

# PROPOSAL FOR EXECUTIVE RECRUITMENT SERVICES

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**Town Manager  
Town of Dundee, Florida**

**January 28, 2025**

**This proposal is valid for 60 days**



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

JJ Peters, President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@GovernmentResource.com)



January 28, 2025

Hon. Mayor Sam Pennant & Town Commission  
Town of Dundee, Florida  
202 E. Main Street  
Dundee, Florida 33838

Dear Mayor Pennant & Commissioners,

Thank you for the opportunity to submit this proposal to assist the Town of Dundee in your recruitment for a new Town Manager. At SGR, we take pride in our unique ability to provide personalized and comprehensive recruitment services to meet your specific needs.

We would like to highlight some key aspects that set SGR apart from other recruitment firms and enable us to reach the most extensive and diverse pool of applicants available:

- SGR is a recognized thought leader in local government management and is actively engaged in local government operations, issues, and best management practices.
- SGR has conducted executive recruitments for over 450 local government clients in 37 states, and we value the long-term relationships we have developed with many of our clients who continue to partner with us on future recruitment needs.
- We have a broad community of over 19,000 followers on LinkedIn, one platform we utilize to connect with a wide range of active and passive candidates across the nation.
- Our Servant Leadership e-newsletter, with a subscriber base of over 35,000 in all 50 states, announces all SGR recruitments, further extending our reach. Your position will also be posted on SGR's website and our Job Board.
- In addition, SGR sends targeted emails to our opt-in Job Alert subscriber database including over 5,000 city & county management professionals.

We are happy to provide references upon request. We are enthusiastic about the prospect of conducting this recruitment for the Town of Dundee, and we are available to schedule a meeting at your convenience to discuss further.

Respectfully submitted,

A handwritten signature in black ink, appearing to read 'Jeri J. Peters', is written over a light blue horizontal line.

Jeri J. Peters, President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@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 28 full-time employees, 27 recruiters, 16 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, Oregon, and South Carolina.

View all SGR team members and their bios at: <https://sgr.pub/MeetTeamSGR>.

## 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 over 5,000 opt-in subscribers of SGR's City & County Management Job Alerts.
- Your position will appear on SGR's Website, <https://sgr.pub/SGRWebsite>, which attracts approximately 20,000 visitors per month.
- Your position will be posted on SGR's Job Board, <https://sgr.pub/SGRJobBoard>, which typically has over 2,000 job listings at any given time and receives approximately 16,000 unique visitors per month.
- 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.
- All-inclusive media reports that far surpass automated Google/LexisNexis searches, 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.

View a full list of our Executive Recruitment Clients at: <https://sgr.pub/ERClientList>.

## 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

**Doug Thomas, Executive Vice President**

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

Cell: 863-860-9314



Doug has close to 35 years of senior local government executive management experience. He joined Strategic Government Resources (SGR) in 2015 to serve as their first Regional Director to serve both Florida and the southeast, and subsequently as Executive Vice President. He assists clients nationwide in the areas of executive recruitment, governing body/senior staff governance and servant leadership training, strategic visioning, and priority-based budgeting, evaluation of the Chief Executive, and is a regular speaker at local government state and national conferences.

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

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

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



# 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 Outreach to Prospective Applicants**
  - Advertising and Marketing
  - 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 - Stage 1, as described below
- 6. Search Committee Briefing to Select Finalists**
- 7. Evaluation of Finalists**
  - Comprehensive Media Searches - Stage 2, as described below
  - 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**

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### **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.

To view sample recruitment brochures, please visit:

<https://sgr.pub/OpenRecruitments>

## **Step 2: Recruitment Campaign and Outreach to Prospective Applicants**

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### **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.

### **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**

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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**

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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**

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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 - Stage 1**

“Stage 1” of our media search process involves the use of the web-based interface Nexis Diligence™. This platform is an aggregated subscription-based platform that allows access to global news, business, legal, and regulatory content. These media reports at the semifinalist stage 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**

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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**

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### **Comprehensive Media Searches - Stage 2**

“Stage 2” of our media search process includes the web-based interface Nexis Diligence™, supplemented by Google as an additional tool. By combining both resources, we offer an enhanced due diligence process to our clients, enabling efficient and thorough vetting of candidates and minimizing the risk of overlooking critical information. The Stage 2 media search consists of a more complex search, encompassing social media platforms, and has proven to be instrumental in identifying potential adverse news about the candidate that may not have been disclosed previously. The media search provides the Search Committee with an overview of the candidate’s press coverage throughout their career. View a sample media report at: <https://sgr.pub/SGRMediaReport>.

