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OCT 27 2020
JENNIFER LINDENZWEIG
County Clerk, Hunt County, TX
By *Jennifer Lindenzweig*

Date: September 14, 2020

**Agreement for Human Resources Assessment
By and Between Strategic Government Resources (SGR) and Hunt County, Texas (County)**

Scope of Services. Hunt County, (referred to as "County") seeks to contract with Strategic Government Resources ("SGR" and collectively with the County, "Parties") to obtain the assistance of SGR to perform a Human Resources Assessment, as described in the formal proposal submitted and described in abbreviated form as follows:

1. Organizational Inquiry and Analysis

- Interviews with Key Stakeholders to Determine Organizational Needs and Expectations
- Review of Workflow Processes
- Supervisor/Employee Survey

2. Develop Organization and Department Profile

- Complete Summary and Analysis of Survey Results and Interviews
- Prepare an Overview of the Organization and Human Resources Department to Include Documentation of Work Processes

3. Develop Human Resources Assessment Report with Prioritized Recommendations

- Evaluate Programs, Processes, and Staffing with Comparison to Industry Best Practices
- Identify Strengths, Opportunities, and Barriers to Implementation
- Develop and Prioritize Recommendations

4. Present Final Report and Determine Need for Supplemental Services

- Present Final Report
- Determine Need for Supplemental Services

Compensation. SGR shall be compensated by the County as detailed below.

Professional Services Fee for Assessment and Written Report: **\$18,000 flat fee**

Supplemental Expenses not Included in Professional Fee:

- **Reproduction.** The completed assessment report and other materials will be provided in a digital format. Should the County request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost. Flash drives are billed at \$10 each, plus the cost of shipping.
- **Travel.** Travel expenses will be billed as follows: Meals are billed at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- If the County desires any supplemental services not mentioned in this section, an estimate of the cost will be provided at that time, and no work shall be done without approval by the County.

Billing. Forty Percent (40%) of the professional fee will be billed after completion of Organizational Inquiry and Analysis. The remaining sixty percent (60%) of the professional fee will be billed after presentation of final report. Expense items will be billed with each installment, as appropriate. Invoices are due within thirty (30) days of receipt.

Terms and Conditions:

- **Termination of Contract.** The County reserves the right to terminate this agreement at any time upon giving SGR seven (7) days advanced written notice to MelissaValentine@GovernmentResource.com or to SGR, Attn: Melissa Valentine, PO Box 1642, Keller, TX 76244. In such an event, SGR will be compensated for all work satisfactorily completed up to and through the date of termination. In addition, SGR shall provide to the County all information obtained and/or developed during the project through the date of termination.
- **Modification.** This agreement may be modified or amended only by a written instrument signed by the parties.
- **Venue.** The venue for any disputes shall reside in any Texas State Court within Hunt County, Texas. To the maximum extent allowed by law, the prevailing Party in any dispute hereunder shall be entitled to recover a reasonable amount of the prevailing Party's attorney's fees and costs.
- **Applicable law.** This agreement shall be governed by the laws of the State of Texas.

Confidentiality Agreement. The work required hereunder may require the County to disclose confidential information to SGR. Such information could include, but is not limited to, any

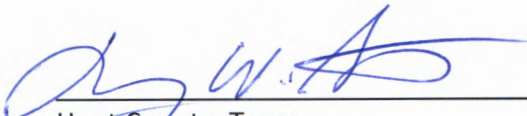
information of any kind, nature, or description concerning any matters affecting or relating to any obligations of SGR under this Agreement. To the extent allowed by law, SGR agrees:

- To hold any and all information received from County in confidence unless authorized by the County to disclose it or unless required to disclose it by law, and SGR shall exercise a reasonable degree of care to prevent accidental disclosure to others.
- That any authorized disclosure of such information must be in writing from a County official with actual or apparent authority to make such authorization.
- Not to reproduce the information, nor use this information commercially, or for any purpose other than the performance of SGR's duties for County.
- That upon request or upon termination of the relationship with County, to deliver to County, any drawings, notes, documents, equipment, and materials received from County or originating from activities for County.
- That all material or information that the County receives from SGR shall be the sole property of and owned solely by the County.

Indemnification. To the maximum extent it may be permitted to do so by applicable law, County does hereby agree to release, 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 in SGR's official capacity for the County to the same extent as if SGR were employed directly by the County rather than retained through SGR, 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 the SGR acting within the course and scope of or arising out of services or actions SGR is performing for or on behalf of the County; 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 a willful or wrongful act or omission, or an act or omission constituting gross negligence. Further, the County's indemnification of SGR shall only apply to the extent the same indemnification is not otherwise fully provided by any insurance contract held either by County or SGR. The provisions of this paragraph shall survive the termination, expiration, or other end of this agreement.

