



January 10, 2019

Mr. Jay Stokes  
City Manager  
City of Deer Park  
710 East San Augustine  
Deer Park, Texas 77536

Re: Proposal to Provide Consulting Services – 2019

Mr. Stokes:

I sincerely appreciate your interest in engaging me once again to perform consulting services for the City of Deer Park. I am excited about the prospect of facilitating and working once again with the Mayor and City Council and you in a goal setting retreat.

**PROJECT OBJECTIVES/DESCRIPTION:** Working with the Mayor and City Council and with the City Manager and his staff, Ron Cox will facilitate two planning sessions for the City of Deer Park elected officials and City Manager and his staff. The first session will be facilitated with the City Manager and his key staff. This will be an opportunity for staff to review their successes from the earlier planning program and identify new challenges and opportunities for Council consideration. The Council/staff planning session will be conducted in two segments. The first segment (morning) will review and update, if needed, the governance model established in 2016 by the City Council. The second segment (balance of day) will focus on the goals, and strategies to overcome issues and challenges that will be identified through the strategic planning process.

**SERVICES/DELIVERABLES:** Ron Cox will provide the following services and deliverables for the City. **Task 1)** Prior to the retreat, conference with the City Manager and his key staff to refresh and gain an understanding of the needs of the City from their perspective (up to two hours). **Task 2)** Prepare for (up to two hours) and facilitate a half-day (up to four hours) session with the City Manager and his staff. This will focus on past accomplishments and challenges and opportunities for Council to consider in their session. **Task 3)** Prepare for (up to one hour) and conduct (up to a total of two hours) a session with the Mayor, Council, and City Manager focusing on a review of the Council's governance model including the development of a Leadership Model and Guiding Principles, Vision and Mission. **Task 4)** Prepare for (up to three hours) and conduct a full-day session (up to six hours) with the Mayor, City Council and the City Manager and his key staff. This session will focus on developing and prioritizing strategies resulting from identification and discussion of issues and challenges before the City. **Task 5)**



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Prepare and provide a written report of the results of the activities of the planning session (up to five hours). **Task 6)** Work with the City Manager and his key staff in preparing a staff implementation plan based on the priorities of the goals established (up to eight hours – in two or more shorter sessions). **Task 7)** Prepare for (up to two hours) and make a final report to Council on the results of the entire process (up to two hours).

**Other: Task 8)** Provide any additional work that might be required by the City Manager to be billed on an hourly rate as outlined in Attachment A.

**OTHER SERVICES.** Ron Cox Consulting will provide additional services as may be assigned by the City Manager at his direction. Additional time and expenses will be billed according to the fee schedule on Attachment A.

**FEES:** The fixed fee for the retreat (for services provided by Ron Cox outlined in Tasks 1-7) will be \$7,215 plus expenses. Fees for Task 8 and/or Other Services will be billed for time and expenses in accordance with Attachment A.

**EXPENSES.** In addition to the fees for services, I customarily require reimbursement for actual out-of-pocket expenses, such as printing and reproduction costs, secretarial time, travel, overnight accommodations as necessary, messenger services, and similar expenses, and all items paid for on behalf of the City.

If I may answer any other questions, or if you would like to discuss the particulars of what I have outlined, including project costs, please do not hesitate to call. I truly appreciate the opportunity to present this to you and look forward to working with the City of Deer Park.

Very truly yours,

Ron Cox  
Ron Cox Consulting

Terms of engagement accepted and agreed to this \_\_\_\_ day of \_\_\_\_\_. 2019.

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Jay Stokes  
City Manager



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## **Attachment "A"**

### **FEE SCHEDULE**

#### **Direct Expenses**

Consultation, research, analysis and other duties such as telephone conferences	Hourly Rate per below
Additional Services, as authorized	Hourly Rate per below

#### **Reimbursable Expenses**

Sub-Contract work	Cost + 10%
All non-labor expenses	Cost + 10%
Photocopies (black and white)	\$0.10 per page
Art Supply Fee, if applicable	1% of Labor Fee as Invoiced
Vehicle travel per mile	Maximum IRS allowable rate

#### **Hourly Rate**

Principal (Ron Cox)	\$195/hour
Administrative (clerical)	\$ 60/hour

**Effective Date: January 1, 2008**



## **Ronald E. Cox Biography**

## **Ronald E. Cox Biography**

Ronald E. Cox has been married to his wife, Susan, for 46 years. They have two children, daughter Emily, and son, Tim, and five grandchildren, Courtney, Ryan, Isabella, Brynlee and Caleb.

Ron received a Bachelor of Science from Abilene Christian University in 1972 and a Master of Arts from University of Texas at Tyler in 1981. Ron entered the governmental arena in 1972 with the Brazos Valley Development Council in Bryan and, after almost two years went to work for the East Texas Council of Governments (ETCOG) in Kilgore.

Ron accepted his first position as City Manager in 1978 with the City of Rusk. He was the City of Rusk's first City Manager. Two years later, he became the City Manager of Center. In 1984, Ron accepted the position of City Manager of the City of Kilgore, where he served for six years. In November 1990, he became Friendswood's third City Manager and served that city until May 2006. Ron has been involved in local government for 45 years and held the position of City Manager for 28 of the 45 years.

Ron remains active in many governmental organizations including the Texas Municipal League, and Texas City Management Association (TCMA). Ron served as president of TCMA Regions V and VI. He served on the Board of Directors of TCMA from 1995-1997 and served as TCMA's president in 1997-98. He continues to actively participate in various TCMA programs. In 2005, Ron was awarded TCMA's Lifetime Achievement Award, an exceptional honor, and in 2006 he was given Life Member status in TCMA. Ron currently serves on the TCMA Professional Development Committee. He has and continues to speak regularly at conferences and training sessions in Texas about issues and challenges in local government.