### **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: <https://sgr.pub/SGRBackgroundReport>.

- 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. View a sample report at: <https://sgr.pub/SGRDiSCReport>.

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. View a sample comparison report at: <https://sgr.pub/SGRDiSCCompare>.

### **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**

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### **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**

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### **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**

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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**

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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

For additional information on our leadership development workshops, please email [training@governmentresource.com](mailto:training@governmentresource.com) or visit <https://www.governmentresource.com/leadership-development-training-resources/workshops-retreats>

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 visit <https://www.governmentresource.com/leadership-development-training-resources>.



## 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"> <li>Contract Execution</li> <li>Kickoff Meeting to Discuss Recruitment Strategy and Timeline</li> <li>Organization/Position Insight and Analysis</li> <li>Stakeholder Interviews and Listening Sessions</li> <li><b>Deliverable:</b> Draft Recruitment Brochure</li> <li><b>Deliverable:</b> Recommended Ad Placements</li> <li>Organization Approves Ad Placements</li> <li>Search Committee Reviews and Approves Brochure</li> </ul>	<p><i>Timing varies and usually takes a minimum of 2-3 weeks.</i></p>

Task	Week
<ul style="list-style-type: none"> <li>Post Position and Firm up Timeline</li> <li>Recruitment Campaign and Outreach to Prospective Applicants</li> <li>Initial Screening and Review by Executive Recruiter</li> </ul>	Weeks 1-4
<ul style="list-style-type: none"> <li>Search Committee Briefing to Review Applicant Pool and Select Semifinalists</li> </ul>	Week 5
<ul style="list-style-type: none"> <li>Questionnaires</li> <li>Recorded One-Way Semifinalist Interviews</li> <li>Media Searches - Stage 1, as described in Approach/Methodology</li> </ul>	Week 6
<ul style="list-style-type: none"> <li><b>Deliverable:</b> Semifinalist Briefing Books via Electronic Link</li> <li><b>Deliverable:</b> Recorded Online Interviews, if applicable</li> </ul>	Week 7
<ul style="list-style-type: none"> <li>Search Committee Briefing to Select Finalists</li> </ul>	Week 8
<ul style="list-style-type: none"> <li>Comprehensive Media Searches - Stage 2, as described in Approach/Methodology</li> <li>Background Investigation Reports</li> <li>Disc Management Assessments (if desired, supplemental cost)</li> <li>First-Year Plan or Other Advanced Exercise (if desired)</li> </ul>	Weeks 9-10
<ul style="list-style-type: none"> <li><b>Deliverable:</b> Finalist Briefing Books via Electronic Link</li> </ul>	Week 11
<ul style="list-style-type: none"> <li>Face-to-Face Interviews</li> <li>Stakeholder Engagement (if desired)</li> <li>Deliberations</li> <li>Reference Checks (may occur earlier in process)</li> <li>Negotiations and Hiring Process</li> </ul>	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: \$25,650**

**Not-to-Exceed Price is comprised of:**

- **Fixed Fee of \$23,650**
- **Up to \$2,000 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 10 Semifinalists
  - Recorded One-Way Interviews for up to 10 Semifinalists
  - Media Searches – Stage 1 Reports for up to 10 Semifinalists
- Semifinalist Briefing Books via Electronic Link
- Comprehensive Stage 2 Media Reports for up to Five (5) Finalists
- 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 Four (4) Onsite Visits by the Recruiter for 1 day each, Inclusive of Travel Costs

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

- Ad placements up to \$2,000 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 \$2,000 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 \$1,500 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.
- Online interviews over and above the 10 included in the Fixed Fee - \$250 per candidate.
- Additional comprehensive stage 2 media reports over and above the maximum of five (5) included in the fixed price above - \$750 per candidate.
- Additional background investigation reports over and above the maximum of five (5) included in the fixed price above - \$500 per candidate.
- Additional reference checks over and above the maximum of five (5) included in the fixed price above - \$250 per candidate.
- DiSC Management assessments - \$175 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 four (4) onsite visits included in the fixed price are an additional cost. Travel time and onsite time are billed at a professional fee of \$1,000 per day. Meals are billed back at a per diem rate of \$15 for breakfast, \$20 for lunch, and \$30 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 \$15 for breakfast, \$20 for lunch, and \$30 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 four (4) installments: 30% upon contract execution, 30% after the applicant pool is presented, 30% after finalist interviews, and 10% upon acceptance of employment. 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.