Approved and Agreed to, this the 27 day of October, 2020, by and between

Melissa Valentine, Managing Director of
Recruitment and Human Resources
Strategic Government Resources



Hunt County, Texas

Printed Name: Bobby W. Stewart

Title: County Judge

**PROPOSAL FOR
HUMAN RESOURCES ASSESSMENT & CONSULTING SERVICES**

HUNT COUNTY, TEXAS

September 2020

This proposal is valid until December 31, 2020

Strategic Government Resources

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

Ron Holifield, CEO
Ron Holifield Cell: 214-676-1691
Ron@GovernmentResource.com

Wendle Medford, Senior Managing Director
of Interim Services and Consulting
WendleMedford@GovernmentResource.com





September 14, 2020

Honorable Judge Bobby W. Stovall
Hunt County, Texas

Dear Judge Stovall:

Thank you for the opportunity to submit this proposal to assist Hunt County with a Human Resources Assessment of your organization.

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 the distinctive ability to provide a personalized and comprehensive Human Resources Assessment to meet your needs. Our team members that will be assigned to this project are seasoned professionals with the training, education, and experience necessary to conduct a thorough HR assessment and provide you with valuable findings and recommendations that are aligned with industry best practices.

Our relationships with our Embedded Services clients are unique. Our goal is to integrate into your organization for a collaboration that allows us to understand your culture, goals, and, most importantly, your employees. We are invested in your organization and committed to providing recommendations that fit your organizational goals and values. We are also available to assist you along the way with implementation and evaluation, if desired by the County.

We recognize that the COVID-19 pandemic has created unique operating challenges for local governments in a myriad of ways. SGR has invested in a variety of technologies that will allow us to conduct virtual meetings as an alternative to face-to-face meetings, to whatever extent is desired by the County. We can be flexible and meet your needs in the current pandemic environment.

We are excited about the prospect of working with Hunt County on this project, and we are available to visit with you at your convenience.

Respectfully Submitted,

Ron Holifield, CEO
Strategic Government Resources
Ron@GovernmentResource.com
Cell: 214-676-1691

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SECTION 1

Company Profile

Background

Strategic Government Resources, Inc. (SGR) exists to help local governments become more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, and Authentic Leaders. SGR was incorporated in 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 Core Values are Customer Service, Integrity, Philanthropy, Continuous Improvement, Agility, Collaboration, Protecting Relationships, and the Golden Rule.

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

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

Human Resources Embedded Services Team Members

- Ron Holifield, Chief Executive Officer
- Jennifer Fadden, President of Executive Recruitment and Interim Services
- Wendle Medford, Senior Managing Director of Interim Services and Consulting
- Leigh Corson, Director of Consulting and Embedded Services
- Sherry Green, HR Generalist

For a full list of SGR team members, please visit: www.governmentresource.com/SGR_team.

SECTION 2

SGR's Unique Qualifications

What is SGR's Embedded Services?

Our Embedded Services clients differ from routine consulting projects in that we are invested in your organization and committed to recommending and implementing solutions that fit your organizational goals and values. Our role is to understand your organization's unique culture and environment to ensure a comprehensive process and an excellent result. SGR devotes tremendous energy to actively listening to you and helping you define and articulate your needs, devise customized solutions, and implement the solutions as efficiently and seamlessly as possible.

The Network

SGR maintains one of the most extensive networks of local government professionals in the nation. SGR has years of experience in local government and a national network of relationships. SGR team members are active on a national level, in both local government organizations and professional associations. Many SGR team members frequently speak and write on issues of interest to local government executives. Additionally, SGR's Servant Leadership e-newsletter reaches over 48,000 subscribers in all 50 states. SGR also frequently partners with local government associations including League of Women in Government and the Local Government Hispanic Network.

Accessibility

Your Embedded Services project will be managed by Leigh Corson, Director of Consulting & Embedded Services. Leigh is accessible at all times throughout the process and can be reached on cell phone or via email. When a problem arises or you have questions, you can count on SGR staff to be available, to be prepared, and to respond promptly.

Superior Experience and Track Record

SGR has a reputation for excellence. Many of our clients have used our services for multiple projects and key positions, reflecting the high quality of our work and the long-term nature of our relationships.

Equal Opportunity Commitment

SGR strongly believes in equal employment opportunity. We believe that diversity/inclusion is a moral and ethical issue. SGR will not engage in discrimination based on race, color, religion, sex, or national origin as outlined under Title VII of the Civil Rights Act, or handicap as outlined in the Americans with Disabilities Act, or age as outlined in the Age Discrimination in Employment Act or similar discrimination as otherwise outlined by local, state, or federal statute. SGR will not enter into an engagement with an entity or organization that directs, or expects, that bias should or will be demonstrated.