In 1990, Ron was appointed by Governor Bill Clements to the Board of Trustees of the Texas Municipal Retirement System and served on the Board until 1993. He has served on the TMRS Advisory Board since 2006-2010. He was chosen to serve on the Board of Trustees of the Texas Municipal League Intergovernmental Risk Pool in 1986 and served on the Executive Committee as Vice-Chair of the Board from 1990-91. In 2016 Ron was appointed to the newly established Friendswood Downtown Economic Development Corporation Board in his hometown and currently serves as its President.

Since May 2006, Ron has consulted with 65 cities and several other public entities in Texas in a variety of areas, including strategic planning at the Council and staff levels, leadership development for city staff, executive recruitment, and management services. He particularly enjoys working with smaller cities. He enjoys sharing his experiences with others in a variety of ways including public speaking at seminars and conferences.

**Client List  
January 2019**

Following is a list of clients and the work performed by Ron Cox Consulting since May 2006.

**Client List includes:**

- 65 Cities
- 5 Economic Development Corporations
- 10 Special Districts and/or Statewide Associations
- 1 Private Engineering Firm

✓ **City of Alvin, 2008**

- Facilitated a Council retreat in June 2008 focusing on the governance model for the Mayor and City Council. This session focused on assisting newly elected members in understanding their role as members of a City Council and their relationship with the City Manager and his staff.

✓ **City of Anahuac, 2010**

- Facilitated a Council and staff retreat in June 2010 focusing on the governance model for the Mayor and City Council and their relationship with key staff. This session focused on assisting newly elected Council member in understanding their role, determining the strengths, weaknesses, opportunities and threats (SWOT) of the City, and setting strategies and goals to meet for the City's future.

✓ **City of Bay City, 2017-18**

- Facilitated a series of sessions with the Mayor, Council and staff focusing on updating the existing strategic plan, developing an implementation plan and developing a governance model for the Mayor and City Council. March 2017 – March 2018.

✓ **City of Bee Cave, 2006-07**

- Facilitated a staff leadership development program for all employees of the city, including a daylong retreat, goal setting and action plan, and leadership development program.
- Facilitated a staff retreat and goal setting project for the City Manager and his key staff.

✓ **City of Brazoria, 2007-10**

- Engaged to provide ongoing general city management consultation for Mayor and City Council. Duties included assisting the City in determining the best uses for funds received in the settlement of a lawsuit and assisting the City in determining



appropriate rates for water and sewer utilities to support the system's operations and the issuance of bonds for system improvements.

- Engaged to provide consulting services to the City Manager regarding water and sewer rates and possible bond issue to make capital improvements.

√ **City of Brenham, 2011**

- Facilitated a City Council Retreat in February 2011 with discussion on development goals for the City and City's management team. Program included a one-day retreat, goal setting and for the City Council and work with the City staff to develop an implementation plan.

√ **City of Bryan, 2007-10**

- Facilitated a staff leadership development program for the City Manager and his senior leadership team. Program included a daylong retreat, goal setting and leadership program over five sessions.
- Facilitated a Council and staff retreat focusing on developing a model and philosophy of governance for the City Council and on long range strategic planning for the city in August 2007.
- Facilitated a second retreat with Council and staff in February 2008. Retreat focused on confirming the governance model set in place, developing a vision statement, receiving reports from staff on implementation of strategic plan and confirming the course set for that plan.
- Facilitated a second daylong retreat with the City staff in June 2008. Retreat focused on pressing management issues, reviewing commitments from earlier retreat, and setting out a plan of action for moving forward.
- Facilitated a daylong retreat for the Public Works and Utilities Departments in October 2008.
- Facilitated a daylong retreat for the Planning and Development Services and Engineering Departments in October 2008.
- Facilitated a third day and a half retreat for the City Council in January 2009.
- Facilitated a fourth day and a half planning retreat for the City Council in February 2010.
- Facilitated a day long panning retreat for the City Manager's management team in March 2010, with a series of follow up sessions revolving around building the team, using a book entitled "Overcoming the Five Dysfunctions of a Team" by Patrick Lencioni.
- Facilitated a fifth day and half planning retreat for the City Council in July 2010.

√ **City of Center, 2007-08**

- Facilitated a Council and staff retreat focusing on long range strategic planning for the city. Worked with the city staff to develop a plan and process for implementation of the strategic plan developed in the retreat.

√ **City of Clear Lake Shores, 2006, 2018**

- Facilitated Council short-term goal setting retreat. Provided follow up with the Mayor and staff to develop an Action Plan for the implementation of the goals set by Council.