## City & County Management Recruitments, 2019-Present

### In Progress

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- Abilene, Texas (pop. 129,000) – City Manager
- Biddeford, Maine (pop. 22,000) – City Manager
- Heath, Texas (pop. 10,400) – City Manager
- Marshall, Texas (pop. 23,500) – City Manager
- Marysville, Kansas (pop. 3,500) - City Administrator
- Miami, Oklahoma (pop. 13,000) - City Manager
- New Smyrna Beach, Florida (pop. 32,000) - City Manager
- Perryton, TX (pop. 8,500) - City Manager
- Scarsdale, New York (pop. 18,000) - Village Manager
- Springfield, Missouri (pop. 170,100) - City Manager
- Treasure Island, Florida (pop. 6,500) - City Manager

### 2025

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- Coffeyville, Kansas (pop. 9,000) - City Manager
- Corsicana, Texas (pop. 25,000) – City Manager
- Johnson County, Kansas (pop. 629,000) – Assistant County Manager

### 2024

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- Coffeyville, Kansas (pop. 9,000) - City Manager
- Duncan, Oklahoma (pop. 23,000) - City Manager
- DuPont, Washington (pop. 10,000) - City Administrator
- Edwardsville, Kansas (pop. 4,700) - City Manager
- Kilgore, Texas (pop. 14,000) – City Manager
- Leander, Texas (pop. 80,000) - City Manager
- Leavenworth, Kansas (pop. 37,000) – City Manager
- Manhattan, Kansas (pop. 55,000) – City Manager
- Medford, Oregon (pop. 90,000) - City Manager
- Orono, Maine (pop. 11,000) - Town Manager
- San Juan County, Washington (pop. 18,000) - County Manager
- Topeka, Kansas (pop. 125,000) - City Manager
- New Rochelle, New York (pop. 82,000) – City Manager
- St. Joseph, Missouri (pop. 72,000) – City Manager

## 2023

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- Camp Verde, Arizona (pop. 12,000) - Town Manager
- Cleburne, Texas (pop. 33,000) - City Manager
- Bristol, Tennessee (pop. 27,000) - City Manager
- Dobbs Ferry, New York (pop. 11,000) - Village Administrator
- Gatesville, Texas (pop. 16,000) - City Manager
- Glastonbury, Connecticut (pop. 35,000) - Town Manager
- Great Bend, Kansas (pop. 15,000) - City Administrator
- Justin, Texas (pop. 5,000) - City Manager
- Lafayette, Colorado (pop. 30,000) - City Administrator
- Laredo, Texas (pop. 256,000) - City Manager
- Largo, Florida (pop. 84,000) - City Manager
- Lawton, Oklahoma (pop. 90,000) - City Manager
- Mexia, Texas (pop. 7,000) - City Manager
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Navajo County, Arizona (pop. 106,000) - County Manager
- Ottawa, Kansas (pop. 12,500) - City Manager
- Parker, Arizona (pop. 3,500) - Town Manager
- Rowlett, Texas (pop. 68,000) - City Manager
- Shawnee, Kansas (pop. 69,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Snyder, Texas (pop. 11,000) - City Manager
- Stillwater, Oklahoma (pop. 48,000) - City Manager
- Trophy Club, Texas (pop. 13,000) - Town Manager
- Williston, North Dakota (pop. 29,000) - City Administrator

## 2022

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- Aledo, Texas (pop. 5,500) - City Manager
- Blaine, Washington (pop. 6,000) - City Manager
- Crandall, Texas (pop. 4,000) - City Manager
- Dalhart, Texas (pop. 8,500) - City Manager
- Edinburg, Texas (pop. 100,000) - City Manager
- Fort Collins, Colorado (pop. 175,000) - City Manager
- Frisco, Colorado (pop. 3,000) - Town Manager
- Graham, Texas (pop. 8,000) - City Manager
- Hutto, Texas (pop. 40,000) - City Manager
- Johnston, Iowa (pop. 24,000) - City Administrator

- Kennebunk, Maine (pop. 11,000) - Town Manager
- Kennedale, Texas (pop. 9,000) - City Manager
- Ketchikan, Alaska (pop. 8,000) - City Manager/Public Utilities General Manager
- Klamath Falls, Oregon (pop. 22,000) - City Manager
- Leawood, Kansas (pop. 34,000) - City Administrator
- Levelland, Texas (pop. 14,000) - City Manager
- Live Oak, Texas (pop 16,000) - City Manager
- Madisonville, Texas (pop. 4,500) - City Manager
- Manor, Texas (pop. 15,000) - City Manager
- Marshall, Texas (pop. 23,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Mont Belvieu, Texas (pop. 8,000) - City Manager
- Montgomery, Texas (pop. 2,400) - City Administrator
- Nassau Bay, Texas (pop. 5,000) - City Manager
- Parkville, Missouri (pop. 7,000) - City Administrator
- Rocky Hill, Connecticut (pop. 21,000) - Town Manager
- Sunnyvale, Texas (pop. 8,000) - Town Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Walla Walla, Washington (pop. 34,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator
- Wethersfield, Connecticut (pop. 26,000) - Town Manager
- Wickenburg, Arizona (pop. 7,500) - Town Manager