SECTION 3

Project Personnel

**Leigh Corson, Director
Consulting & Embedded Services**

LeighCorson@GovernmentResource.com

Phone: 817-337-8581



Leigh Corson joined SGR in July 2017. Prior to joining SGR, she worked for the City of Forney as Director of Human Resources, Director of Administrative Services, and Assistant City Manager. She began her public service career over 20 years ago in Big Spring beginning as Grants Coordinator before moving to the City Manager's office and then serving as Director of Administrative Services.

Leigh has extensive and varied municipal human resources experience having overseen the Human Resources function in the City of Big Spring and serving as the first Director of Human Resources for the City of Forney. This involved building the department from the ground up during a time of rapid growth for the organization. With SGR, she has served as the lead for several Human Resource consulting projects and is currently providing Strategic Human Resource Leadership services for the City of Fate as part of SGR's Embedded Services.

Leigh earned a BA in International Relations from Southwestern University and MPA from Texas Tech University.

Project Personnel

**Wendle Medford, Senior Managing Director
Interim Services & Consulting**

WendleMedford@GovernmentResource.com

Phone: 817-753-3157



Wendle Medford has more than 20 years of municipal leadership experience as a business partner and community visionary. His most recent post was as Assistant City Manager in Forney, Texas, where he also served a stint as acting city manager. Wendle holds BBA and MPA degrees and is a U.S. Air Force veteran having earned the Distinguished Graduate designation. In addition, he is a Certified Public Manager and a Certified Government Chief Information Officer. He is also a graduate of Leadership North Texas.

Medford has served on various leadership development, total quality management (TQM) and customer service advisory teams during both military and civilian careers. He is a former Remington College advisory board member and served as a member of the Dallas Interface Technology Advisory Council.

Wendle has experience in directing and supervising business operations for the city of Forney, developing and implementing technological advancements for the cities of Murphy, Hurst, and Dallas and developing and facilitating training programs for the city of Dallas. He is a results-oriented leader with a unique combination of strong business acumen and technical expertise. He has a reputation for using a consultative, holistic approach toward the advancement of public services by applying advanced technology, providing transparency, and refining business processes.

In his role with SGR, Wendle is responsible for the successful delivery of interim management services and consulting projects for our clients.

LEIGH CORSON

SUMMARY | Dedicated public administrator with over 20 years of municipal experience that focused on implementing strategic visions that improved service delivery and quality of life for current citizens and future generations.

SKILLS & ABILITIES | Experience in managing multiple projects and priorities
Ability to work independently with minimal supervision
Problem solver with the ability to grasp complex issues and turn them into manageable tasks
Broad knowledge of human resource functions
Strong financial and budget management skills

EXPERIENCE | **DIRECTOR OF CONSULTING AND EMBEDDED SERVICES SGR**
EXECUTIVE RECRUITMENT MANAGER
MANAGER OF INTERIM SERVICES AND CONSULTING
TALENT RESEARCH MANAGER
JULY 2017-PRESENT

- Provide Strategic Human Resource Leadership for Embedded Service clients.
- Act as lead consultant on Human Resources consulting projects including department evaluations, compensation and staffing studies, personnel policy revisions and drafting job descriptions.
- Prepare proposals and contracts as required; prepares management reports as required.
- Assist with project proposals and media searches for executive searches

INTERIM DIRECTOR OF HUMAN RESOURCES CITY OF ATHENS
JANUARY 2017-MAY 2017

- Contract position through Strategic Government Resources (SGR) responsible for oversight of all Human Resources functions including benefits administration, policy development/implementation, recruitment, training, workers' compensation, employee relations, and civil service administration.
- Responsible for special projects including updating the personnel policies, development of a Request for Proposals (RFP) for a compensation study and revising the performance evaluation instrument.

ASSISTANT CITY MANAGER CITY OF FORNEY
MAY 2015-NOVEMBER 2016

- Oversaw Finance, Information Technology, Human Resources, Community Development and Public Works Departments.
- Responsible for operating budget development and management as well as CIP program funding and management.
- Assisted with strategic plan objective implementation including management of the street reconstruction/rehabilitation program, negotiation of residential and retail development agreements, negotiation for industrial water and sewer rate agreement with a major employer and implementation of an IT Master Plan.

DIRECTOR OF ADMINISTRATIVE SERVICES CITY OF FORNEY
JUNE 2012-MAY 2015

- Oversaw Finance, Human Resources, Utility Billing, Municipal Court and General Administration Departments.
- Developed and implemented a comprehensive compensation study.
- Responsible for annual budget preparation including revenue and expenditure forecasts and development of the capital improvements plan and financing.
- Managed the process for debt refinancing and the issuance of Certificates of Obligation.
- Served as Investment Officer.
- Assisted with implementation of alternative financing tools such as Tax Increment Financing and Public Improvement Districts.
- Coordinated process for development of a new City website.