- Assisted the Council in preparing a job description for the new position of City Manager, 2006.
- Assisted Council in preparing Rules of Procedures for the City Council and Committees.
- Facilitated the successful search for City Administrator, October 2018.
- √ **City of Cedar Hill, 2009**
  - In November 2009, facilitated a two-day retreat with City Council, the City Manager and his senior staff. Council reviewed the existing strategic plan, received reports on the progress toward its implementation and set strategies for the next five years.
- √ **City of College Station, 2017-19**
  - Facilitated a one-day planning retreat with the City Council, City Manager and staff in February 2017. Staff follow-up in March 2017.
  - Facilitate a second one-day planning retreat with the City Council, City Manager and staff in February 2018. Staff follow-up in March 2018.
  - Scheduled to facilitate a one-day planning retreat with the City Council, City Manager and staff in January 2019. Staff follow-up in February 2019
- √ **City of Dayton, 2018**
  - Facilitated a City Council/staff planning session in August 2018 focusing on governance and strategic initiatives, combining the work of the recently adopted comprehensive plan with the immediate needs of the Council. Worked with staff to prepare draft Vision and Mission statements and implementation plan for Council consideration. Completed October 2018.
- √ **City of Deer Park, 2007-08, 2014, 2019**
  - Facilitated a series of meetings with the public works and administrative services staffs to focus on their mission and customer service issues.
  - Facilitated a City Council/staff retreat in March 2008 focusing on vision and strategic goals for Council and staff to implement. Worked with the staff to develop an Action Plan for the implementation of the strategies and goals set by Council.
  - Facilitated a City Council/staff retreat in March 2014. The retreat focused on a reconsideration and confirmation of the vision and mission and reestablishment of strategic goals.
  - Scheduled to facilitate a one-day planning session and follow-up with Council and staff in March 2019.
- √ **City of Dickinson, 2006**
  - Facilitated Council strategic goal setting, including developing vision and mission statements, as well as expectations for the City Manager, all adopted by City Council. Provided follow up with the City Manager and his staff to develop an Action Plan for the implementation of the goals set by Council.
  - Conducted and coordinated a successful search for a new City Manager in 2006.
- √ **City of Dumas, 2012-13**





- Facilitated Council strategic goal setting session. Provided follow up with the City Manager and his staff to develop an Action Plan for the implementation of goals set by Council.
- ✓ **City of El Campo, 2015-18**
  - Teamed with other consulting firms, Marsh Darcy Partners and Freese Nichols Engineering to develop Phase 1 update to the City's Comprehensive Plan. The Plan was originally completed in 2000. The update was conducted in two phases. Phase 1 completed July 2015. Phase 2 completed Fall of 2016. Phase 3 was completed Spring, 2017.
  - Facilitated a planning session with City Council and Community Development Corporation. January 2018.
- ✓ **City of Fairchilds, 2017-18**
  - Prepared a comprehensive Subdivision Ordinance for the City. This city has very little population and no full-time staff, yet developers are pursuing development in the city limits and its ETJ. 2017.
  - Providing follow up services on the Subdivision Ordinance. 2018
- ✓ **City of Fairview, 2018**
  - Facilitated sessions with a Council appointed committee, Community Resource Group (CRG) to discuss reasons why a recent bond election failed to pass, and what the next steps may be. Facilitated two sessions with a total of 50 people. March 2018. Facilitated follow up sessions in April with a joint session between Council and the CRG and additional sessions with CRG. April 2018.
- ✓ **City of Fulshear, 2016-17**
  - Facilitated a Council/Staff retreat in July and August 2016 with discussion on the governance model of the City Council and development of strategies and goals for the City.
  - Facilitated a second planning session with City Council and staff in 2017. July 2017.
- ✓ **City of Galveston, 2017**
  - Worked jointly with Alan Mueller of Marsh Darcy Partners to review the practices of the Galveston Building Department and make recommendations for improvements. April 2017.
- ✓ **City of Gladewater, 2009**
  - Facilitated a City Council Retreat in February 2009 with discussion on development goals for the City and City's management team. Program included a one-day retreat, goal setting and for the City Council and work with the City staff to develop an implementation plan.
- ✓ **City of Goliad, 2012-13**
  - Made a presentation to the Goliad Management District Board and city staff regarding economic development considerations, special districts, their use, advantages and disadvantages. Discussion also focused on the need for thorough development agreements as well as a special district policy, October 2012.





- Assisted the City Manager in negotiating an economic development agreement with a private developer for the development of 53 acres in the City. This agreement called for the reimbursement of funds expended by the developer for infrastructure improvements to be owned and operated by the City. December, 2012
  - Assisted the City Manager in negotiating an economic development agreement with a private developer for the development of 30 acres in the City's ETJ. This agreement called for the reimbursement of funds expended by the developer for infrastructure improvements to be owned and operated by the City. December 2012.
  - Facilitated a session between the City Council and the Goliad Municipal Management District Board to review existing By-Laws and operating procedures and facilitate understanding and any changes they may need. July 2013.
- ✓ **City of Gonzales, 2008-10**
- Facilitated a City Council Retreat in September 2008 with discussion on development of a governance model for the Council to follow, and goals for the City and City's management team. Program included a day and a half long retreat, goal setting and governance program for the City Council. I also met with staff to develop an Action/Implementation, which culminated in a report to City Council where they adopted the Plan.
  - Facilitated a second City Council retreat in October 2010. This retreat focused on Council relationships by reviewing temperament traits via the DISC temperament inventory, reviewed the status of strategies established in 2008 and set new strategies for 2011 and following. I met with staff following the retreat to assist them in preparing an Action/Implementation Plan.
- ✓ **City of Hitchcock, 2017-19**
- Assisted Rathburn Planning & Consulting in reviewing the organizational structure and financial condition of the City of Hitchcock. The review and subsequent recommendations were designed to assist the city on a path of better efficiency in operations and management. January 2018.
  - Assisting the Mayor and staff on development of the 2018-19 City budget, and TIRZ administration. 2018.
- ✓ **City of Humble, 2018**
- Facilitated a daylong planning session with Council and staff. Session includes establishment of a governance model, as well as establishing goals and priorities for the coming year. October 2018.
- ✓ **City of Huntsville, 2006-08**
- In 2006 facilitated a staff leadership development program for the City Manager and his senior leadership team. Program includes a daylong retreat, goal setting and leadership program over ten sessions.
  - Facilitated a City Council Retreat in April 2007 with discussion on development of a governance model for the Council to follow, vision, mission and strategic goals in association with the recently completed Comprehensive Plan.