## 2021

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- Bainbridge Island, Washington (pop. 25,000) - City Manager
- Breckenridge, Texas (pop. 5,000) - City Manager
- Bridgeport, Texas (pop. 6,500) - City Manager
- Briarcliff Manor, New York (pop. 8,000) - Village Manager
- Chandler, Arizona (pop. 270,000) - City Manager
- Chanhassen, Minnesota (pop. 27,000) - City Manager
- Chickasha, Oklahoma (pop. 16,000) - City Manager
- Choctaw, Oklahoma (pop. 12,000) - City Manager
- Clermont, Florida (pop. 44,000) - City Manager
- Flower Mound, Texas (pop. 79,000) - Town Manager
- Johnson City, Tennessee (pop. 65,000) - City Manager
- Kennett Square, Pennsylvania (pop. 6,000) - Borough Manager
- Lago Vista, Texas (pop. 8,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator



- Monett, Missouri (pop. 9,000) - City Administrator
- North Port, Florida (pop. 77,000) - City Manager
- Port Chester, New York (pop. 30,000) - Village Manager
- Sherwood, Oregon (pop. 20,000) - City Manager
- Snoqualmie, Washington (pop. 14,000) - City Administrator
- Spokane, Washington (pop. 220,000) - City Administrator

## 2020

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- Argyle, Texas (pop. 4,000) - Town Administrator
- Bay City, Texas (pop. 17,000) - City Manager
- Bedford, Texas (pop. 49,000) - City Manager
- Boerne, Texas (pop. 16,000) - City Manager
- Castroville, Texas (pop. 3,000) - City Administrator
- Clinton, Connecticut (pop. 13,500) - Town Manager
- Commerce, Texas (pop. 9,000) - City Manager
- Covington, Georgia (pop. 14,000) - City Manager
- DeSoto, Texas (pop. 56,000) - City Manager
- Duncanville, Texas (pop. 40,000) - City Manager
- Hutchinson, Kansas (pop. 42,000) - City Manager
- Hutto, Texas (pop. 30,000) - City Manager
- Iola, Kansas (pop. 5,500) - City Administrator
- Johns Creek, Georgia (pop. 84,000) - City Manager
- Joplin, Missouri (pop. 50,000) - City Manager
- Miami, Oklahoma (pop. 13,500) - City Manager
- Mission Hills, Kansas (pop. 3,500) - City Administrator
- Nacogdoches, Texas (pop. 33,000) - City Manager
- Santa Fe, Texas (pop. 13,000) - City Manager
- Tigard, Oregon (pop. 53,000) - City Manager
- Westworth Village, Texas (pop. 3,000) - City Administrator

## 2019

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- Blaine, Minnesota (pop. 65,000) - City Manager
- Bullard, Texas (pop. 4,000) - City Manager
- Campbell County, Wyoming (pop. 46,000) - Commissioners' Administrative Director/County Administrator
- Canyon, Texas (pop. 15,000) - City Manager
- Copperas Cove, Texas (pop. 34,000) - City Manager
- Killeen, Texas (pop. 145,000) - City Manager

- Kingsville, Texas (pop. 26,000) - City Manager
- Lamar, Colorado (pop. 7,500) - City Administrator
- Lenexa, Kansas (pop. 55,000) - City Manager
- Mineral Wells, Texas (pop. 15,000) - City Manager
- Orange, Texas (pop. 19,000) - City Manager
- Palm Coast, Florida (pop. 86,000) - City Manager
- South Windsor, Connecticut (pop. 26,000) - Town Manager
- Springfield, Oregon (pop. 62,000) - City Manager
- Terrell, Texas (pop. 17,000) - City Manager
- Tolland, Connecticut (pop. 15,000) - Town Manager
- Vail, Colorado (pop. 5,000) - Town Manager
- Venus, Texas (pop. 5,000) - City Administrator
- Victoria, Texas (pop. 67,000) - City Manager
- West Lake Hills, Texas (pop. 3,000) - City Administrator

# CITY MANAGER

*City of Treasure Island, Florida*





# ABOUT THE COMMUNITY

Treasure Island's over 6,500 residents enjoy the 3.4 square miles of the barrier island's beautiful beaches, clean tropical setting, high-quality city services, low crime rate, and the amenities associated with the proximity of the greater Tampa Bay Metro area. The area has an average of 361 days of sunny weather each year, providing residents and visitors with enjoyment of the surf, sun, sand, and easy access to both community and area attractions. Located in Pinellas County, and only eight miles from downtown St. Petersburg, there is something for everyone with year-round beach access, annual events & festivals, world-class seafood and restaurants, sporting and concert venues, shopping, and many ways to enjoy the beautiful Gulf of Mexico and the intercoastal waterways. The City is a welcoming place, where there is a blend of people who have lived here for years and those who made Treasure Island home after discovering its uniqueness while visiting. It is an easy place to make friends and become a part of the community.

