrated experience in working with elected officials, the general public and external agencies involved in decisions that affect the enterprise-wide systems.
- Excellent written and oral communications skills and possess the ability to convey difficult technical concepts to audiences with varying technical backgrounds from engineers and technicians to elected officials.
- Highly developed skills in organizing priorities, making decisions and acting on operational needs and demands within timelines.
- Demonstrated experience in public sector procurement activities, including requirements development, managing competitive procurements processes, vendor selection, negotiating contracts, and managing vendors once under contract.
- Knowledge of human resource management principles and practices.
- Demonstrated experience managing or supervising general clerical, administrative and financial support staff.
- Minimum of 5 years of experience managing or supervising represented staff and negotiating collective agreements in the public sector.

The following technical and operational experience is highly desirable:

- Leadership of the operations and ongoing development of a regional public safety radio system that supports at least 10,000 users and consists of multiple simulcast sites.
- Management of highly technical operations and engineering staff.
- Management of staff that perform radio subscriber unit, radio system and dispatch console maintenance and administration based on the APCO P25 standards from multiple manufacturers.
- Management of staff that perform radio consulting and advisory services, or equivalent experience managing delivery of consulting services.
- Knowledge of next generation voice radio systems and commercial wireless broadband technologies such as 5G and LTE.
- Training in the National Incident Management System (NIMS) and the Incident Command System (ICS).

Ideal Candidate Profile

- Minimum of a post-secondary degree in a technical, scientific, business or financial discipline or equivalent knowledge, education and experience which demonstrates the

ability to perform the essential duties.

- Senior leadership experience in a public safety, emergency management and/or first responder agency in a major metropolitan area with a focus on information and communication technologies
- Senior operational and management experience in an organization providing mission critical information and communication technology services

Salary Range

- PSERN Operator paygrade 49
- Annual salary \$224,000 - \$255,000

SUPPLEMENTAL INFORMATION:

Benefits

The PSERN Operator offers a robust benefits package through the Association of Washington Cities to support you and your family in a variety of ways. PSERN employees are required to participate in the Washington State Public Employees Retirement System (PERS). To learn more about the benefits offered here, please click on the Benefits tab or click here: <to be added>

PSERN is an Equal Employment Opportunity (EEO) Employer

No person is unlawfully excluded from employment opportunities based on race, color, religion, national origin, sex (including gender identity, sexual orientation and pregnancy), age, genetic information, disability, veteran status, or other protected class. Our EEO policy applies to all employment actions, including but not limited to recruitment, hiring, selection for training, promotion, transfer, demotion, layoff, termination, rates of pay or other forms of compensation.

To Apply

If you are interested in pursuing this position, please follow the application instructions carefully. If you need this announcement in an alternate language or format, would like to request accommodation or assistance in the application or assessment process or if you have questions, please contact your recruiter listed on this job announcement.

Application Requirements

To be completed.

Necessary Special Qualifications

The candidate selected for this position will be required to pass a background investigation and maintain a CJIS clearance, including fingerprinting.

Physical Requirements

The work environment is indoors in a general office environment with minimal exposure to health and safety hazards.

DRAFT

PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

Executive Director Puget Sound Emergency Radio Network Operator

Submission Due: August 12, 2025
This proposal is valid for 90 days



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

Rebecca L. Fleury, Director of Executive Recruitment
RebeccaFleury@GovernmentResource.com



August 12, 2025

Kurt Triplett, Chair, and Board of Directors
Puget Sound Emergency Radio Network Operator
Kent, Washington

Dear Mr. Triplett and Members of the Board,

Thank you for the opportunity to submit this proposal to assist the Puget Sound Emergency Radio Network (PSERN) Operator in your recruitment for an Executive Director. SGR is uniquely positioned to deliver the services outlined in your request for proposals, encompassing Phase 1: review and refine position requirements, qualifications, and compensation, develop the position profile brochure, and finalize the recruitment strategy and timeline; and Phase 2: conducting candidate sourcing, screening, stakeholder-inclusive evaluations, interview facilitation, offer negotiation, and on-boarding support.