DIRECTOR OF HUMAN RESOURCES CITY OF FORNEY
JUNE 2006-JUNE 2012

- This was a new department serving approximately 75 FTEs at inception (currently serves 135 FTEs – 48% growth)
- Responsible for payroll and benefits administration, policy development/implementation, recruitment, training, workers' compensation, employee relations, internal investigation and disciplinary issues.
- Developed and implemented a 3-tier health insurance benefit plan in conjunction with the City's broker.
- Developed salary and benefits projections for the organization.
- Implemented the "Forney University" program to develop leadership skills and organizational understanding throughout the organization.

DIRECTOR OF ADMINISTRATIVE SERVICES CITY OF BIG SPRING
DECEMBER 2001-JUNE 2006

- Oversaw Human Resource and Fleet Maintenance Departments as well as general administrative staff.

- Responsible for payroll and benefits administration for 265 FTEs, policy development/implementation, recruitment, training, workers' compensation, employee relations, internal investigation and disciplinary issues.
- Oversaw and implemented a comprehensive compensation study.
- Served as Civil Service Director with responsibility for testing and compliance with state law.

ASSISTANT TO THE CITY MANAGER CITY OF BIG SPRING
1998-2001

GRANT ADMINISTRATOR CITY OF BIG SPRING
1997-1998

GRANT ADMINISTRATOR BIG SPRING ECONOMIC DEVELOPMENT
1995-1997

EDUCATION | **TEXAS TECH UNIVERSITY**, LUBBOCK, TX
MASTER OF PUBLIC ADMINISTRATION
Pi Alpha Alpha Honor Society

SOUTHWESTERN UNIVERSITY, GEORGETOWN, TX
BACHELOR OF ARTS: INTERNATIONAL RELATIONS

PROFESSIONAL AFFILIATIONS AND TRAINING | Currently studying to sit for SHRM-SCP exam
William "King" Cole Effective Government Local Government Series
Government Finance Officers Association of Texas
Texas Municipal Human Resources Association
Society for Human Resources Management
Texas Municipal Retirement System Certified Benefits Administrator
Leadership Kaufman County
Leadership Big Spring

WENDLE MEDFORD, MPA, CPM, CGCIO

Dallas/Ft. Worth, TX

CITY MANAGEMENT EXECUTIVE

A servant leader with a passion for connecting with community leaders, citizens and city employees to enhance services and resolve issues. Starting with a vision, pushes information out to citizens and collaborates in developing solutions. Uses disciplined methodology for achieving results and managing projects. Known for ability to lead the transformation of growing cities, incorporating 21st century technology to collect and analyze data, streamline workflow and improve processes. A handworker who leads by example with an approachable leadership style.

Innovative Strategies for Growth – City Transformation

STRATEGIC GOVERNMENT RESOURCES

2019 - present

SGR exists to help local governments be more successful by Recruiting, Assessing, and Developing Innovative, Collaborative, Authentic Leaders. Specialize in executive recruitment, interim management, live training, online training, leadership development, assessments, consulting, and various other services geared to promote innovation in local governments.

Senior Managing Director of Interim Services and Consulting

Reporting to the President of Executive Recruitment and Interim Services, the Senior Managing Director of Interim Services and Consulting is responsible for leading the interim management services division for administrative positions and the management consulting business line.

CITY OF FORNEY, TX

2017 – 2019

Just east of Dallas, TX, the fastest growing community in Kaufman County with a population of 20,000. With a rapid increase in economic development to match the rise in population, business development projects, retail expansion and new school district facilities highlight the city's growth. Council-manager form of government. (www.cityofforney.org)

Instrumental in the initial phases of moving a rural community to a high-growth suburb with a focus on customer service, infrastructure planning and maintaining growth momentum

Assistant City Manager

Appointed as Interim City Manager during September 2017 to August 2018 following resignation of City Manager while nationwide search was conducted.

As Assistant City Manager, managed a budget of \$17 million and oversaw 161 employees in multiple departments to ensure completion of goals and objectives established by the City Manager, compliance with operating and capital budgets and resolution of problems or conflicts in the organization. Responsibilities include overseeing department workflows, preparing activity reports and agenda material for the City Council, supervises key projects, participates in budget development and management, implements and manages outreach and publicity events and participates in long-range planning.

As Interim City Manager, directed all operations of the City of Forney, including department performance, policy implementation and operating / long-range plan development. Provided advice to Mayor and City Council.