The island is easily accessible from both I-275 and US 19, with international commercial air service available from the nearby Tampa International Airport and St. Pete-Clearwater International Airport. For cruisers, Port Tampa Bay serves Carnival, Celebrity Cruises, Royal Caribbean International, and Norwegian cruise lines. Area public transit is provided by Pinellas Suncoast Transit Authority.

The City offers strong civic involvement with many different types of housing available. Access to the intercoastal is easy as many of the properties are waterfront, and beach access points are abundant. The Treasure Island Beach Trail, which runs beach-side along the central part of the beach, is a great place to walk, run, or ride a bike. The community offers a balance between residential and commercial areas, with hotels along the beach, single-family, and condominiums, and the island has several unique restaurants that have called Treasure Island home for decades.

Community events include the popular Annual Sanding Ovarions where artists create "outSANDING" works of art, and includes a beach food court, arts & crafts vendors, music, and more! Other events include the Friday Farmers Market from December to April, the Sport Kite Competition and Festival, Run for the Beaches, a 5k and fun run to support environmental advocacy and education, the December Holiday Boat Parade, the Treasure Island Fire Department Chili Cook-off, the Gulf Beaches Rotary Golf and Tennis Challenge, and the nearby Annual John's Pass Seafood Festival in Madiera Beach and Gasparilla Pirate Festival in Tampa. The St. Pete/Clearwater area was recently named one of the world's 100 most-loved travel destinations. Along with miles of white-sand beaches, Pinellas County is home to mind-blowing museums and galleries, including the Salvador Dali Museum, Museum of Fine Arts, and the Clearwater Marine Aquarium. Nearby Tampa is home to Bush Gardens Tampa Bay, the Florida Aquarium, and Zoo Tampa and Walt Disney World and Universal Studios are only 90 miles away in Orlando.

Trail enthusiasts enjoy access to the Pinellas Trail, a north-south walking and biking trail that spans the entire length of Pinellas County, offering easy access to several parks, restaurants, shopping, and much more; the Bay to Bay Trail which connects to the Pinellas Trail and will take walkers and riders into Pasco County (North), through Starkey Park, and onto the Suncoast Trail; and the eight-mile Courtney Campbell Causeway path that extends from Clearwater to Tampa.

## *Paradise Found*





## ABOUT THE COMMUNITY *continued*

Treasure Island is proud to be a part of “Champa Bay!” The Tampa Bay Buccaneers, Tampa Bay Rays, Tampa Bay Lightning, and Tampa Bay Rowdies are just the highlights of sports in the area. The area is also home to Major League Baseball’s spring training season for the Toronto Blue Jays, New York Yankees, and Philadelphia Phillies. Shopping opportunities abound with national chains, local boutiques, and regional shopping centers, including John’s Pass Village, Tyrone Square Mall, Seminole City Center, Countryside Mall, Westshore Plaza, International Plaza, Bay Street, and Hyde Park Village.

The region’s medical needs are met by a variety of providers, including BayCare, which operates six hospitals within Pinellas County and is regularly recognized as a repeat winner of the Fortune 100 “Best Companies to Work For.” Other area medical providers include John Hopkin’s All Children’s Hospital (St. Petersburg), Bay Pines VA Hospital (St. Petersburg), Bayfront Health St. Petersburg, St. Anthony’s Hospital (St. Petersburg), Morton Plant Hospitals (Clearwater and Palm Harbor), Mease Dunedin, and Tampa General.