SGR has successfully completed more than 450 executive searches nationwide, including for critical public safety and emergency communications leadership roles. Our team has extensive experience with:

- Executive-level recruitments in public safety agencies and Washington State local governments.
- Managing recruitment processes in compliance with public records laws and other applicable state and federal laws.
- Designing and implementing outreach strategies that attract diverse, highly qualified applicant pools.
- Leveraging an extensive nationwide network—including over 20,000 LinkedIn followers, a 35,000+ subscriber Servant Leadership e-newsletter, and targeted profession-specific Job Alerts—to reach both active and passive candidates across the public sector.

We understand the importance of selecting a leader who can operate in a complex, multi-jurisdictional environment, manage highly technical mission-critical systems, and build consensus among diverse stakeholders. Our proven methodology, deep public safety expertise, and commitment to partnership will ensure a process that yields exceptional candidates and a smooth leadership transition.

We look forward to the opportunity to partner with the PSERN Operator on this important search and to supporting your Board in selecting a leader who will advance PSERN's mission of operational excellence and service to the region. We are available to schedule a meeting at your convenience to discuss further.

Respectfully submitted,

Rebecca L. Fleury, Director of Executive Recruitment
RebeccaFleury@GovernmentResource.com

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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, 27 recruiters, 18 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, Montana, Nevada, New York, North Carolina, Ohio, Oklahoma, and South Carolina.

View all SGR team members and their bios at: 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 recruiters have decades of experience in local government, as well as regional and national networks of relationships. Our executive recruiters leverage the professional networks of all SGR recruiters when recruiting for a position, enabling outreach to a wide and diverse array of prospective applicants. 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 a comprehensive recruitment process 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 one-way 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.

Executive Recruitment Clients

SGR has partnered on executive recruitments with more than 450 local government clients in 37 states. 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.

DEI in Recruitments

SGR is deeply committed to equal employment opportunity and considers it an ethical imperative. We unequivocally reject any form of bias, expecting that candidates be assessed solely based on their ability to perform the job. Encouraging underrepresented demographic groups to apply is a vital aspect of our commitment. While we cannot guarantee the composition of semifinalist or finalist groups, SGR actively fosters relationships and contacts on a national scale to ensure meaningful participation of underrepresented groups. Our recruitment process is consistently evaluated and refined to incorporate a focus on equity and inclusion.

Statistics are a testament to our commitment to diversity and inclusion. In our 2024 placements, 33% of candidates were female and 31% indicated they were a person of color. Our internal hiring practices are designed to attract diverse talent from various backgrounds and experiences. We understand the importance of words, ensuring our recruitment materials are inclusive and reflect an equity-focused perspective.

We also actively recommend advertising placements to attract a diverse applicant pool, leveraging partnerships with organizations such as the League of Women in Government, the Local Government Hispanic Network, and the National Forum of Black Public Administrators. Tracking candidate demographic data helps us proactively recruit traditionally underrepresented candidates for senior management positions in local government. We welcome feedback from our clients and candidates, using post-recruitment surveys to refine our processes and outcomes.

Project Personnel

Andrew Kancel, Senior Vice President

Email: andykancel@governmentresource.com

Phone: 817-994-6295



Andy Kancel proudly joined the SGR team following a distinguished career of over 34 years in law enforcement. He began his career in North Richland Hills, Texas, where he progressed through the ranks to Assistant Chief of Police. He was selected as the Chief of Police for Flower Mound, Texas, where he served from 2013 through 2024. Under his leadership, the Town of Flower Mound was consistently recognized as one of the safest cities in the country. Andy holds a bachelor's degree in organizational leadership, graduating Summa cum Laude. He is a graduate from the FBI National Academy, the FBI Law Enforcement Executive Development program, the Police Supervision Course and the Advanced Management College at the Institute for Law Enforcement Administration, and the 44th Session of the Senior Management Institute for Police at Boston University. Andy holds membership with International Association of Chiefs of Police, the Texas Police Chiefs Association, and the North Texas Police Chiefs Association, where he served on committees, and the executive board, serving as president from 2020 to 2021.