- Facilitated a second City Council Retreat in February 2008 to follow up on the activities of staff on the Action Plan, to determine if adjustments needed to be made to the strategies developed in 2007 and to identify additional items the Council and staff should focus on soon.

√ **City of Ingleside, 2017**

- Facilitated a City Council planning session and provided follow up services with the staff to prepare an action plan. May 2017.

√ **City of Iowa Colony, 2006-19**

- Providing ongoing general city management consultation for Mayor and City Council. Council including policies relating to development in the city. Policies include the procedures for acceptance of infrastructure and policies for the use of special districts. Oversaw the preparation with the City Engineer of a new Design Criteria Manual for all city infrastructure. Assisted in the creation of Investment Policies. Created a policy for the use of special districts. Assisted in the development and approval of various policies, ordinances and procedures to assist the city in its overall operations and management. Attends and prepares agendas for all City Council meetings.
- Work includes assistance with development issues, including development and approvals of agreements with developers for Municipal Utility Districts and Tax Increment Reinvestment Zones, and other special financing districts and agreements.
- Assisted the City Council in analyzing the need for a Crime Control and Prevention District. Council appointed a Temporary Board. Worked with the Temporary Board to draft the required two-year plan and budget. The voters approved the creation of the District in May 2009. I coordinate the meetings of the Board acting as their staff liaison. The District was not approved for extension in a required election in 2013. It was placed on the ballot again in 2018 and was once again approved. Acting as administrator for the CCPD Board of Directors.
- Serving as the administrator for Tax Increment Reinvestment Zone #2 and the Iowa Colony Development Authority. TIRZ #2 was created by the City Council to reimburse a developer of a major residential/commercial development for public infrastructure including thoroughfares and a 100+ acre city park. Phase 1 of the park is open. In 2018, the Authority issued \$8.4 million in tax exempt TIRZ bonds to repay developer for public infrastructure, based on value growth within the TIRZ boundaries.
- Assisted in administration and reporting of a \$23,000 grant to equipment city facilities with energy efficient equipment through the State Comptroller's Office.
- Assisted in preparation of an Employee Handbook, implementation of their first computer-based accounting system financial policies, establishment of a police department and related policies and a municipal court. Assisted in the acquisition



of the city's first web-based building permitting and inspection system.  
Established the first public works department

- Assisted in adoption of the city's first tax rate.
- Prepared annual budgets 2014-15-16-17-18-19-20.
- Assisting the City in revising their zoning classifications, as well as identifying a common ETJ boundary between Iowa Colony and Sandy Point to avoid future conflicts. 2019

√ **City of Kemah, 2015-18**

- Assisted Mayor and staff on administrative and management issues during the interim time in their search for a City Administrator, on a part time basis.
- Assisted in the review of applications for the City Administrator position and making recommendations to the Mayor and City Council during the search. Prepared revised organizational chart recommended an additional new position to reduce work load of City Administrator and allow that position to complete economic development activities.
- Coordinated the search for and selection of a newly created Community Services Director position.
- Coordinated the search for and selection of a City Secretary.
- Studied and made recommendations regarding uses of Hotel/Motel and Type B sales taxes.
- Provided governance and strategic planning session services in June 2016.
- Assisted the Mayor in working with the Chief of Police to develop a three-year performance plan and outline expectations of the position in July 2016.

√ **City of La Marque, 2018-19**

- Facilitating and assisting the City of La Marque in their search for a new City Manager.

√ **City of La Porte, 2012-13**

- In association with Alan Mueller Management, conducted an internal review and audit of the Planning Department. The Department consisted of planning, engineering, building and code enforcement divisions. The review culminated in a report to the City Council with over 75 recommendations for policy, process, and governance changes.
- In March 2013 facilitated a staff retreat. The City Council and staff had met previously for a strategic planning session. This session with the senior staff only was designed to establish the staff leadership model, as well as begin the framework for an implementation plan.

√ **City of Lago Vista, 2014-17**

- Facilitated staff develop program for Executive Staff. Developed Leadership, Communication philosophy, as well as set the Core Values and Guiding Principles based on the City Manager's stated expectations. October 2014.
- Facilitated Town Hall meeting to assist Council in providing a forum for citizens to discuss issues and the Council and staff to answer questions related to those issues. January 2015.



- Facilitated a planning session with the City Council to confirm their governance model, as well as revise and refocus their strategic plan. Did follow up with staff on Action Plan. January - April 2015.
- Scheduled to facilitate a staff development session with City Manager's key staff. – January 2017.
- Facilitated a Council planning retreat in January 2017.

√ **City of Lake Jackson, 2009-19**

- Providing consultation to the City Council, Planning Commission and City staff in the revision of the City's Zoning Ordinance to allow Master Planned developments. This revision is to the Planned Unit Development (PUD) section of the ordinance.
- Assisted the City Council, Planning Commission and City staff in developing a Policy for the Use of Special Districts to assist the city in accepting projects that desire to use special districts as part of the development process.
- Representing the City in negotiations with a developer for a master planned community. Assistance includes reviewing the plan as it relates to the PUD section of the Zoning Ordinance, and compliance with the Policy for the Use of Special Districts.
- Facilitated a City Council and staff planning retreat to refresh the Council's Strategic Plan in February-March 2010.
- Facilitated a second City Council and staff planning retreat in January-February 2011.
- Facilitated a third City Council and staff planning retreat in January, February and March 2012.
- Facilitated a fourth City Council and staff planning retreat in January-February 2013.
- Facilitated a fifth City Council and staff planning retreat in January-February 2014.
- Facilitated a sixth City Council and staff planning retreat in January-February 2015.
- Facilitated a seventh City council and staff planning retreat in January-February 2016.
- Facilitated the eighth City Council and staff planning retreat in January-February 2017.
- Facilitated the ninth City Council and staff planning retreat in January-February 2018.
- Facilitated the tenth City Council and staff planning retreat in January-February 2019.
- Facilitated three planning retreats for the LJEDC in 2014, 2016, 2017, 2018 (process not completed at this date).