The history of Treasure Island dates back to its early settlers after the Great Gale of 1848 and the Civil War, with residents mostly comprised of fishermen, hunters, and the occasional pirate or smuggler. In 1908, Treasure Island welcomed its first landowner, Tom Pierce, who bought the island for \$1.25 an acre. Another early landowner was Whitey Harrell, who was quick to realize the possibilities Treasure Island had to offer and, in 1915, built Treasure Island’s first hotel, The Coney Island, on the east side of Surf Avenue (now Gulf Boulevard) near 100th Avenue. Whitey’s Coney Island Hotel unwittingly played a role in naming Treasure Island. In 1918, a fellow named Bill McAdoo wanted to generate interest in land he owned on St. Pete Beach. McAdoo, along with friend Ed Brantley and two guests from Coney Island, “discovered” buried treasure on the beach (treasure McAdoo and Brantley had buried the night before). Subsequent publicity resulted from the two guests spreading the word about their discovery and people began calling the area around the hotel “out at that Treasure Island.” The direct link from St. Petersburg to Treasure Island came in 1939 with the Treasure Island Causeway, which brought unprecedented development after World War II. The four towns of Treasure Island, Boca Ciega, Sunshine Beach, and Sunset Beach, were incorporated as The City of Treasure Island on May 3, 1955. (*Source: The Treasure Island Story by Bonnie L. Williams.*)

K-12 education is served by the Pinellas County School District, which is the seventh largest school district in Florida and the 28th-largest district in the United States. Private and parochial school providers include Saint Patrick Catholic School, Indian Rocks Christian School, Country Day School, Plato Academy Largo, and Saint Paul’s Clearwater. Area higher educational opportunities include St. Petersburg College, University of South Florida, The University of Tampa, Florida College, and Strayer University Tampa Westshore Campus.

Treasure Island’s demographics reflect a resident population comprised of 95.5% White alone, 1.2% Black or African American, 1.0% Asian, 6.5% Hispanic or Latino, 1.3% Two or More Races, and 0.1% Native Hawaiian and Other Pacific Islander. The City’s median household income is \$87,941, with an average home sales price of approximately \$730,000.





## **GOVERNANCE & ORGANIZATION**

The City of Treasure Island operates under a council-manager form of government that combines the political leadership of the City Commission with the professional experience of a City Manager. Its governing body includes four citizen Commissioners and a Mayor who work together to set policy. The Mayor is elected at-large for a term of three years, with City Commissioners being elected by district in staggering two-year terms. The City Manager sets policy direction and directs day-to-day operations. The Mayor and City Commission appoint the City Manager, City Attorney (contracted services), and City Clerk.

The City provides an array of traditional municipal services including Administration, Community Development, Technology/IT, Public Works, including stormwater management, streets, fleet, beach and right-of-way maintenance, and City-provided solid waste collection (Water Treatment & Distribution is provided by Pinellas County, with Wastewater collection provided by the City), Finance, Human Resources, Fire, Police, Public Information, and Parks & Recreation (including a nine-hole golf course). The City is also the owner and operator of a bascule bridge which provides one of the access points to the island.

The City's Adopted FY 2024 Total Annual Budget is \$46.7 million (General Fund \$19.3 million), which is supported by a millage rate of 3.8129. Quality services are provided by approximately 123 employees, with employees in the Police and Fire Departments represented by multi-year collective bargaining agreements with the Police Benevolent Association (PBA) and International Association of Fire Fighters (IAFF).

### **Vision Statement**

*We strive to be a vibrant, unique, and sustainable beach community.*

### **Mission Statement**

*We are dedicated to being good fiscal and environmental stewards of our community, while providing responsive, high-quality public services to meet the needs of our residents, business owners, and visitors - today and tomorrow.*

### **Awards & Recognitions**

*GFOA Excellence in Financial Reporting (Annual)*

*Commission for Florida Law Enforcement Accreditation*

*HIRE Vets Gold Medallion Award 2020-2023*

*Treasure Island's Beach was named #16 in the US by Trip Advisor in 2021*

*LEED for Cities Gold certification from the US Green Building Council in 2023*

# ORGANIZATIONAL VALUES

***Dynamic:*** We celebrate our dynamic community and workforce, understanding that both are necessary to preserve the unique spirit of Treasure Island.

***Integrity:*** We will be guided by strong ethical principles and conduct ourselves in an honest and transparent way.

***Fair:*** We treat everyone equally and make decisions that are in the public's best interest through objectivity and impartiality.

***Respect:*** We treat each other with mutual respect and sensitivity, recognizing the importance of diversity, by valuing all contributions.

***Responsiveness:*** We are accessible and adaptive to the current and future needs of our community.

## ABOUT THE POSITION

The City Manager reports to the City Commission and serves as the administrative head of the municipal government, providing direction and general management for the administration and operation of each Department within the City of Treasure Island to implement policies set by the City Commission. The position has oversight of all municipal provided services pursuant to the City Charter, as well as federal, state, and local laws, and within accepted professional standards. The position is expected to exercise considerable independent professional expertise and judgment in solving problems through the application of the City's financial and administrative policies and practices.

The position promotes the development of a flexible and anticipatory organization that provides cost-effective and customer-friendly delivery of quality services to the community. Direct reports include the Directors of Finance, Information Technology, Community Development, Human Resources, Public Works (2 Co-Directors), Recreation, Police Chief, Fire Chief, City Clerk, Public Information Officer, and Senior Executive Assistant.

A summary of the responsibilities of the City Manager includes the following:

- Implement the strategic direction and policies set forth by the City Commission's..
- Be a resource to City Commission members to provide professional recommendations and review and discuss projects, programs, and matters impacting city government.
- Determine the resources needed to provide City services at the established service levels and identify programs and projects to meet the needs of the City.
- Build an annual proposed City Budget and Capital Plans for the City Commissions consideration.
- Build and maintain positive working relationships with members of the public, chambers, civic associations, and various community groups.
- Provide organizational leadership and management for the City organization and its employees.
- Responsible for the hiring and management of Department Directors of eight departments and City staff members in the Administrative Department.





## ABOUT THE POSITION *continued*

- Follow state legislative actions and be able to implement the laws adopted by the State.
- Ensure that all laws, ordinances, and policies of the City are duly enforced and that all franchises, permits, licenses and privileges granted by the City are faithfully performed and observed.
- Present, prepare reports and/or statements to share information to the City Commission, various boards/committee/organizations, and the general public.
- Attend all meetings of the City Commission unless otherwise excused.
- Perform the duties of the City Manager as described in the Treasure Island Municipal Code.



## CHALLENGES & OPPORTUNITIES

- **Community Development Initiatives:** The City adopted an updated Comprehensive Plan in 2023 and is pursuing an update and major re-write of parts of the Land Development Code, which will take place over the next few years. The Department also recently overhauled its approach to permitting through the offering of an online portal for submission of applications. The Department is currently reviewing its Code Enforcement Program, including modernizing the City Code and investigating new software to help provide enhanced services.
- **New City Hall:** The City purchased an existing office building in 2020 that has since been remodeled to serve as the new City Hall, including a floor available for community/event rental space. The remodel is complete, with the exception of window repairs that are expected to be completed this fall. City personnel plan to move into the new facility this March.
- **Elevate TI Terrain Modification Program:** Elevate TI is a comprehensive sustainability program being developed to encompass the City's Terrain Modification Program to include updates to several Land Development Regulations and technical guidance to safely permit the use of fill material in response to flooding concerns. The Program focuses on changing the construction of homes, businesses, seawalls, and roads to address today's challenges and prepare the community for the continued impact of sea level rise. Additional information on Elevate TI can be found [here](#).



## CHALLENGES & OPPORTUNITIES *continued*

- **Wastewater Master Pump Station & Public Works Facility:** The design for the reconstruction and elevation of the Wastewater Master Pump Station and the reconstruction of the Public Works facility is nearing 60% completion. The Public Works Facility will be reconstructed and funded through planned borrowing. The Master Pump Station will be elevated and reconstructed, and funded with federal and state ARPA and grant funding totaling \$5.7 million.
- **Police & Fire Stations:** Treasure Island's Police and Fire facilities are dated, and the City is reviewing options for their replacement, possible relocation, and financing. The new City Manager will be involved in the review, analysis, and recommendations regarding possible options and costs for the subject facilities.
- **Living Shoreline & Walking Trails Project at Treasure Bay Recreational Facility:** The City anticipates commencing construction of the Treasure Bay living shoreline project to include a kayak launch, walking trail, educational signage, and rehabilitation of the site's stormwater ponds with the assistance of a \$1.6 million grant from the Florida Department of Environmental Protection and the Tampa Bay Estuary Program.
- **Redevelopment Opportunities:** The City is undergoing some transition in its downtown area with a major block recently demolished with plans for redevelopment activities. Other potential areas targeted for redevelopment include The Club at the east entrance to the Island, various hotel improvements, and an area at the north end of the community.
- **Beach Renourishment:** The areas of Sunset Beach and Sunshine Beach are reliant on periodic sand replenishment that is funded by the County, State and Federal governments. The most recent beach renourishment was anticipated to begin in June 2023, but was halted by the Army Corps of Engineers. The City is working closely with the County, Corps and the State to develop a resolution and to pursue alternatives; however, this remains a primary concern facing the community.



# IDEAL CANDIDATE

Treasure Island seeks an energetic, ethical, decisive leader who balances the objectives of the community's long-term plans with preserving our historical island lifestyle to become its next City Manager. The ideal candidate will possess a high level of emotional intelligence, advanced interpersonal and listening skills and maintain a proactive, transparent, and collaborative management style. A demonstrated history of consensus-building and achieving goals is desired. The selected individual will be an experienced Manager who understands the details associated with municipal operations and be a champion of the City's existing vision and obtainable goals, while being capable of respectfully introducing additional organizational direction and goals. Responsibilities include overall leadership of the organization, establishing attainable benchmarks, and providing exceptional customer service that Treasure Island's residents expect. The successor City Manager should be politically savvy, but never political, and a concise "straight shooter" in their communications with the City Commission as they develop a positive, trusting, and productive relationship with its members. Experience with the inherent challenges of development and service delivery in coastal/shoreline communities is considered a plus.