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 One-Way 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 One-Way Semifinalist Interviews

Recorded one-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 a briefing book on the semifinalist candidates via an electronic link. The briefing book includes cover letters, resumes, and completed questionnaires.

If applicable, a separate email with the link to view the recorded online interviews is sent to the Search Committee. 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/.

Typical 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 One-Way Semifinalist Interviews Media Searches 	Week 6
<ul style="list-style-type: none"> Deliverable: Semifinalist Briefing Books via Electronic Link Deliverable: Recorded Online Interviews, if applicable 	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: \$29,419

Not-to-Exceed Price is comprised of:

- **Fixed Fee of \$26,919**
- **Up to \$2,500 in Ad Placements (billed at actual cost)**

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 One-Way Interviews for up to 15 Semifinalists
 - Media Searches for up to 15 Semifinalists
- Semifinalist Briefing Books via Electronic Link
- 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 \$2,500 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 \$2,500 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 online 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 Fee - \$511 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the Fixed Fee - \$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 and 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.

SGR Similar Recruitments

Emergency Communications Recruitments, 2019-Present

In Progress

- Washington County, TX (pop. 37,800) - 911 Director

2025

- Fort Smith, AR (pop. 91,000) - Director of Public Safety

2024

- Boone County, MO (pop. 188,000) - Director of 911 - Joint Communications
- Jefferson County, MO (pop. 227,000) - Chief of 911 Dispatch
- Scott County, IA (pop. 174,000) - Scott Emergency Communications Center (SECC) Director

2023

- Chester County, PA (pop. 540,000) - Emergency Services Director
- Cy-Fair Fire Department, TX - Dispatch Chief
- Hays County Combined Emergency Communications Center, TX - Communications Director
- North Texas Emergency Communications Center - Director of Emergency Communications

2022

- Emergency Communications of Southern Oregon (ECISO) - Executive Director

2021

- Tarrant County 911 District, TX (pop. 2.5M) - Executive Director

2020

- Combined Regional Communications Authority, CO (pop. 48,000) - Executive Director

Washington Recruitments, 2019-Present

In Progress

- San Juan County, WA - Director of Community Development *

2025

- Stevenson, WA - City Administrator

Continued on next page

2024

- Des Moines, WA - City Manager
- DuPont, WA - City Administrator
- San Juan County, WA - County Manager

2023

- Lacey, WA - Community & Economic Development Director
- San Juan County, WA - Fleet Services Director
- Snoqualmie, WA - City Administrator
- Fort Vancouver Regional Libraries, WA - Executive Director
- Seattle Municipal Court, WA - Deputy Court Administrator-Administrative Services *

2022

- Walla Walla, WA - City Manager
- Blaine, WA - City Manager
- Lacey, WA - Human Resources Director
- Richland, WA - IT Manager
- Richland, WA - Deputy City Manager
- Snoqualmie, WA - Community Development Director
- Snoqualmie, WA - Finance Director
- Bellingham, WA - IT Director
- Spokane, WA - Planning Services Director
- Snoqualmie, WA - Parks & Public Works Director

2021

- Snohomish County Fire District #5, WA - Assistant Fire Chief
- Blaine, WA - Finance Director *
- Spokane, WA - Community and Economic Development Services Division Director
- Richland, WA - Deputy Fire Chief
- Spokane Regional Transportation Council, WA - Executive Director
- Spokane, WA - City Administrator
- Bainbridge Island, WA - City Manager

2019

- Bainbridge Island, WA - Police Chief
- Bainbridge Island, WA - Finance and Administrative Services Director

* *Limited scope search*



Photo credit: Natalie Lange

E-911 DIRECTOR

Annual Salary:
\$82,191-\$123,286 DOE/DOQ

Brenham, Texas



EMERGENCY MANAGEMENT

Are you a decisive, service-driven professional who can lead emergency communications with confidence and care? If so, apply to be Washington County's next E-911 Director!

We're looking for an exceptional operations-minded leader who is:

- Experienced in emergency dispatch and 911 communications systems
- Skilled in personnel oversight, scheduling, and performance management
- Confident managing mission-critical systems in high-pressure environments

Birthplace of Texas – read on to learn more about this opportunity!