√ **City of League City, 2006-09, 2015**

- Provided general municipal consultation to the City Manager, particularly the preparation of the Capital Improvement Plan (CIP) to the City Council.



- Facilitated a daylong goal setting retreat for the Mayor, City Council and Interim City Manager. Provided follow up with the City Manager and his staff to develop an Action Plan for the implementation of the goals set by Council.
- Provided follow up with new City Manager on a consulting basis to assist him in his transition to the role from another city staff position.
- Facilitated a second day long retreat for the Mayor, City Council and City Manager in February 2009
- Facilitated a third follow up retreat for the Mayor, City Council and City Manager in March 2009.
- Facilitated a day-long community goals setting session (Town Hall setting) with follow up to staff. January 2015.

√ **City of Manvel, 2006-18**

- Provided general city management consultation for Mayor and City Council including policies relating to development in the city. Policies include the procedures for acceptance of infrastructure and policies for the use of special districts. Oversaw the preparation with the City Engineer of a new Design Criteria Manual for all city infrastructure. Created a policy for the use of special districts.
- Provided consultation and administration on Municipal Utility Districts and Tax Increment Reinvestment Zones, and other special financing districts and agreements.
- Participated as a part of a team of consultants in the preparation of a new Comprehensive Plan for the city that was adopted in January 2008. My work focused on the development of the Governance Element of the Comprehensive Plan, assisting the City Council and staff in identifying policy and administrative needs of the City as it continues to grow and expand.
- In 2010, prepared a successful grant application for a Justice Assistance Grant (JAG) in the amount of \$68,000 from HGAC for three patrol vehicles to replace vehicles in the city's aging fleet. In 2012, prepared a second successful grant application for JAG in the amount of \$72,132 for replacement of all vehicle laptops and a digital fingerprinting system called LiveScan.
- Worked with a fifteen-member Charter Commission appointed by the Manvel City Council to draft the City's first City Charter. The Charter was adopted in May 2011.
- Assisted in administration and reporting of a \$43,000 grant to equipment city facilities with energy efficient equipment through the State Comptroller's Office.
- Served as Interim City Manager in 2011 assisting the City Council in the transition to the Council/Manager Form of Government in accordance with Charter requirements.
- Successfully facilitated the recruitment and selection of the city's first City Manager in accordance with Charter requirements. City Manager hired January 2012.



- Served until late 2018 as the administrator for Tax Increment Reinvestment Zone #3 and South Manvel Development Authority. TIRZ #3 was created by the City Council to reimburse a developer of a major residential/commercial development for public infrastructure including thoroughfares, a major overpass over the railroad tracks and parks and open space.
- Facilitated a planning retreat for the Mayor and City Council with follow up services provided to the City staff. May 2017.
- ✓ **City of Midland, 2009**
  - Facilitated a daylong retreat with the City Manager and senior staff to develop a leadership philosophy for the upcoming budget and to develop the team approach for the new City Manager in March 2009.
  - Facilitated a two-day retreat with the City Council, City Manager and senior staff to discuss governance for the Council and assist the Council in setting long-range goals and short-term budget priorities in March 2009.
- ✓ **City of Mission, 2012**
  - Facilitated a City staff retreat focusing on staff development, including developing a mission statement, leadership principles, strategic goals and objectives for the staff in February, with a follow-up session with staff in April 2012.
- ✓ **City of Mont Belvieu, 2018**
  - Prepared a Staffing and Growth Plan for Council adoption. Plan established benchmarks for growth in services and staffing from this point through build out of the community. Completed September 2018.
  - Facilitated a planning session with Mayor and City Council and key staff with follow-up services to the staff for implementation in July 2018.
- ✓ **City of Montgomery, 2008-10**
  - Facilitated a City Council retreat focusing on long-range goals and principles of governance for the City in May 2008.
  - Assisted the city in working with an area developer to include the land to be developed in the City's ETJ.
  - Facilitated a second daylong Council retreat assisting the Mayor and Council in recommitting to their principals of governance, reviewing the status of goals set in 2008 and setting new strategies and goals for the staff, June 2009.
  - Facilitated a third daylong Council retreat assisting the Mayor and Council in reviewing their previous goals and strategies in June 2010.
- ✓ **City of Morgan's Point Resort, 2013**
  - Facilitated a City Council retreat focusing on long-range goals, and principles of governance for the City in July 2013.
- ✓ **City of Nassau Bay, 2008**
  - Assisted the City Manager in reviewing procedures and creating information packet on disaster recovery issues, particularly on calculating substantial damages to structures following Hurricane Ike. Provided additional follow up to calculate