Key Projects

Community & Economic Development

- Oversaw Forney's Downtown Enhancement Project
- Instrumental in increasing city's tax base by adding new commercial and residential development to 2,000-acre master plan mixed use development
- Implemented responsible growth management plan allowing the city to acquire undeveloped tracts of land and expand ETJ boundaries to allow for future growth
- Instrumental role in facilitating the addition of new single-family and multi-family development

Government Operations

- Received FEMA grant for Fire Department Air Packs
- Received FEMA Safer grant for partial salary and benefits for 6 additional fire fighters

- Implemented Internet safe exchange zone
- Implemented employee compensation plan resulting in competitive pay for general government employees and public safety forces

CITY OF MURPHY, TX**2010 – 2017**

One of the fastest growing communities in North Texas with a population of 20,000. (www.murphytx.org)

***Instrumental in transforming public service delivery by providing state-of-the-art technology
Received the City Manager's Leadership & Excellence Award***

Director of Innovation & Technology (2013 – 2017)

Director of Technology (2010 – 2017)

Reporting to the City Manager, responsible for budget of \$1.5 million and oversaw a team of 8 employees in developing, securing, enhancing, maintaining and supporting infrastructure products and technical systems citywide including GIS, water, wastewater, SCADA, payroll, public safety, fire and polity systems requiring 24/7/ support. Supported 911 call center technology and served as public spokesperson for any system failures. Also worked with all city departments' "innovation think tanks" in identifying opportunities to use technology to enhance city processes and public services.

Key Projects*Citywide*

- Developed the city's 1st 5-year IT strategic plan
- Drafted the city's 1st public communications guide
- Construction Projects: Murphy Activity Center, Murphy Animal Shelter

Internal Technology-Driven Improvements

- Assisted with implementation of NEOGROV HR application
- Implemented the Cartegraph Operations Management System
- Replaced legacy physical access control and CCTV system
- Implemented wireless network infrastructure for city-wide wireless utility meter reading system
- Implemented video streaming solution to allow online broadcasting of city meetings
- Managed and architected joint fiber optic project with the Plano Independent School District
- Designed telecom, AV, video surveillance and physical access control system for all city campuses

CITY OF DALLAS, TX**2009 – 2010**

9th largest city in the U.S. and 3rd largest in Texas with population of more than 1 million.

IT Analyst

Responsible for maintenance, support and repair of computer software/hardware and LAN systems. Focused on supporting the Dallas City Attorney's Office and the Dallas Community Courts.

CITY OF HURST, TX**1998 – 2008**

North Texas suburb with a population of 35,000 at that time. Early adopter of many management best practices.

Senior IS Analyst (2002 – 2008) | **Network Specialist** (1999 – 2002) | **Network Technician** (1998 – 1999)

Reporting directly to IS Director, responsible for development, implementation and management of technical plans for the maintenance, up-grade and repair of 350 workstations throughout WAN serving 13 city campuses.

Served on several committees including Customer Service Advisory Team, Community Relations Committee, and Leadership & Succession Planning Task Force. Chaired Hurst United Way Campaign in 2003 – 2004.

UNITED STATES AIR FORCE RESERVES, (Distinguished Graduate)**1997 – 2009****EDUCATION & CERTIFICATIONS**

Master of Public Administration (MPA), University of Texas at Arlington

BBA, LeTourneau University

Texas Certified Public Manager (CPM)

Certified Government Chief Information Officer (CGCIO)

Texas Credentialed Mediator

PROFESSIONAL AFFILIATIONS

International City Managers Association | Texas City Managers Association

Leadership North Texas, North Texas Commission

SECTION 4

Project Methodology

Overview

SGR believes that the role of Human Resources goes beyond the traditional functions of recruitment, pay benefits, policies, etc. The Human Resources Department should be a force for change in an organization and centered on helping the organization evolve, bring its values to life, and move forward.

To determine how a Human Resources Department can best fulfill this role while still taking care of the traditional (and necessary) HR functions, it is helpful to conduct a comprehensive assessment of the current HR functions. Areas to be reviewed include recruiting, hiring and onboarding, pay plan and benefit administration, performance management, health and safety, training and development, legal compliance, and policy and procedures.

The assessment findings and recommendations better position the organization to determine any additional programs or initiatives needed to continue to grow and be an organization that lives its values and is prepared for the future.

1. Organizational Inquiry and Analysis

- Interviews with Key Stakeholders to Determine Organizational Needs and Expectations
- Review of Workflow Processes
- Supervisor/Employee Survey

2. Develop Organization and Department Profile

- Complete Summary and Analysis of Survey Results and Interviews
- Prepare an Overview of the Organization and Human Resources Department to Include Documentation of Work Processes

3. Develop Human Resources Assessment Report with Prioritized Recommendations

- Evaluate Programs, Processes, and Staffing with Comparison to Industry Best Practices
- Identify Strengths, Opportunities, and Barriers to Implementation
- Develop and Prioritize Recommendations

4. Present Final Report and Determine Need for Supplemental Services

- Present Final Report
- Determine Need for Supplemental Services

Step 1: Organizational Inquiry and Analysis

In the Organizational Inquiry and Analysis Stage, SGR devotes tremendous time and effort to understanding your organization's unique culture, environment, and goals to ensure you get the best assessment and recommendations for your organization.

Interviews to Determine Organizational Needs and Expectations

Fully understanding your needs is the most critical part of conducting a successful assessment. SGR conducts interviews with key stakeholders such as Executive Management, Human Resources staff, and Department Directors to determine service level expectations and experience. The interviews will also be structured to ascertain employees' overall satisfaction with the organization as well as any areas of concern that they have identified.