Photo Credit: Natalie Lange

ABOUT THE COMMUNITY

Washington County is a historic and scenic area in Central Texas, blending small-town charm with strong community values. With a vibrant mix of culture, youth programs, and outdoor beauty, it offers an exceptional quality of life.

Located halfway between Austin and Houston, the County is anchored by Brenham, known for its heritage festivals, thriving local economy, and access to top-tier youth sports and recreation. Families benefit from programs like 4-H, soccer, and Little League, while residents enjoy rolling hills, seasonal bluebonnets, and Texas’ oldest county fair.

As the Birthplace of Texas, Washington County celebrates deep historical roots while fostering a welcoming, community-first environment.



POPULATION
37,810



MEDIAN HOUSEHOLD INCOME
\$75,085



MEDIAN HOME VALUE
\$270,100

AVERAGE MONTHLY RENT
\$1,091

Tourism



History



GOVERNANCE & ORGANIZATION

Washington County operates under the Texas County Government system. The County Judge is elected at-large, and four Commissioners are elected by precinct. All terms are four years with no term limits.

The County provides a full range of services including:

- Emergency Communications (E-911)
- Public Safety and Law Enforcement
- Road & Bridge Infrastructure



ABOUT THE JOB

The E-911 Department manages 24/7 emergency communications across Washington County, dispatching services including law enforcement, fire, EMS, and animal control. The department also oversees operations related to TLETS, CAD systems, and quality assurance.

Reporting to the Commissioners' Court, the new E-911 Director will:

- Direct all aspects of 911 communications operations
- Supervise and support department personnel, including hiring and evaluations
- Oversee scheduling, standards, and workflow quality
- Administer systems maintenance and upgrades for CAD, servers, recorders
- Manage reporting, purchasing, records, and public information requests

DEPARTMENT DIVISIONS

- EMERGENCY DISPATCH OPERATIONS
- TECHNOLOGY & SYSTEMS MANAGEMENT
- QUALITY ASSURANCE & TRAINING

DEPARTMENT QUICKFACTS



EMPLOYEES

23



DEPT. BUDGET

\$2.14
MILLION

2025 KEY PROJECTS

- UPGRADE OF CAD AND DIGITAL RADIO SYSTEMS
- IMPROVE PERFORMANCE EVALUATION AND EMPLOYEE TRAINING, RECRUITMENT, AND RETENTION.
- EMERGENCY CALL RESPONSE AND SCHEDULING OPTIMIZATION

[Full Job Description](#)





Photo credit: City of Brenham, Texas

THE IDEAL CANDIDATE

The ideal candidate will have strong operational and leadership experience in emergency communications. They will demonstrate:

- Calm, ethical, and decisive behavior under pressure
- Confidence supervising and mentoring a diverse team
- Proficiency with dispatch systems and public safety software
- Ability to navigate local government relationships and compliance standards



Photo Credit: Natalie Lange

EXPERIENCE & QUALIFICATIONS

REQUIRED:

- High school diploma or GED
- 5 years in emergency dispatching
- 5 years in emergency communications management
- Certification or ability to earn TLETS within 1 year
- Valid Texas Driver's License or equivalent transportation
- Candidates must establish a permanent residence within a 60 minute response time to the communications center in Brenham, Texas, within one year

PREFERRED:

- Bachelor's degree in Communications, Business, or related field
- NENA or APCO certifications (ENP, CMCP, RPL)
- Experience with county government operations₂₂
- CPR and Emergency Medical Dispatch Certification



SALARY & BENEFITS

Compensation: \$82,191–\$123,286 DOE/DOQ

Health Benefits: Comprehensive medical, dental, and vision coverage

Paid Leave: Vacation, sick leave, holidays, and other applicable leave policies

Retirement: Participation in Texas County & District Retirement System (TCDRS), employee and employer contributions

Additional Perks: Potential for flexible schedule, ongoing training and certification opportunities, county wellness resources

HOW TO APPLY

Apply Here



For more information on this position, contact:

Andy Kancel, Senior Vice President

AndyKancel@GovernmentResource.com | 817-312-2034

Washington County is an Equal Opportunity Employer and values diversity in its workforce. Applicants selected as finalists will be subject to a comprehensive background check.