- the costs to the City should a decision be made to buy out properties that are substantially damaged.
- √ **City of Navasota, 2012-13**
    - In association with Marsh Darcy Partners, prepared an Economic Development Policy that focused on the use of economic development tools including the use of special districts. Approved February 25, 2013.
  - √ **City of Northlake, 2012**
    - Made a presentation to the City Council and staff regarding special districts, their use, advantages and disadvantages. Discussion also focused on the need for thorough development agreements as well as a special district policy, June 2012.
  - √ **City of Pearland, 2007**
    - Worked with the city staff to prepare a Policy for the Use of Special Districts. This policy was adopted by the City Council and outlined the policies Council will follow when considering applications for municipal utility districts, tax increment reinvestment zones, and other type special districts.
  - √ **City of Pflugerville, 2015**
    - Prepared an Economic Development Policy for the City. Working with a staff Committee, the City outlined the purpose for economic development in the City, developed its goals and areas of emphasis for seeking and negotiating with others for economic development projects, and establishing a policy for the use of special districts within the City and its ETJ. September 2015.
  - √ **City of Port Lavaca, 2011-12, 2013-15**
    - Facilitated a one-day retreat in January 2012 for city staff focusing on leadership principles, identifying challenges and developing a plan of action for staff to resolve those challenges
    - Facilitated a combined council/staff retreat developing the Council's leadership principles and developing a strategic plan. Worked with the staff on developing an implementation plan. The combined council/staff strategic plan was adopted by City Council as the combined plan of action for the city. Council approved the Strategic Plan in May 2012.
    - Facilitated a ½ day session with the city staff on leadership principles. The focus of the discussion was to develop a leadership plan using the book "On My Honor, I Will..." by Randy Pennington in August 2013.
    - Facilitated a full day workshop with city staff on leadership principles. The focus of the discussion revolved around the principles in the book "Overcoming the Five Dysfunctions of a Team", by Patrick Lencioni in February 2014.
    - Facilitated full day staff retreat focusing on issues and challenges related to the development of the Comprehensive Plan. May 2015.
  - √ **City of Pilot Point, 2019**
    - Scheduled to facilitate a daylong planning session and follow up services with the City Council and staff of the City. February 2019.
  - √ **City of Richwood, 2007-08, 2016-18**





- Facilitated a Council and staff retreat focusing on long range strategic planning for the city.
- Provided general city management consultation for Mayor and City Council and staff.
- Facilitated and led a search for the new City Manager upon the retirement of the City Manager. Successfully completed search with the hiring of a new City Manager in January 2017.
- Facilitated a planning session with City Manager, Mayor and City Council in April 2017. Provided follow up services to the City Manager and staff to prepare an implementation plan. Made final report to the City Council.
- Facilitated a second planning session with the City Manager, Mayor and City Council in June 2018.

√ **City of Rockport, 2014**

- Facilitated a daylong planning retreat with the City Council and staff. Focus will be on long range strategic planning and working with the city staff to provide a plan for implementation of identified strategies. January 2014.

√ **City of Rosenberg, 2007-08, 2017**

- Provided technical assistance to City Manager and staff regarding development issues including consultation on Municipal Utility Districts, Tax Increment Reinvestment Zones and development ordinances and regulations.
- Facilitated a series of meetings with the code enforcement and inspections staff and supervisors to focus on their mission and customer service issues.
- Facilitated a planning workshop with the Rosenberg Economic Development Corporation for long range strategic planning in 2008.
- Scheduled to facilitate a governance workshop with Council, March 2017.

√ **City of San Marcos, 2016-17**

- Facilitated a two-day Council Visioning Retreat with City Council, City Manager and City Management team. January 2016.
- Facilitated one day follow up session with City Council, City Manager and City Management team. Verified strategies and policy initiative established in the January meeting. Completed final report. May 2016.

√ **City of Sandy Point, 2006-09, 2015, 2018, 2019**

- Providing ongoing general city management consultation for Mayor and City Council. Work includes assistance with development issues, including consultation on Municipal Utility Districts and Tax Increment Reinvestment Zones.
- Assisted the City Council in the development and adoption of a land use and zoning plan and map, a Zoning Ordinance, a Policy for the Use of Special Districts and other general municipal issues.



- Assisted the City in determining the optimum property needed for the City for a City Hall, park and other uses anticipating the City's growth. 2015.
- Assisting the City in revising their zoning classifications, as well as identifying a common ETJ boundary between Iowa Colony and Sandy Point to avoid future conflicts. 2019
- √ **City of Sealy, 2006-08, 2013-14**
  - Facilitated day long, long term goal setting retreat for Mayor, City Council, City Manager and staff. Provided follow up with the City Manager and his staff to develop an Action Plan for the implementation of the goals set by Council. 2007
  - Facilitated a Work Session discussion with the Mayor and City Council on governance, focusing on the relationship between the Mayor, Council and City Manager and staff.
  - Assisted with development issues, including consultation on Municipal Utility Districts and Tax Increment Reinvestment Zones, and others special financing districts and agreements.
  - Facilitated day long, long term goal setting retreat for Mayor, City Council, City Manager and staff in November 2013. Provided follow up services to develop an implementation strategy with staff.
- √ **City of Seabrook, 2008-09, 2014-18**
  - Facilitated a retreat in concert Marsh Darcy Partners, for the Seabrook Economic Development Corporation. This retreat focused on the mission and priorities of the SEDC for 2008-09.
  - Facilitated a daylong planning retreat in April 2014 for City Council and staff. The session defined their governance model, vision and mission, and set strategies for the future. Worked with staff on preparation of an implementation plan.
  - Facilitated a second daylong planning retreat in April 2015 for City Council and staff.
  - Facilitated a third daylong planning retreat in April 2016 for City Council and staff. Worked with staff to prepare implementation plan.
  - Facilitated a fourth daylong planning retreat in July 2018 for City Council and staff.
- √ **City of Shenandoah, 2006-08**
  - Facilitated a staff leadership development program for the City Manager and senior leadership team. Program included a daylong retreat, goal setting and action plan, and leadership program over ten sessions. The leadership program was based on the book "On My Honor, I Will..." by Randy Pennington.
  - Facilitated two one-half day retreats with the City Council discussion the city's vision, mission and goals for their future in 2006-7.
- √ **City of Shoreacres, 2012-13**
  - Facilitated a Council orientation session in June 2012 focusing on the governance model for the Mayor and City Council. This session to focus on assisting newly elected members in understanding their role as members of a City Council and their relationship with the City Administrator and his staff.



- Provided coaching services to the Mayor to assist her in managing her duties as Mayor in her day-to-day activities, as well as managing the meetings in a more efficient manner.
- Facilitated a planning retreat in late June 2012 for the City Council and City staff. Council established their governance model and strategic objectives for the coming year.
- Special project to revise the administrative disciplinary procedures for the City, March 2013.
- Salary Survey for selected positions, May 2013.
- √ **City of Spring Valley, 2017**
  - Engaged by the City to provide search services for a City Administrator. City Council hired their interim City Administrator to the full-time position. Assisted the Mayor and Council in determining fair compensation for position. Facilitated a session with the Mayor, City Council, City Administrator to define a governance model and expectations for moving forward as a team. June 2017.
- √ **City of Tomball, 2016, 2019**
  - Facilitated one-day planning retreat with Mayor, City Council and key staff. March 2016.
  - Scheduled to facilitate a second planning process for Mayor, City Council and key staff. March 2019
- √ **City of Victoria, 2012-15**
  - Provided ongoing consulting services related to the development of a Municipal Utility District and related agreements.
  - Development of a policy for the use of special districts, adopted in August 2013.
- √ **City of Vinton, 2015**
  - Facilitated planning retreat for City Council. Sessions included establishment of governance model, as well as establishing goals and priorities for the coming year. March and April 2015.
- √ **City of Waller, 2007-12-14**
  - Providing ongoing assistance for community development issues, including consultation on policies and procedures for the use of Municipal Utility Districts and Tax Increment Reinvestment Zones, and others special financing districts and agreements.
  - Facilitated a planning retreat in August 2012 for the City Council and staff focusing on implementation and updating of various plans already approved and setting priorities for the next five years.
  - Facilitated a second planning retreat in July 2014 for City Council and staff focused on reviewing the 2012 Strategic Plan, making adjustments and developing a 2014 Strategic Plan.
- √ **City of Westlake, 2012-14**
  - Provided facilitation services for a series of staff development and leadership sessions based on the High-Performance Organization model with the City



- Manager and the leadership of the Westlake Academy. Westlake Academy is a city operated Charter School, which utilizes the International Baccalaureate (IB) World curriculum. Initial session was conducted September 30, 2012.
- Facilitated governance session with the City Council in May 2013.
- Facilitated governance session with the City Council again in May 2014.
- ✓ **City of Willis, 2013-16, 2018-19**
  - Facilitated a Council planning retreat January of 2013. This retreat focused on the governance model, as well as developing a series of strategies for the future. A staff implementation plan was developed.
  - Facilitated a planning retreat in July 2014 with the joint boards of the 4A and 4B economic development corporation boards.
  - Facilitated a refresh planning session for the EDC in 2018.
- ✓ **City of Yoakum, 2014**
  - Facilitated two half-day sessions with the City Council in retreat setting in March 2014. The session focused on the Council's governance model, and setting strategies and goals for the upcoming year. Worked with the staff in follow up to the retreat to develop a framework for the implementation of the strategies and goals.

#### **Special Districts and/or Associations**

- ✓ **Copperas Cove Economic Development Cooperation, 2011**
  - Facilitated a Board Retreat in March 2011 with discussion on development goals and strategies for the Board and the CCEDC management team. Program included a one-day retreat, strategy setting and for the Board and work with the CCEDC staff to develop an implementation plan.
- ✓ **Richmond Development Corporation, 2012-13**
  - Facilitated a retreat with the Board of the RDC. This retreat focused on the governance model they agreed to use in their efforts and preparation of the first ever Strategic Plan. Followed up with the City staff working to develop an Action Plan for the Strategic Plan.
- ✓ **Lake Jackson Economic Development Corporation, 2015-17**
  - Facilitated Economic Development Corporation planning session to define, Mission and Goals. Session 1, October 2014. Session 2, January 2015.
  - Facilitated a follow up planning session for the Economic Development Corporation, August 2016.
  - Facilitated third planning session for EDC, August 2017.
- ✓ **Willis Economic Development Corporation, 2014 and 2018**
  - Facilitated a planning session with the two Willis Type A and Type B corporations. The Willis Community Development Corporation (Type B) and the Willis Economic Development Corporation (Type B). Facilitated a combined planning session. Each Corporation prepared a Mission statement unique to their respective mission, goals and strategies unique to their organizations.