Review of Workflow Processes

SGR will meet with Human Resources staff to review and observe various workflow processes, documentation, and technology currently in use. In addition to interviews with HR staff, we will review process documents such as policies and procedures, forms, checklists, job descriptions, applications, orientation material, performance evaluation instruments, pay plans, benefits information, and other relevant materials.

Supervisor/Employee Survey

SGR will administer an online survey to supervisors and employees to determine their experience with the Human Resources Department in all functional areas such as recruitment, onboarding, benefits administration, performance management, training, and overall customer service.

Step 2: Develop Organization and Department Profile

SGR will utilize all information gathered in Step 1 to develop a profile that describes, from SGR's observations, how HR functions are performed and how HR serves the organization. The profile will also identify any service gaps.

Complete Summary and Analysis of Survey Results and Interviews

SGR will analyze raw survey and interview data and provide a summary of issues identified.

Documentation of Work Processes

SGR will develop an organizational profile documenting how various Human Resource functions are performed. Essentially this is a snapshot of how the department performs their responsibilities and interacts with employees. This serves as the baseline for evaluation, analysis, and recommendations.

Step 3: Develop Human Resources Assessment Report with Prioritized Recommendations

Evaluate Programs, Processes, and Staffing

SGR will evaluate the programs, processes, and staffing documented in the Organizational Profile and compare to best practices identified by national organizations such as SHRM, IPMA, etc., as appropriate.

Identify Strengths, Opportunities, and Barriers to Implementation

SGR will document the strengths and opportunities of the Human Resources Department that position it to be a key strategic partner in the organization. Potential barriers to implementation of recommendations will also be identified so that solutions may be considered.

Develop and Prioritize Recommendations

Based on all information gathered, data analysis, and priorities identified in Step 1, SGR will develop and prioritize recommendations appropriate to your organizational capacity and culture.

Step 4: Present Final Report and Determine Need for Supplemental Services

Present Final Report

SGR will formally present findings and recommendations to the County at the conclusion of the assessment project. The final written assessment report will be delivered in a digital format.

Determine Need for Supplemental Services

Based on the assessment findings, SGR will work with you to determine the need and structure for the following supplemental services, if applicable:

- Employee Performance Management System: This includes developing a customized performance measurement tool that reflects the organization's mission and values, determining a schedule, and tracking and providing an implementation manual.
- Salary and Benefit Survey with Pay Plan Development: This includes developing job summaries for each position for benchmarking against comparable organizations, surveying comparable organizations for salary and benefit information, developing salary survey data sheets for each position, and developing an organizational pay plan with ranges based on the organization's desired market position.
- Training and Development Program Design: This includes designing a program that uses a mix of onsite training, online training, development assessments, and internal mentoring initiatives. Recommendations will be provided for training structures, topics, and instruments.
- Ongoing HR Leadership Services: Ongoing HR Leadership Services would include assistance with implementation of any recommendations or new program development.

SECTION 5

Project Cost

SGR will provide a comprehensive assessment of all major Human Resources functions, identify key findings, and prioritize recommendations to improve efficiency and capacity.

Professional Services Fee for Assessment and Written Report: **\$ 18,000 flat fee**

Supplemental Expenses not Included in Professional Fee:

- **Reproduction.** The completed assessment report and other materials will be provided in a digital format. Should the organization request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost. Flash drives are billed at \$10 each, plus the cost of shipping.
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Billing

Forty percent (40%) of the professional fee will be billed after completion of Organizational Inquiry and Analysis. The remaining sixty percent (60%) of the professional fee will be billed after presentation of final report. Expense items will be billed with each installment, as appropriate. Invoices are due within thirty (30) days of receipt.

SECTION 6

References

Michael Kovacs, City Manager
City of Fate, Texas (pop. 6,500)
Email: mkovacs@cityoffate.com
Phone: 972-771-4601

Gina Nash, City Manager
City of Sachse, Texas (pop. 25,000)
Email: gnash@cityofsachse.com
Phone: 469-429-4770

Brian Brooks, Process Improvement Advisor
North Texas Municipal Water District
Email: bbrooks@ntmwd.com
Phone: 469-626-4336

Bill Lindley, Town Administrator
Town of Highland Park, Texas (pop. 8,800)
Email: WHLindley@hptx.org
Phone: 214-559-9444

Passion Hayes, Director of Human Resources
Town of Addison, Texas (pop. 15,400)
Email: phayes@addisontx.gov
Phone: 972-450-7000

SECTION 7

Embedded Services, Interim Management & Management Consulting Services Clients and Positions/Projects