**Agreement for Executive Recruitment Services ("PROJECT")
to Puget Sound Emergency Radio Network Operator ("CLIENT") between
CLIENT and Strategic Government Resources, Inc., DBA SGR ("SGR")**

SGR and CLIENT (together, "Parties") agree as follows, effective upon the date of the later signature below, in consideration of the mutual promises contained in this Agreement and other good and valuable consideration, the sufficiency of which each Party hereby acknowledges.

1. SGR promises and agrees:

- A. To perform the services described in SGR's Proposal for PROJECT dated August 12, 2025 ("PROPOSAL") substantially in the timeframe projected in the PROPOSAL.
- B. To honor the Placement Guarantee stated in the PROPOSAL.
- C. To comply with all applicable open records, public information and similar laws, and consult with CLIENT if SGR is asked for information before disclosure, unless prevented by court order or law from doing so.

2. CLIENT promises and agrees:

- A. To pay SGR promptly as billed or invoiced for such services in accordance with the amounts stated in PROPOSAL, including Reimbursable Expenses and costs of any Supplemental Services or Other Expenses that CLIENT selects. 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.
- B. To timely provide photos/graphics and information necessary to develop recruitment brochure, narrow candidate field, and conduct candidate screening and interviews; failure to do so may, in SGR's reasonable discretion, extend timeline and can negatively impact the outcome of the process.
- C. To respond to drafts of documents and reports in a timely manner; failure to do so may, in SGR's reasonable discretion, extend timelines and can negatively impact the outcome of the process.
- D. To refer all prospective applicants to SGR and not to accept applications independently during the recruitment process.
- E. To provide legal opinions to SGR regarding when and if any information relating to the PROJECT must or should be released in accordance with public information laws or legal process.
- F. That if CLIENT receives an open records request related to this PROJECT, CLIENT shall notify and share the request with SGR in writing as soon as possible but within no more than three (3) business days of receipt and that CLIENT shall provide sufficient time for SGR to notify and provide advance notice to the impacted individuals prior to CLIENT releasing the required information with protected information redacted.
- G. To directly reimburse finalists for travel-related expenses relating to in-person interviews.
- H. That CLIENT is ultimately responsible for candidate selections and CLIENT will not 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, or applicable state, or local law.
- I. To comply with the Fair Credit Reporting Act.
- J. To cooperate with SGR and not impede SGR from performing its obligations to CLIENT.

3. Additional Terms and Conditions:

- A. The PROPOSAL is incorporated herein for all purposes including all terms defined therein, but if there is any conflict or inconsistency between the terms or conditions of this Agreement, this Agreement controls.
- B. SGR may substitute personnel other than those initially placed, who have substantially equivalent training and experience and subject to approval of CLIENT, due to factors such as SGR employee/consultant turnover, developing needs of the PROJECT, or CLIENT's request.
- C. CLIENT grants SGR permission to use any name, logo, or other identifying mark of CLIENT in SGR's social media content to refer to the relationship established by this agreement.
- D. Remedies
 - i. CLIENT can terminate this agreement at any time for no reason upon giving SGR seven (7) days advance written notice of the termination date. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
 - ii. SGR can terminate this agreement upon seven (7) days advance written notice of the termination date to CLIENT if CLIENT has failed to promptly pay in full any undisputed portion of any bill or invoice (if the dispute is in good faith) or has failed to perform its contractual promises in a manner that materially impedes SGR's ability to successfully perform its obligations, including identifying and attracting qualified candidates. In such an event, SGR shall be compensated for all work satisfactorily performed up to and through the termination date.
- E. CLIENT acknowledges that the nature of executive recruitment is such that SGR engages in discussions with prospects through the process who may or may not ultimately become a candidate, and that SGR is utilizing its proprietary network of relationships to identify and engage prospective candidates, and that premature release of such proprietary information, including names of prospective candidates with whom SGR may be having conversations as part of the recruitment process, may be damaging to the prospects, CLIENT, and SGR. Accordingly, CLIENT acknowledges and, to the extent permitted by law, agrees that all information related to this search is proprietary, and remains the property of and under the exclusive control of SGR, regardless of whether such information has been shared with CLIENT.
- F. There are no third-party beneficiaries to this Agreement.
- G. If any term or condition of this Agreement is invalidated by final judgment of a court of competent jurisdiction or becomes impossible to perform, the Parties will confer about whether to continue performance without amending the Agreement, without prejudice to either Party's right to terminate the Agreement without cause.
- H. This Agreement embodies the complete and final understandings, contract, and agreement between the Parties, superseding any and all prior written or verbal representations, understandings, or agreements pertaining to this PROJECT. This Agreement can be modified only by signed written amendment. Electronic communications purporting to amend this Agreement will be effective only if the electronic communication includes specific reference to this Agreement or PROJECT.
- I. This Agreement will be governed by the substantive laws of the State of Washington without regard to the jurisdiction's choice-of-law doctrines. Venue for any litigation relating to this Agreement will be exclusively in King County of the State of Washington.