The ideal candidate should have a strong financial acumen, with experience in long-range budgeting and capital planning and grant administration skills. As a skilled problem solver with excellent negotiation skills, the Manager will demonstrate a track record of developing creative solutions to overcome community challenges. The chosen individual will possess a progressive growth of management skills, and will be approachable and even-tempered, while juggling multiple tasks, projects, and initiatives. A candidate who shares the City's mission of leading in environmental stewardship is sought to ensure that future Treasure Island generations will be able to experience the unique character and high quality of life that current residents enjoy today.

An advocate for municipal services and the employees who provide such services, the new City Manager should lead by example by maintaining a work-life balance and encourage employees to do the same. The Manager will be committed to fostering interdepartmental communication, coordination, and outstanding customer service. As a skilled delegator who is focused on the big picture, the selected candidate will empower employees and motivate staff to build high-performing teams led by clear objectives and desired outcomes. He or she will be supportive of the professional development of employees and serve as a coach and mentor to staff.

Lastly, the successor City Manager should be an outstanding communicator with strong public relations and intergovernmental abilities. The selected candidate will exude confidence while operating in a highly engaged community and be a visible face of the community and participate in Treasure Island events.



## EDUCATION & EXPERIENCE

The selected candidate should hold a Bachelor's degree from an accredited college or university in public administration, business administration, or a closely related field, with a Master's degree preferred. Candidates should have at least five years of experience in managerial, financial, and executive level decision-making, ideally in a comparable sized or larger city than Treasure Island. Candidates will also be considered who possess a combination of education, training and/or work experience deemed relevant and equivalent to achieve the successful performance of the job, including nonprofit organizations. International City/County Management Association Credentialed Manager (ICMA-CM) preferred.



# COMPENSATION & BENEFITS

The City of Treasure Island offers a competitive salary depending on qualifications and experience. The City also provides low to no-cost medical, dental, and vision coverage through Florida Blue (HMO, PPO, HSA) with 100% employer paid for the employee and 70% of the premium for spouse or family; 3 weeks' accrued vacation; 96 hours per year of sick leave; 10 paid holidays and 1 floating holiday. Retirement includes a base 401a deferred compensation plan with a 5% employee/8% employer contribution and a voluntary 457 plan. The City also offers up to \$30 per month for a gym membership or to assist with purchasing at-home equipment. Vehicle, cell phone, and technology advances are negotiable. Residency for the City Manager is required unless waived by the City Commission.

The City of Treasure Island values diversity in its workforce is an EEO/AA employer and complies with the guidelines of the Americans with Disabilities Act. Applicants selected as finalists for this position will be subject to a comprehensive background check. Please note that pursuant to the Florida Public Records Act, all applications are subject to public disclosure upon receipt of a public records request.

# APPLICATION PROCESS

[Please apply online](#)

For more information on this position contact:

**Doug Thomas, Executive Vice President of Recruitment & Leadership Development**

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

863-860-9314



*The City of Treasure Island 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.*



**Agreement for Executive Recruitment Services (“PROJECT”)  
to Town of Dundee, Florida (“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 January 28, 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 Florida without regard to the jurisdiction's choice-of-law doctrines. Venue for any litigation relating to this Agreement will be exclusively in Polk County of the State of Florida.
- 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](mailto:Melissa@GovernmentResource.com)

**CLIENT**

Attn: \_\_\_\_\_  
Address: \_\_\_\_\_  
Email: \_\_\_\_\_

**PROJECT Representative:**

**SGR**

Jeri J. Peters  
President of Executive Recruitment  
[JJPeters@GovernmentResource.com](mailto:JJPeters@GovernmentResource.com)  
817-337-8581

**CLIENT**

Name: \_\_\_\_\_  
Title: \_\_\_\_\_  
Email: \_\_\_\_\_  
Phone: \_\_\_\_\_

**Billing and Invoicing:**

**SGR**

Attn: Finance  
[Finance@GovernmentResource.com](mailto: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.

**Strategic Government Resources, Inc., DBA SGR**

**CLIENT**

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Signature

Printed Name: Jeri J. Peters

Printed Name: \_\_\_\_\_

Title: President of Executive Recruitment

Title: \_\_\_\_\_

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date