- Facilitated a second planning session with the Willis Economic Development Corporation (Type A) in October 2018.
- √ **Gulf Coast Water Authority, 2012-18**
  - Provided personnel services. In association with Davidson and Associates, revised and adopted a new Employee Handbook (Personnel Policies) with Administrative Procedures; prepared and adopted an Employee Pay Plan; prepared a Certificate and Incentive Pay Policy; provided training to employees on the above documents and on employment law issues; updated Performance Review policies and procedures including a pay for performance plan and revised evaluation forms.
  - Reviewed and revised all job descriptions. 2015.
  - Prepared a Succession and Organizational Development Plan. Utilized a specially appointed employee planning team to identify issues and develop solutions to the need for a succession plan and organizational development for leadership in the organization. 2014-2015
  - Facilitated Board retreat in June 2013, January 2014, July 2014, July 2015, June 2016.
  - Prepared updated job descriptions for all employment positions. 2015.
  - Began the process for preparing an Organizational and Facilities Needs Plan. First phase of project to meet with Accounting Department staff and develop a organization plan identifying major responsibilities of the department and assisting the staff in defining roles of staff and identifying what new staff might be needed. 2015-16.
  - Facilitated a staff planning retreat in March 2016.
  - Facilitated the creation of a Deputy General Manager position with the General Manager and Board in April 2016.
  - Facilitated and coordinated the successful search and selection of the Assistant General Manager. December 2017.
- √ **U.S. Attorney's Office, Southern District of Texas, 2009-11**
  - Provided expert witness services to the U.S. Attorney's Office related to Tax Increment Reinvestment Zones (TIRZ) related to a federal lawsuit.
- √ **Bay Area Transportation Partnership, 2010**
  - Facilitated in concert with Marsh Darcy Partners a one-half day retreat with member of Bay Tran in August 2010. This retreat focused the participants in identifying transportation issues within the Bay Tran service area as a first step in preparing a Legislative Agenda for the organization.
- √ **Texas Coalition for Affordable Power, 2011-12, 14**
  - Facilitated a two-day retreat with the Board and Executive Director of TCAP in September 2011. This retreat focused on organizational needs of the new organization, expectations of the Board and staff, and strategic goals designed the start the organization on the right path for success. Provided follow up services to the staff assisting in the preparation of an implementation plan for the strategies.
  - Facilitated a second one-day retreat with the Board and Executive Director of TCAP in September 2012. This retreat focused on providing follow up to the



- Board and staff confirming the organization and leadership expectations, guiding tenets and vision statement. In addition, the Board reviewed the strategies, developed revised and new strategies, assigned the strategies to Board committees for oversight of implementation, and heard committee reports.
- Facilitated a third one-day retreat with the Board to update their strategic plan and focus on specific issues identified by the staff and planning team. November 2014.
- ✓ **Texas Municipal League Intergovernmental Risk Pool, 2014-19**
  - Facilitated a daylong retreat with the Risk Pool Board and staff. Focused on strategies dealing with several long-term issues and challenges before the Board. January 2014. Provided follow up services to the staff to develop the implementation plans resulting from the retreat.
  - Facilitated a daylong planning and training retreat for the Board. January 2015.
  - Facilitated a daylong planning retreat for the Board. January 2016.
  - Facilitated a daylong planning retreat for the Board. January 2017.
  - Facilitate a daylong planning retreat for the Board. January 2018.
  - Scheduled to facilitate a daylong planning retreat for the Board. January 2019.
- ✓ **Harris Galveston Subsidence District, 2013**
  - Provided facilitation and search services to assist the Board of Directors in the selection of a General Manager to replace the retiring General Manager after over 30 years of service. April-August 2013.
- ✓ **Texas Association of Water Board Directors, 2015**
  - Provided facilitation services and follow up services to assist the Board of Directors in establishing their long-range plan and governance model. This Texas Association consists of Board members from water, municipal and other special purpose districts.
- ✓ **Texas Municipal League – Staff Management Team, 2016, 2017**
  - Facilitated a day and a half planning retreat for the TML staff, December 2016.
  - Facilitate a day and half planning retreat for the TML staff, December 2017.
- ✓ **Sander Engineering, 2017**
  - Provided consulting services to assist the firm in determining its governance model and succession plan for the future of the firm.
- ✓ **Galveston County Water Control and Improvement District (WCID) #1, 2018**
  - Successfully provided and completed search services for the General Manager position, September 2018.

#### **Other Presentations and Programs**

- ✓ **GFOAT, 2015**
  - Presentation with League City Finance Director regarding special districts and their role in city government. September 2015
- ✓ **HGAC, 1995-2018**





- Provided presentations annually since 1995 at the HGAC Newly Elected Officials Workshop discussing roles and responsibilities of elected and appointed officials and other governance principles
- √ **National League of Cities – Risk Information Sharing Consortium (NLC-RISC), 2016**
  - Provided facilitation services at two sessions of the NLC-RISC National Trustees Conference in San Antonio, May 2016.
- √ **TCMA, 2012, 2014, 2015, 2016, 2017, 2018**
  - Provided a presentation on balancing work and family life to participants at the TCMA King Cole Workshop, March 2012.
  - Participated in a panel presentation on special districts and their role in city government to city management participants at the TCMA Annual meeting, June 2012
  - Planned for discussions with the City of Westlake on the development of their staff using the High-Performance Organization model. June 2014.
  - Presentation to the City Manager's Problems Clinic, Salado, Texas on the transition of a city manager into consulting and retirement. February 2015.
  - Presentation on Succession Planning to City Manager's Problems Clinic, February 2016.
  - Presentation on Succession Planning to TCMA Annual Conference. June 2016.
  - Facilitated session with past Presidents of TCMA at TCMA Annual Conference. June 2017.
  - Presented a session on Council-Manager Relations at TCMA Annual Conference, June 2018.
  - Presented a session on Council-Manager Relations to the TCMA Region 8 City Managers in Alamo Heights, September 2018
  - Member Professional Development Committee, 2011-18.
- √ **TML, 2015**
  - Presentation at TML Annual Conference with Mayor of Kilgore, and City Manager of Kyle regarding the development of high functioning City Council/City Management relationships providing practical tips for working better together as a team. September 2015.
- √ **Lorman Seminar, 2012**
  - Participated in a panel presentation on special districts and their role in city government to participants at a Lorman sponsored seminar, July 2012. Participants in the seminar included attorneys, developers, city government and others.