Clients

Aransas County, Texas
City of Addison, Texas
City of Amarillo, Texas
City of Angleton, Texas
City of Anna, Texas
City of Athens, Texas
City of Bastrop, Texas
City of Bedford, Texas
City of Bridgeport, Texas
City of Broken Arrow, Oklahoma
City of Burkburnett, Texas
City of Burleson, Texas
City of Cameron, Missouri
City of Carrollton, Texas
City of Castroville, Texas
City of Cedar Park, Texas
City of Celina, Texas
City of Cleburne, Texas
City of Colleyville, Texas
City of Denison, Texas
City of DeSoto, Texas
City of Dickenson, Texas
Town of Double Oak, Texas
City of Dripping Springs, Texas
City of Dumas, Texas
City of El Reno, Oklahoma
City of Ennis, Texas
City of Eugene, Oregon
City of Fairview, Texas
City of Fate, Texas
City of Forney, Texas
City of Fort Worth, Texas
City of Fort Smith, Arkansas
City of Freeport, Texas
City of Garland, Texas
City of Georgetown, Texas
City of Glenn Heights, Texas
City of Gonzales, Texas
Green Valley Special Utility District
City of Greenville, Texas
City of Heath, Texas
Town of Highland Park, Texas
City of Hutton, Texas
City of Irving, Texas
City of Joshua, Texas
City of Keene, Texas
City of Kemah, Texas
City of Keller, Texas
City of Kilgore, Texas
City of Lancaster, Texas
City of Levelland, Texas
City of Lexington, Texas
City of Lubbock, Texas
McLennan County Appraisal District
City of McKinney, Texas
City of Miami, Oklahoma
City of Mineral Wells, Texas
City of Missouri City, Texas
City of Montgomery, Texas
City of Mount Pleasant, Texas
City of Murphy, Texas
City of New Braunfels, Texas
City of Nacogdoches, Texas
City of North Richland Hills, Texas
North Texas Municipal Water District
City of Oak Point, Texas
City of O'Fallon, Missouri
City of Palestine, Texas
City of Parkville, Missouri
City of Pecos, Texas
City of Pflugerville, Texas
City of Pilot Point, Texas
City of Plainview, Texas
City of Port Arthur, Texas
City of Princeton, Texas
Town of Providence Village
City of Quinlan, Texas
City of Richwood, Texas
City of Rockport, Texas
City of Round Rock, Texas
City of Roswell, New Mexico
City of Rowlett, Texas
City of Sachse, Texas
City of Saginaw, Texas

City of San Marcos, Texas
City of Seagoville, Texas
City of Sherman, Texas
City of South Padre Island, Texas
City of Southlake, Texas
City of Stephenville, Texas
City of Sunnyvale, Texas
City of Taylor, Texas

Town of Trophy Club, Texas
City of Wilmer, Texas
City of Winnsboro, Texas
City of Weatherford, Texas
The Woodlands Township
Lee County, Florida
Parker County, Texas

Positions/Projects

City Manager
City Administrator
Administration Director
Assistant City Manager
Assistant to the City Manager
Assistant Community Services Director
Assistant Finance Director
Building Official
Capital Projects Manager
Chief Building Official
Chief Financial Officer
Chief Information Officer
City Engineer
City Secretary
Community Development Director
Controller
CVB Director
Department of Public Safety IA Consulting
Development Director
Disaster Recovery Specialist
Economic Development Director

Field Operations Superintendent
Finance Director
Fire Chief
Fire Marshal
Fixed Based Operations Director
Human Resources Director
Information Technology Director
Municipal Court Administrator
Parks Construction Manager
Planning/Community Development Director
Planning Manager
Police Chief
Police Director
Public Information Officer/Webmaster
Public Works Director
Purchasing Manager
Risk Manager
Senior Contract Compliance Specialist
Street and Stormwater Director
Utility Billing Manager

Embedded Services Projects

Human Resources Staffing
Human Resources Assessments
Website Development and Management
City Secretary Services
Project Management Services

Management Consulting Projects

Animal Services Study

Containerized Solid Waste Study

Disaster Recovery Consulting

Finance Consulting

Human Resources Consulting

Internal Affairs Consulting

Job Board Management

Job Description Development

Market Competitive Analysis

Municipal Court Surveys

Procurement Templates

Public Safety Department Assessments

Procurement Training

Salary and Benefit Surveys

#16,449



FILED FOR RECORD
at 12:55 o'clock P.M.
OCT 27 2020
JENNIFER LINDENZWEIG
County Clerk, Hunt County, TX
By [Signature]

Date: September 14, 2020

**Agreement for Human Resources Assessment
By and Between Strategic Government Resources (SGR) and Hunt County, Texas (County)**

Scope of Services. Hunt County, (referred to as "County") seeks to contract with Strategic Government Resources ("SGR" and collectively with the County, "Parties") to obtain the assistance of SGR to perform a Human Resources Assessment, as described in the formal proposal submitted and described in abbreviated form as follows:

- 1. Organizational Inquiry and Analysis**
 - Interviews with Key Stakeholders to Determine Organizational Needs and Expectations
 - Review of Workflow Processes
 - Supervisor/Employee Survey
- 2. Develop Organization and Department Profile**
 - Complete Summary and Analysis of Survey Results and Interviews
 - Prepare an Overview of the Organization and Human Resources Department to Include Documentation of Work Processes
- 3. Develop Human Resources Assessment Report with Prioritized Recommendations**
 - Evaluate Programs, Processes, and Staffing with Comparison to Industry Best Practices
 - Identify Strengths, Opportunities, and Barriers to Implementation
 - Develop and Prioritize Recommendations
- 4. Present Final Report and Determine Need for Supplemental Services**
 - Present Final Report
 - Determine Need for Supplemental Services

Compensation. SGR shall be compensated by the County as detailed below.

Professional Services Fee for Assessment and Written Report: **\$18,000 flat fee**

Supplemental Expenses not Included in Professional Fee:

- **Reproduction.** The completed assessment report and other materials will be provided in a digital format. Should the County request printing of those materials, the reproduction and shipping of briefing materials will be outsourced and be billed back at actual cost. Flash drives are billed at \$10 each, plus the cost of shipping.
- **Travel.** Travel expenses will be billed as follows: Meals are billed at a per diem rate of \$10 for breakfast, \$15 for lunch, and \$25 for dinner. Mileage will be reimbursed at the current IRS rate. All other travel-related expenses are billed back at actual cost, with no markup for overhead.
- If the County desires any supplemental services not mentioned in this section, an estimate of the cost will be provided at that time, and no work shall be done without approval by the County.

Billing. Forty Percent (40%) of the professional fee will be billed after completion of Organizational Inquiry and Analysis. The remaining sixty percent (60%) of the professional fee will be billed after presentation of final report. Expense items will be billed with each installment, as appropriate. Invoices are due within thirty (30) days of receipt.

Terms and Conditions:

- **Termination of Contract.** The County reserves the right to terminate this agreement at any time upon giving SGR seven (7) days advanced written notice to MelissaValentine@GovernmentResource.com or to SGR, Attn: Melissa Valentine, PO Box 1642, Keller, TX 76244. In such an event, SGR will be compensated for all work satisfactorily completed up to and through the date of termination. In addition, SGR shall provide to the County all information obtained and/or developed during the project through the date of termination.
- **Modification.** This agreement may be modified or amended only by a written instrument signed by the parties.
- **Venue.** The venue for any disputes shall reside in any Texas State Court within Hunt County, Texas. To the maximum extent allowed by law, the prevailing Party in any dispute hereunder shall be entitled to recover a reasonable amount of the prevailing Party's attorney's fees and costs.
- **Applicable law.** This agreement shall be governed by the laws of the State of Texas.

Confidentiality Agreement. The work required hereunder may require the County to disclose confidential information to SGR. Such information could include, but is not limited to, any

FILED FOR RECORD
at 11:31 o'clock 2 M
NOV 05 2020
JENNIFER LINDENZWEIG
County Clerk, Hunt County, TX
By [Signature]

information of any kind, nature, or description concerning any matters affecting or relating to any obligations of SGR under this Agreement. To the extent allowed by law, SGR agrees:

- To hold any and all information received from County in confidence unless authorized by the County to disclose it or unless required to disclose it by law, and SGR shall exercise a reasonable degree of care to prevent accidental disclosure to others.
- That any authorized disclosure of such information must be in writing from a County official with actual or apparent authority to make such authorization.
- Not to reproduce the information, nor use this information commercially, or for any purpose other than the performance of SGR's duties for County.
- That upon request or upon termination of the relationship with County, to deliver to County, any drawings, notes, documents, equipment, and materials received from County or originating from activities for County.
- That all material or information that the County receives from SGR shall be the sole property of and owned solely by the County.

Indemnification. To the maximum extent it may be permitted to do so by applicable law, County does hereby agree to release, 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 in SGR's official capacity for the County to the same extent as if SGR were employed directly by the County rather than retained through SGR, 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 the SGR acting within the course and scope of or arising out of services or actions SGR is performing for or on behalf of the County; 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 a willful or wrongful act or omission, or an act or omission constituting gross negligence. Further, the County's indemnification of SGR shall only apply to the extent the same indemnification is not otherwise fully provided by any insurance contract held either by County or SGR. The provisions of this paragraph shall survive the termination, expiration, or other end of this agreement.

Approved and Agreed to, this the 27 day of October, 2020, by and between

DocuSigned by:
Jennifer Fadden
50030802C80D414
~~Melissa Valertine, Managing Director of Recruitment and Human Resources Strategic Government Resources~~
Jennifer Fadden, President
Executive Recruitment & Interim Services

[Signature]
Hunt County, Texas
Printed Name: Bobby W. Stewart II
Title: County Judge