- J. To the extent it may be permitted to do so by applicable law, CLIENT does hereby agree to defend, hold harmless, and indemnify SGR, and all officers, employees, and contractors of SGR, from any and all demands, claims, suits, actions, judgments, expenses, and attorneys' fees incurred in any legal proceedings brought against them as a result of action taken by SGR, its officers, employees, and contractors, providing the incident(s), which is (are) the basis of any such demand, claim, suit, actions, judgments, expenses, and attorneys' fees, arose or does arise in the future from an act or omission of SGR acting within the course and scope of SGR's engagement with CLIENT; excluding, however, any such demand, claim, suit, action, judgment, expense, and attorneys' fees for those claims or any causes of action where it is determined that SGR committed official misconduct, or committed a willful or wrongful act or omission, or an act or omission constituting gross negligence, or acted in bad faith. In the case of such indemnified demand, claim, suit, action, or judgment, the selection of SGR's legal counsel shall be with the mutual agreement of SGR and CLIENT if such legal counsel is not also CLIENT's legal counsel. A legal defense may be provided through insurance coverage, in which case SGR's right to agree to legal counsel provided will depend on the terms of the applicable insurance contract. The provisions of this paragraph shall survive the termination, expiration, or other end of this agreement and/or SGR's engagement with CLIENT.
- K. Notices related to this Agreement will go to the respective Parties as follows but either Party can change the addressee for notices to that Party by written notice to the other Party.
- i. For the purposes of this Agreement, legal notice shall be required for all matters involving potential termination actions, litigation, indemnification, and unresolved disputes. This does not preclude legal notice for any other actions having a material impact on the Agreement.
 - ii. Any notice required be given by this Agreement shall be deemed to have been given within three (3) days of emailing or depositing in the mail.

Legal Notices:

SGR

Attn: Melissa Valentine, Corporate Secretary
PO Box 1642
Keller, TX 76244
Melissa@GovernmentResource.com

CLIENT

Attn:
Address:
Email:

PROJECT Representative:

SGR

Rebecca L. Fleury
Director of Executive Recruitment
RebeccaFleury@GovernmentResource.com
817-337-8581

CLIENT

Name:
Title:
Email:
Phone:

Billing and Invoicing:

SGR

Attn: Finance

Finance@GovernmentResource.com

817-337-8581

CLIENT

Name:

Title:

Email:

Phone:

- L. Unless sooner terminated, this Agreement shall terminate at such time as the PROJECT is completed and the requirements of this Agreement are satisfied, except that duties of payment, information disclosure, placement guarantee, and any representations and warranties survive this Agreement.
- M. The Parties and each individual who executes this Agreement on behalf of a Party represent and warrant to the other Party that as to each Party's respective signatory, that signatory is authorized by their Party to execute this Agreement and to bind their Party hereto.
- N. Time is of the essence to this Agreement.
- O. This Agreement may be executed in counterparts which together will comprise the Agreement.
- P. This Agreement is subject to appropriation of funds by CLIENT.

SGR

CLIENT

Signature

Printed Name:

Title:

Date:

Signature

Printed Name:

Title:

Date: