

Company Profile

Background

Strategic Government Resources (SGR) was founded in 1999 and is fully owned by former City Manager Ron Holifield.

Ron spent two high profile decades in city management, which included service as City Manager in several Texas cities. He left city management in 1996 and purchased Government Relations Specialists, a small company that specialized in representing companies that do business with government at all levels. In a little over three years, he doubled the size of the company, growing it into one of the 50 largest lobby firms in Texas. However, Ron missed the sense of making a difference that city management had provided. In response, he sold that company in 1999 and founded SGR for the express purpose of helping to transform local government through employee recruitment, selection, assessment, training, development, coaching, and career path planning. SGR is organized into three primary business lines, Executive Recruitment, Employee Development, and Consulting.

Office Locations

SGR's corporate headquarters is in the Dallas/Fort Worth Metro area in Keller, Texas. SGR also has satellite offices in Austin, Texas; Sugar Land, Texas; Fort Myers, Florida; Kissimmee, Florida; Chicago, Illinois; Norman, Oklahoma; and, Stillwater, Oklahoma.

SGR Executive Search Team

- Ron Holifield, Chief Executive Officer
- Cyndy Brown, Director of Executive Search
- Mike Tanner, Senior Vice President, Executive Search
- Gary Holland, Senior Vice President, Executive Search
- Tommy Ingram, Senior Vice President, Executive Search
- Chester Nolen, Senior Vice President, Executive Search
- Bill Peterson, Senior Vice President, Executive Search
- Ron Robinson, Senior Vice President, Executive Search

Key Personnel for this Project

Ron Holifield, CEO

Ron Holifield spent 17 high profile years in city management before entering the private sector. He served as Assistant City Manager in Plano, Texas, City Manager in Garland, Texas, and City Manager in three other mid-size and smaller cities. Ron is a frequent speaker at city management conferences nationwide. In addition, he has written numerous articles and was a periodic contributor to *Texas City Manager Magazine on Innovations That Make a Difference*. Ron has served on numerous state and national committees and is an active member of the International City/County Management Association (ICMA), the Texas City Management Association (TCMA), Urban Management Assistants of North Texas (UMANT), and several other regional organizations. He holds a BA from Abilene Christian University, and an MPA from Texas Tech.

Ron brings strength to the executive recruitment profession with his extensive experience as a city manager. Numerous professionals around the nation have worked with Ron over his long career, giving SGR a network among municipal management professionals that is unequalled. Ron also brings a unique ability to evaluate candidates from the perspective of a city manager and assist city officials in effectively understanding not just qualifications, but issues of management style, reputation, and philosophical compatibility.

Ronald Mack Holifield

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PROFESSIONAL HISTORY

Strategic Government Resources – Owner & CEO January 1999 to Present

- Owner and CEO of this strategic management firm, helping local governments recruit, assess and develop innovative leaders. Clients have included over 350 local governments as well as NASA, TXU, Oncor, Accountability International, SportsCenter, Pro Players Foundation, HVJ Engineers, Waste Management and others.
- SGR is the largest provider of live and online training in the nation designed specifically for local government, training over 1,000 local government employees every month in 41 states.
- As CEO of Strategic Government Resources, I have been interviewed and/or quoted by various news publications and media outlets on issues related to local government. These publications include: National Public Radio, Texas City Manager Magazine, Texas Town and City, Government Technology Magazine, GovWire Online Magazine, Federal Computer Week Magazine, CIO Magazine, Dallas Morning News, Dallas Business Journal, Plano Star Courier, DFW Tech Biz, Today Newspapers, Focus on the News, D Magazine, International Association of Chiefs of Police Journal, WOAI TV and KRLD and KTET Radio, as well as the ABC and NBC affiliates in Tulsa and WAMU radio in Washington, DC.

Government Relations Specialists – Owner & CEO August 1996 to September 2001

- Owner and CEO of this 20 year old governmental consulting firm, specializing in representing businesses doing business with government and in legislative advocacy efforts.
- During my tenure as owner and CEO, the business doubled in size, becoming the 49th largest lobby firm in Texas, after which I sold it to one of my employees so that I could focus more of my efforts on the launch of SGR.
- Major clients included American Express, Aramark, Automated Licensing Systems, Children's Comprehensive Services, IBM, Quorum Health Group, Library Systems and Services, PeopleSoft, SCT, Space Imaging, TXI, Verizon, and Xerox as well as many other Fortune 500 firms.

**City of DeSoto, Texas – City Manager
October 1994 to August 1996**

- City Manager of this highly diverse suburban community, located 20 minutes south of downtown Dallas.
- I was hired to lead a rapid cultural change at City Hall, with a specific challenge to transform the organization from one known for being highly bureaucratic, stagnant, and ineffective in economic development, into one known for being aggressively customer service driven, highly successful in the economic development arena, and operating in a very cost effective manner.
- Significant accomplishments in Economic Development:
 - Named by Texas Business Magazine as a top 20 Texas city to relocate a business.
 - Named by Texas Business Magazine as one of the “Best Run Cities in Texas.”
 - Named by Texas Outlook Magazine as a top 25 city for economic development.
- Other significant achievements:
 - Dramatic improvements in all financial operating systems.
 - Complete overhaul of the city’s personnel systems.
 - Implementation of the city’s first comprehensive long range CIP.
 - Substantial increases in the city’s fund balances.
 - Increase in commercial building permits in excess of 1,000% over previous year.
 - Lowest crime rate of any major city in the Dallas-Fort Worth Metroplex.

**City of Garland, Texas – City Manager
November 1991 to June 1994**

- City Manager of this rapidly growing city, which owns and operates an electric production and distribution system, a regional wastewater treatment system, a regional landfill, and a heliport, and offers a variety of social services and strong cultural arts. The ninth largest city in Texas, Garland’s population was in excess of 220,000 with over 2,300 employees, and an annual operating and capital budget in excess of \$350 million.
- I was hired in 1991 to take this very traditional manufacturing-based community and rapidly position it as a statewide leader, transforming its one-dimensional image and reputation as a blue-collar suburb into that of a leading first tier city.
- Specific City Council goals established and achieved during my tenure include:
 - *Financial Management* – Strengthen the financial position of the City, and overhaul the City’s financial and budgetary systems to make them more accountable and understandable; make Garland’s cost of services more competitive with area cities; minimize dependence on debt; and, operate City utilities as if they were private enterprises.
 - *Economic Development* – Reinvigorate the City’s economic development program, positioning Garland as the statewide leader in demonstrating that

strong environmental policies and strong economic growth efforts are compatible; and enhance citywide housing and neighborhood standards.

- *Quality of Life* – Provide Garland with a national profile in the Arts; dramatically improve Garland’s commitment to basic infrastructure repair and replacement; make Garland the safest city in the Metroplex; and, revitalize downtown.
- *Organizational Excellence* – Establish an organization whose diversity reflects the community; establish routine evaluation of privatization alternatives; introduce benchmarking as the basis for effective performance measurement; dramatically improve citizen communication and trust in the integrity of local government; create an innovation-minded organization, known for a results-orientation, and capable of overcoming traditional bureaucratic mind-sets and obstacles.

**City of Plano, Texas – Assistant City Manager, Assistant to the City Manager
November 1986 to November 1991**

- Served in a variety of capacities in this rapidly growing, premier city, including: Assistant City Manager of Community Services, Assistant City Manager of Administration, Acting Assistant City Manager for Development, and Assistant to the City Manager.
- Significant accomplishments while with Plano include:
 - Designed a program that doubled mid- and upper-level management minority and female representation in four years.
 - Designed a Disadvantaged Business Purchasing Program that dramatically increased minority business contracts without quotas.
 - Served as Project Manager for a \$19.5 million Civic Center Project, bringing it in \$2 million under budget.
 - Assisted in negotiating details of the JC Penney headquarters relocation from New York City to Plano.
 - Created Plano’s first Convention/Visitor’s Bureau that exceeded year six sales and bookings projections in the first year.
 - Initiated Plano’s first Neighborhood Integrity Program.
 - Creatively designed construction projects for EDS and JC Penney to achieve a \$750,000 sales tax windfall for the city.
 - Designed an Employee Wellness Program which resulted in participant health care costs equaling only one-third those of non-participants.

**City of Farmersville, Texas – City Manager
1984 to 1986**

- First City Manager of this full service city, which operates an electric distribution system and two city lakes.
- Major achievements were in the areas of growth management, infrastructure improvements and municipal finance.

**City of Sundown, Texas – City Manager
1982 to 1984**

- City Manager of this full service city, which operates a natural gas distribution system and a municipal golf course.
- Major achievements were in the areas of economic development, public/private partnerships, infrastructure improvements, and municipal finance.

**City of Lubbock, Texas – City Administrative Intern to the City Manager
1981 to 1982**

- Administrative Intern to the City Manager of this major city, which operates a municipally owned electric utility.
- Primary accomplishments were in the area of performance measurement.

EDUCATION

- Texas Tech University – Masters of Public Administration
- Abilene Christian University – Bachelor of Arts, Government Major / Student Association President

MAJOR AWARDS for Municipal Organizations Managed

- 3CMA Economic Development Marketing Campaign Savvy Award Certificate of Excellence for International Development and Local Realtor Ads - Garland
- International Association of Chief's of Police, Excellence in Policing Award for Neighborhood Service Team - Garland
- Finalist, Governor's Environmental Excellence Award - Garland
- Texas Natural Resource Conservation Commission Award for Excellence - Garland
- American Society of Landscape Architects, Texas Chapter, Environmental Stewardship Award for Garland's Spring Creek Forest Preserve - Garland
- Dallas Business Journal, "Metroplex Real Estate Deal of the Year (Existing Building)," – Garland
- Dallas Business Journal "Metroplex Real Estate Deal of the Year (New Construction)," - Garland
- GFOA Award for Distinguished Budget Presentation, every year, 1987-1996
- GFOA Certificate of Achievement for Excellence in Financial Reporting, 1987-1991

PROFESSIONAL PARTICIPATION

- Author, “the 16%” weekly blog, 2013
- Author, “Fourth Dimension Leadership”, 2010
- Member, International City/County Management Association (ICMA), 1982-present
- Member, Texas City Management Association (TCMA), 1982-present
- Member, Texas Municipal Human Resources Association, 2006 - present
- Member, Governmental Finance Officers Association, 2010 - present

PREVIOUS PROFESSIONAL PARTICIPATION

- Author of a Monthly Column in Texas City Manager Magazine on “Innovations that Make a Difference”
- ICMA Task Force on Employment Agreements
- ICMA Management Innovations Panel
- ICMA Conference Evaluation Committee
- ICMA/Innovation Groups National Management Practices Panel
- Author, “The Public Executive’s Complete Guide to Employment Agreements”, book published by ICMA and the Innovation Groups
- Texas Innovation Groups Executive Committee
- Author, “Crossing Department Lines – Garland’s Neighborhood Service Team”, article published in the International Association of Chiefs of Police National Journal
- Author, “Redefining Thinking, Structures and the Rules of the Game in Government”, article published in Texas Town and City Magazine
- Contributor, State Comptroller Bob Bullock’s handbook for municipalities: “Standard Financial Management System for Texas Cities”
- Texas Municipal League Advisory Committee on Legislative Affairs – Personnel Issues
- TCMA Ethics and Professional Standards Committee
- TCMA Annual Conference Committee

SPEAKING ENGAGEMENTS

- National Public Employers Labor Relations Association Annual Conference, 2013
- American Public Works Association Regional Conference, 2013
- Texas Recreation and Parks Association Annual Conference, 2013
- Colorado City County Management Association Annual Conference, 2013
- Kansas City County Management Association Annual Conference, 2012
- National Parks and Recreation Management School, 2012

- Texas City Management Study Group, 2012
- International City County Management Association Annual Conference, 2012
- National Procurement Institute, 2012
- Missouri Municipal League Annual Conference, 2012
- Texas City Clerk's Association Annual School, 2012
- Texas County Clerk's Association Annual School, 2012
- Kansas Governmental Finance Officers Association Annual Conference, 2011
- Texas City Management Association Annual Conference, 2010
- Public Risk Management Assoc. Annual Conference, 2010
- Oklahoma City Manager's Association Annual Conference, 2010
- Northwest States City Management Association Annual Conference, 2010
- Ohio City/County Management Assoc. Annual Conference, 2009
- West Texas City Management Association Annual Training Conference, 2009
- Texas Municipal League Regional Meeting, 2009
- Texas Municipal Human Resources Association Annual Nuts and Bolts Conference, 2009
- East Texas City Management Association Annual Training Conference, 2008
- East Texas City Management Association Annual Training Conference, 2007
- International City/County Management Association Conference, 2006
- Certified Public Manager Program, 2006
- North Texas Municipal Clerks Association Management Institute, 2006
- City of Carrollton, Texas, Leadership Academy, 2006
- City of Arlington, Texas, Leadership Academy, 2005
- Urban Management Assistants of North Texas Annual One Day Conference, 2005
- Leadership Southwest, 2004, 2006, 2008
- International City/County Management Association Annual Conference, 2003
- Keynote Speaker (along with the Deputy Secretary of Defense), Government Electronics and Information Technology Association Information Technology and Defense Electronics Forecast Annual Conference – State and Local Homeland Security, 2002
- Transforming Local Government Conference, 2001
- National Association of Counties Annual Conference, 1999
- World Services Congress – Building Public Private Partnerships, 1999
- Central Texas City Management Association, 1999
- Carolinas-Virginia Hospital Trustee/Physician Conference, 1999
- Quorum Ohio CEO Conference, 1999
- Chairman of the Board In-Service Training, Quorum, 1999
- Quorum Foundations for the Future, 1999
- Quorum Chairman of the Board Training, 1998
- International City County Management Association, 1998
- Iowa Municipal Management Institute, 1997
- Quorum Foundations for the Future, 1997
- Quorum Board of Trustees Training, 1997

- Urban Management Assistants of North Texas, Conference of Minority Public Administrators, and National Forum for Black Public Administrators Joint Workshop – 1996
- Innovation Groups Regional Conference, 1996
- Texas City Management Association Annual Conference, 1996
- Florida City/County Management Assoc. Annual Conference, 1996
- North Carolina City/County Management Association Annual Conference, 1996
- Quorum Foundations for the Future, 1996
- International City/County Management Association Conference, 1996
- Texas City Management Association Conference, 1995
- Kansas Innovation Groups Regional Workshop, 1995
- City-County Communications & Marketing Association National Conference, 1994
- National League of Cities Innovations in Government National Conference, 1994
- Innovation Groups Regional Workshop, 1994
- Texas Foundation for the Improvement of Local Government Institute, 1994

OTHER HONORS AND ACTIVITIES

- American MENSA member
- Distinguished Alumni, Abilene Christian University
- Abilene Christian University Public Administration Visiting Committee
- Texas Tech University, Center for Public Service, Alumni of the Year